

ASHESI UNIVERSITY COLLEGE

**EXPRESS YOURSELF EVERYWHERE YOU GO BECAUSE THE
POWER IS YOURS: AN ASSESSMENT OF THE SERVICE QUALITY
PROVIDED BY GHANA'S TELECOMMUNICATIONS INDUSTRY**

By

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Business Administration

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Declaration Page

I hereby declare that this thesis is the result of my own original work and that no part of it has been presented for another degree in this university or elsewhere.

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I hereby declare that the preparation and presentation of the thesis were supervised in accordance with the guidelines on supervision of thesis laid down by Ashesi University College.

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Date: April, 2013

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Abstract

Service quality is a measure of how well the service level delivered by the company matches customer expectations. It is a major predictor of both customer satisfaction and loyalty, and it increases profitability, reduces cost, and leads to higher customer retention for the company. Increased competition in the telecommunications industry coupled with the newly introduced Mobile Number Portability system has made providing superior service quality to customers an imperative differentiation strategy. The purpose of this study therefore was to assess and identify the hypothesized gap that exists between the service quality telecommunications companies provide to its customers, and the service quality its customers expect.

The data gathered from MTN and its customers via the use of questionnaires suggests that there is a gap between the service quality provided by MTN and the service quality its customers expect. Additionally, the satisfaction rate of customers stands at 65 percent; the remaining 45 percent are either dissatisfied or strongly dissatisfied with the service quality they receive. Although MTN conducts market research about consumer preferences and implements exactly what their customers want, the customers still remain dissatisfied. The service quality criteria generated by this study is meant to serve as a platform for further research into what exactly consumers want out of service quality, in order to bridge the Knowing-Doing gap.

Keywords: Service Quality, Customer Satisfaction, Customer Loyalty, Knowing-Doing Gap, Mobile Number Portability, Mobile Service Provider

Contents

Declaration	i
Acknowledgement	ii
Abstract	iii
Chapter 1: Introduction	1
1.1 Introduction & Background	1
1.2 Problem Statement	6
1.3 Hypothesis	8
1.4 Objectives of the Study	9
1.5 Significance/Justification	9
1.6 Outline of Dissertation	10
Chapter 2: Literature Review	11
2.1 Introduction	11
2.2 Service Quality as a Tool for Competitive Advantage	12
2.3 Customer Loyalty	18
2.4 The Mediating Role of Customer Satisfaction	21
2.5 The Knowing-Doing Gap	22
Chapter 3: Research Methodology	25
3.1 Introduction	25
3.2 Research Purpose	25
3.3 Research Approach and Strategy	29
3.5 Sample Selection	29
3.6 Data Collection	30
3.7 Data Analysis	31
3.8 Limitations and Challenges of the Study	31
Chapter 4: Findings and Discussion	32
4.1 Introduction	32
4.2 Company Profile	32
4.3 The Inevitable Dissatisfaction of Customers	33
4.3.1 Service Quality Checks	34

4.4 The Gap	35
4.4.1 SERVQUAL Model.....	35
4.4.2 Gerdelman’s Service Quality Criteria	37
4.4.3 Service Quality Characteristics	39
4.5 Bridging the Expectation-Perception Gap	40
4.6 Strongly Satisfied and Satisfied	42
4.7 Mobile Number Portability	44
4.8 Other Findings.....	45
4.9 Summary of Research Findings.....	46
Chapter 5: Recommendations and Conclusions	47
5.1 Recommendations for Telecommunications Companies.....	47
5.2 Conclusions.....	48
References	50
Appendix.....	53
Appendix 1	53
Appendix 2	55

Chapter 1: Introduction

1.1 Introduction & Background

"Quality means what the customer says it means, not what we think it should be" (Gerdelman, 1994)

Think back to the countless number of times you have interacted, either face-to-face or on the phone, with your Mobile Service Provider to get information or complain about a problem; how many times were you satisfied with the response? What about all the times you have tried so desperately to get a problem associated with your network fixed, and finally given up because no one would attend to you? With the introduction of Mobile Number Portability¹, how many times have you switched between the various service providers? Just 25 days after implementation of the service, 21,000 users moved to another service provider; one year on, that number has increased to approximately 370,000 users who have been moved between networks (National Communications Authority, 2011, 2012).

The relationship between service quality, customer satisfaction and customer loyalty is apparent in the situation above. The lack of good service quality leads to an unsatisfied customer, consequently causing the customer to switch to another service provider in search of better service quality. Santouridis & Trivellas (2010, p. 339) justify this relationship in their analysis of mobile telephony in Greece, stating in the findings that "service quality is

¹ Mobile Number Portability (MNP) is a service that allows the user to switch between service providers, whilst retaining their existing number.

a major predictor of both customer satisfaction and loyalty". Apart from enhancing customer satisfaction and loyalty, service quality increases profitability, reduces cost, and leads to higher customer retention (Daniel & Berinyuy, 2010). Evidently, service quality is a major influential factor on both customer satisfaction and customer loyalty.

We know that the ability to attract and retain customers ensures profitability for a firm. Researchers have confirmed the fact that for any business to survive in a competitive industry, service quality has to be top notch, in order for it to translate to customer loyalty via customer satisfaction. The relationship between service quality and customer loyalty, through customer satisfaction is confirmed in the research by Caruana (2002) where it is stated that "service quality is found to act on service loyalty, via customer satisfaction". Iddrisu (2011) carried out research on the impact of service quality on customer loyalty, using the SERVQUAL model; his study provided evidence of the positive impact service quality has on customer satisfaction, customer satisfaction on customer loyalty, and service quality on customer loyalty.

"Service quality is a measure of how well the service level delivered matches customer expectations. Delivering quality service means conforming to customer expectations on a consistent basis (Lewis & Booms, 1983)." Customer service is not just about being pleasant, smiling well, and giving rapid service, customers require their needs to be identified and satisfied – that is what customer service is about. Organizations must act upon

customer service concepts and values in order to leave the customer satisfied (Clemmet, 1998). Parasuraman, Zeithaml, & Berry (1985) carried out focus group interviews in their study to gain an in-depth understanding of good service quality; needless to say meeting or exceeding what customers expect from the service is a sure sign of good service quality. Data gathered from their research enabled them to develop ten categories of 'Determinants of Service Quality', namely Reliability, Responsiveness, Competence, Access, Courtesy, Communication, Credibility, Security, Understanding/Knowing the customer, and Tangibles (discussed further in the literature review).

The introduction of Glo into Ghana's telecommunications industry in May of 2012 intensified competition when they introduced a new tariff plan (GhanaWeb, 2012). As at August 2012, MTN was the leading Mobile Service Provider in the telecommunications industry with a market share of 45 percent, followed by Vodafone, Tigo, Airtel, Glo, and Expresso (NCA, 2012) (Figure 1.1). Table 1.1 shows the subscriber base trend for the Mobile Service Providers from 2010 to 2013; it is apparent that due to the intense competition within the industry some companies have lost their customers to competitors. With competition in the telecommunications industry becoming fiercer and each company striving to differentiate their services from rivals', delivering superior service quality appears to be a prerequisite for success and survival, as well as be a profitable differentiation strategy (Parasuraman, Zeithaml, & Berry, 1988). Organizations now find it essential to place an emphasis on service quality due to the hyper-competitive business environment (Farner, Luthans, & Sommer, 2001). MCI, America's second-

largest and fastest growing long-distance provider, conducted research to learn more about customer retention. The results showed that the level of service they provide can make the difference between keeping and losing customers, reiterating the importance of good service quality (Gerdelman, 1994). Customer loyalty, therefore, is the bedrock of any business (Caruana, 2002).

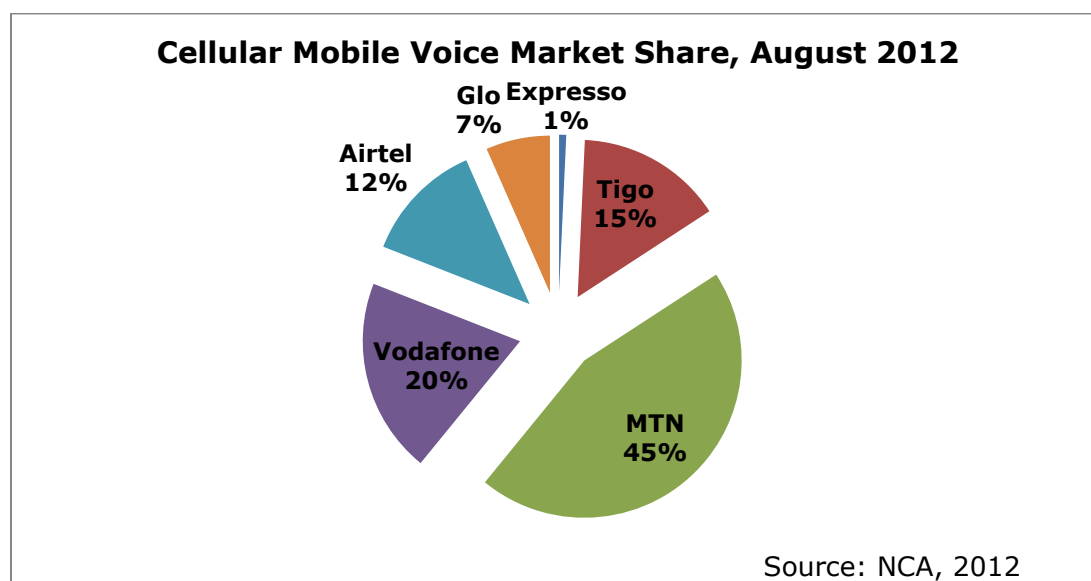


Figure 1.1: Mobile Service Providers' Market Share

Table 1.1: Mobile Service Providers' Subscriber Base (NCA, 2013)

Company	Subscriber Base							
	Jan 2010	Share	Jan 2011	Share	Jan 2012	Share	Jan 2013	Share
Expresso	248,604	2%	244,674	1%	183,607	1%	212,804	1%
Tigo	3,469,862	22%	3,928,908	23%	3,766,538	18%	3,669,472	14%
MTN	8,202,829	51%	8,869,254	51%	10,249,528	48%	11,857,772	45%
Vodafone	2,793,986	17%	2,810,487	16%	4,340,905	20%	5,423,932	21%
Airtel	1,316,698	8%	1,583,573	9%	2,725,128	13%	3,273,048	13%
Glo	-	0%	-	0%	-	0%	1,649,767	6%
Total	16,031,979		17,436,896		21,265,706		26,086,795	

Until this point, it has been established that service quality has a tremendous impact on determining the success of firms, and with competition rising, service quality should be on the forefront of every businesses strategy. With abundant information available on how to incorporate service quality in a firm's strategy, including the know-how's of implementing good service quality in order to lead to customer satisfaction and loyalty, hence leading to higher profitability, one would ponder over the reasons as to why firms in the telecommunications industry are not all market leaders, or at least close to the market leader. The market share gap between the market leader, MTN, and the second in line, Vodafone, was 25 percent as at August 2012, and Expresso, the least patronized, had a market share of just 1 percent (NCA, 2012). A possible explanation is the Knowing-Doing Gap.

The Knowing-Doing Gap, conceptualized by Jeffrey Pfeffer and Robert I. Sutton in their book 'The Knowing – Doing Gap: How Smart Companies Turn Knowledge into Action' answers the question: "Why do companies fail to perform well even after pouring funds into knowledge management initiatives?" The Knowing-Doing Gap explains that even after all the investment in knowledge, organizations are unable to transform that existing knowledge into meaningful action (Pfeffer & Sutton, 2000; Lopes, 2001); meaningful action in this case refers to fulfilling customer expectations. Pfeffer & Sutton (2000) discuss and elaborate upon the main reasons for the Knowing-Doing Gap: excessive talk, excessive reliance on organizational memory, fear, measurement problems, and internal competition (discussed further in the literature review).

1.2 Problem Statement

“Customer loyalty is the key to profitability” (James, 2012). Kotler and Keller (2009) justify this relationship when they say it costs 5 to 10 times more to acquire new customers than to satisfy and retain current customers. Loyal customers indulge in repeat purchases and word-of-mouth, to bring even more customers to the business; they are therefore a very important asset to the business. We have identified in the background that good service quality is a sure shot way of satisfying customers, retaining them, and eventually terming them as loyal customers.

The telecommunications companies are aware of the service quality strategies to be used in order to gain customer loyalty, but fail to implement those strategies. Customers relentlessly complain about the quality of service provided by the telecommunications companies, and nothing seems to change. A number of Facebook pages started by dissatisfied customers were identified, to name a few; “Vodafone Ghana sucks ***”², and “MTN GHANA CUSTOMERS SEEKING SATISFACTION”³. “MTN Ignores Ghana’s Complaints”, a news article on poor service quality was found on GhanaWeb by Dotse (2012), and an entry on ‘blogspot’ entitled “A Letter of Complaint to the CEO of Vodafone Ghana”⁴. These social network complaints may only suggest, not prove, dissatisfaction. However, it remains apparent that customers are seeking good service quality from the telecommunications companies, and they in turn are failing to provide it.

² <http://www.facebook.com/vodafoneghanasux>

³ <http://www.facebook.com/mtnghanacustomers>

⁴ <http://www.ghanapolitics.blogspot.com/2011/07/letter-of-complaint-to-ceo-of-vodafone.html>

Each company has a section or personnel dedicated to customer relations and/or service, yet the complaints from disgruntled customers persist. The Knowing-Doing Gap is one way to explain the problem being faced by the telecommunications companies. Possessing the knowledge of what good service quality is and a strategy that incorporates that knowledge yet not acting upon it is as good as not having a strategy in the first place. MTN, Vodafone, Tigo, Airtel, Glo, and Expresso know what to do to satisfy customers and gain customer loyalty because there is substantial information available in literature, but they are not doing it successfully; customers still claim to be dissatisfied. Satisfied customers thrive on good service quality, and they are what keep a company alive (Daniel & Berinyuy, 2012; Farner, Luthans, & Sommer, 2001; Gerdelman, 1994; James, 2012). In order to increase market share by gaining more customers and retaining existing ones, the telecommunications companies need to transform the knowledge they have into successful action. The problem is logic suggests that the Mobile Service Providers are not transforming existing research and available data into successful action (Figure 1.2).

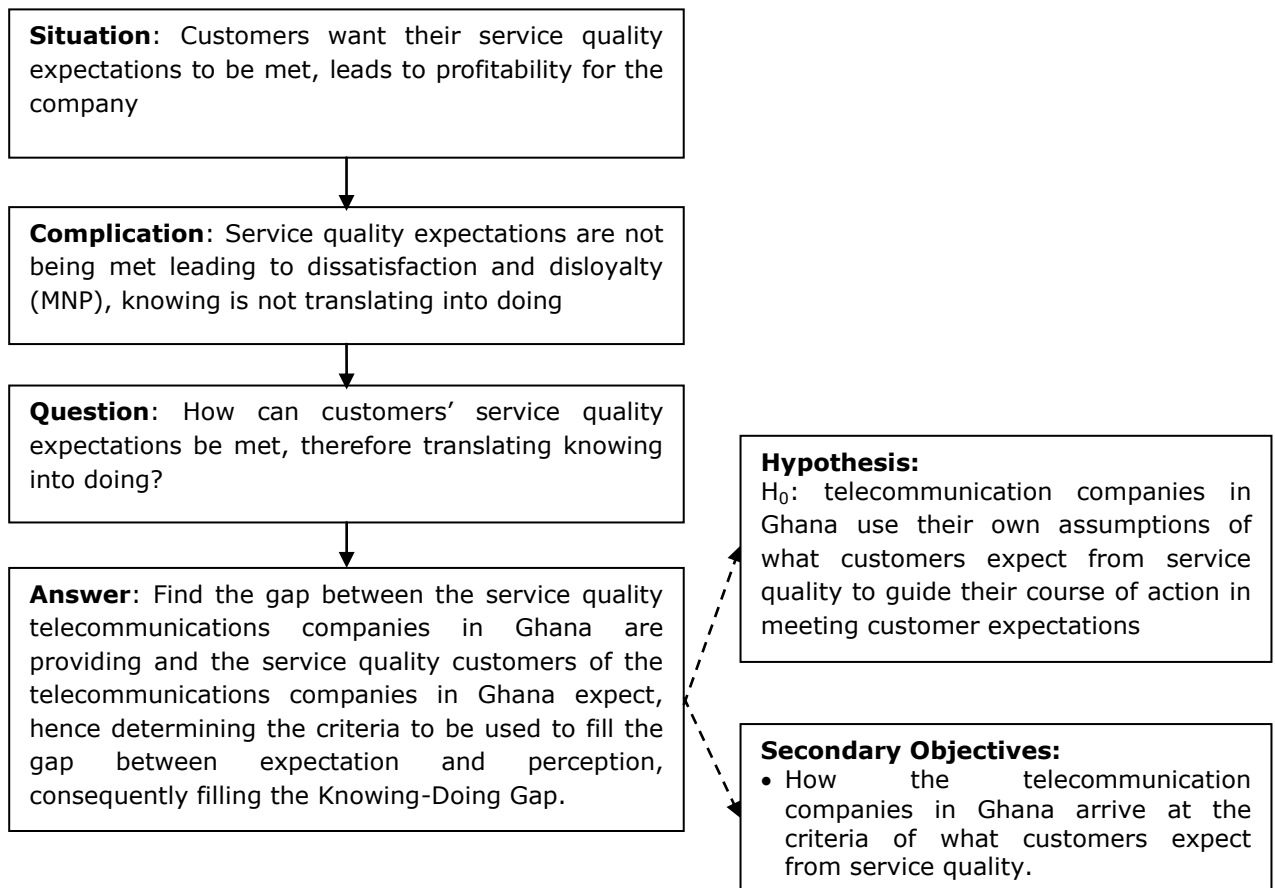


Figure 1.2: Graphical presentation of the problem statement

1.3 Hypothesis

H₀: telecommunications companies in Ghana use their own assumptions of what customers expect from service quality to guide their course of action in meeting customer expectations, instead of using data gathered from customers about what customers expect.

- As of now this stands true because customers are dissatisfied and so have a low perception of service quality, therefore it is logical to infer that expectations are not being met.

1.4 Research Objectives

- Main objective – to find the gap between the service quality telecommunications companies in Ghana are providing and the service quality customers of the telecommunications companies in Ghana expect. By defining this gap, research tools will determine the criteria customers prefer to be used to fill the gap between expectation and perception, consequently bridging the Knowing-Doing Gap.
- Secondary objective – how the telecommunications companies in Ghana arrive at the criteria of what customers expect from service quality.

1.5 Significance/Justification

This study is important because:

- With competition growing in the telecommunications industry, it is important to gain a competitive advantage over rivals to maintain market share and profitability. This can be achieved by providing better service quality.
- Companies are in a better position when they are able to attract and retain customers. Knowing the significance of service quality in attaining customer loyalty will push the telecommunications companies into action, consequently bridging the Knowing-Doing Gap.
- By understanding what customers in Ghana expect from service quality, telecommunications companies can strive to provide customers with what they need and in turn attain their loyalty to maintain/grow market share and profitability.

1.6 Outline of Dissertation

The thesis is organized into 5 chapters:

- Chapter 1: Introduction

This chapter provides the reader with an introduction into the topic, including a brief background about the subject matter, and a problem statement of the issues to be tackled in the study.

- Chapter 2: Literature Review

The literature review synthesizes various pieces of literature in order to generate a strong understanding of the key concepts of the study.

- Chapter 3: Methodology

The methodology provides information relating to the research purpose including the type of research, the research approach and strategy, the sample size and selection methods, the data collection methods, and the methods to be used in analyzing the data obtained from the research.

- Chapter 4: Findings and Discussion

This chapter presents the findings obtained from the interviews conducted and questionnaires administered via the use of texts, tables, and pie-charts. An in depth discussion of these findings is also carried out.

- Chapter 5: Recommendations and Conclusion

Valuable recommendations for the telecommunications companies and a conclusion of this study are presented in chapter 5.

Chapter 2: Literature Review

2.1 Introduction

This literature review creates a solid foundation enabling the reader to understand the factors contributing to the hypothesis of a Knowing-Doing Gap in the telecommunications industry in Ghana. Additionally, the various themes of literature address the question: how can telecommunications companies in Ghana improve service quality provided to consumers. First, this review builds an in-depth understanding of what service quality is, and how it helps telecommunications companies gain a competitive market advantage. Second, customer loyalty's dependence on good service quality and on customer satisfaction is established. Finally, an analysis of the factors contributing to the Knowing-Doing Gap is provided.

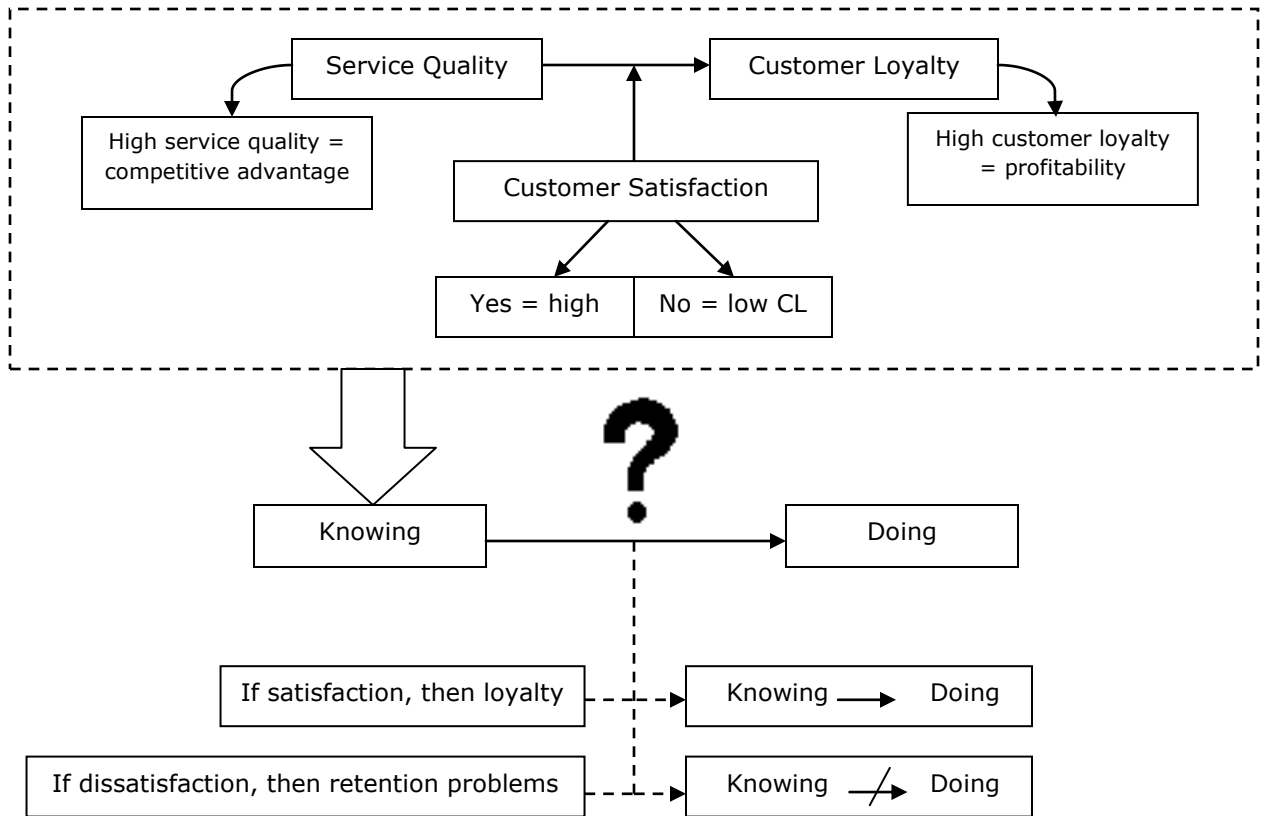


Figure 2.1: Graphical presentation of the literature review

2.2 Service Quality as a Tool for Competitive Advantage

The definition of “goods quality” has been well established by numerous studies. “Service quality” on the other hand, which differs from goods quality, has been written much less about; Parasuraman, Zeithaml, & Berry (1985) sought to fill this gap with their study on creating a conceptual model of service quality. Their review of existing literature on service quality led them to underline three themes of service quality: (1) service quality is more difficult to evaluate than goods quality, (2) service quality perceptions result from a comparison of consumer expectations with actual service performance, and (3) quality evaluations includes not only the outcome of a service, but the manner in which the service is delivered. To gain a deeper

understanding and eventually develop a conceptual model of service quality, they carried out an exploratory investigation of four service firms from four different service categories, and focus group interviews to take the consumers perspective into consideration.

The results obtained from the investigation provided a concept of service quality and the factors affecting service quality. Basically, five gaps on the marketer's side have an impact on the consumer's evaluation of service quality.

1. The first gap identified was the gap between **consumer expectations and management perceptions of those expectations**; service firm executives were unsure about what factors contributed to high service quality, or what customers expected in a service.
2. The second gap identified was the **management perception – service quality specification gap**; with this gap, knowledge of consumer expectations existed, but the perceived means to deliver those expectations did not, due to factors such as resource constraints, poor market conditions, and management's failed commitment to service quality.
3. **Service quality specifications – service delivery gap** was the third gap identified; high service quality performance was not a certainty due to variability in employee performance, even when firms knew how to perform services well and treat consumers correctly.

4. Gap four was the **service delivery – external communications gap**; exaggerated promises of high service quality through external communications to consumers can heighten their expectations but lower their perceptions of quality when the promises are not fulfilled. The absence of information related to company standards of high service quality to consumers could also affect consumer perceptions of quality negatively; therefore, external communications affects consumer expectations and perceptions of the delivered service.
5. The final gap identified was the **expected service – perceived service gap**; this gap was concluded from the consumer's point of view – the focus groups interviewed. They perceived service quality to be high when their expectations of service performance were met or exceeded by the service provider.

“Service quality as perceived by a consumer depends on the size and direction of gap 5 which, in turn, depends on the nature of the gaps associated with design, marketing, and delivery of services” (Parasuraman et al., 1985). Parasuraman et al., (1985) derived an equation of service quality to be used as a foundation for their model:

$$\mathbf{Gap5 = f (Gap1, Gap2, Gap3, Gap4)}$$

Additionally, data gathered from the consumer focus groups enabled the researchers to conclude with ten dimensions or determinants of service quality that consumers use in forming expectations about and perceptions of services. After further analyses and tests, the ten dimensions were reduced

to five distinct dimensions that captured the facets of all ten originally conceptualized dimensions, namely Tangibles, Reliability, Responsiveness, Assurance and Empathy (Parasuraman et al., 1988). Consumers rank the five dimensions based on their expectations of service quality; an approach I have adopted in the data collection of this study.

Studies by Nelson (1974) and Darby and Karni (1973) suggested three categories of properties of consumer goods: Search, Experience and Credence properties, with Search properties being the easiest to evaluate and Credence properties being the hardest. Parasuraman et al. (1985) grouped the ten determinants of service quality derived in their initial study under each of these categories hence developing another proposition; "consumers typically rely on Experience properties when evaluating service quality". This evaluation occurred because too few Search properties exist with services and Credence properties are too difficult to evaluate.

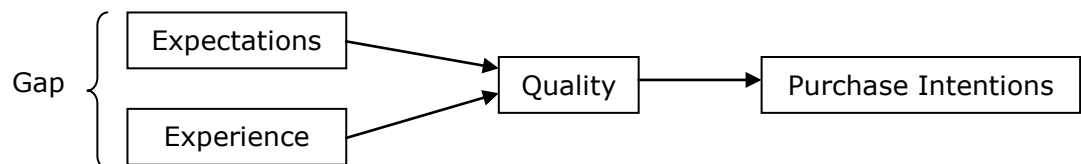
The final proposition developed in the study by Parasuraman et al., (1985) was that depending on the consumer's perception of the gap between expected service and perceived service, their perceived service quality will exist on a continuum ranging from ideal quality to totally unacceptable quality. Hence,

1. If $\text{expected quality} > \text{perceived quality}$, then $\text{perceived quality} = \text{totally unacceptable quality}$;
2. If $\text{expected quality} = \text{perceived quality}$, then $\text{perceived quality} = \text{satisfactory}$;

3. If expected quality < perceived quality, then perceived quality = ideal quality.

This further enhances the idea that the consumer's perception of service quality provided by service firms all depends on the degree to which their service expectations are met by the firm.

It has been established from the study by Parasuraman et al. (1985) that customers perceive service quality as ideal when their expectations are met or exceeded. Hence, companies that meet customer service quality expectations are usually always ahead of their competitors in the industry because they have a large base of satisfied and loyal customers who keep on returning for the service quality experience. This point is reiterated in the research done by Iacobucci, Ostrom, and Grayson (1995), where they state that service quality is a function between consumer expectations and actual service performance, as measured by the gap model. They go a step further to highlight the consequences of the service quality perceived by the consumer, such as repeat purchase intentions:



The telecommunications companies in Ghana, namely MTN, Vodafone, Tigo, Airtel, Glo, and Expresso, all have similar services, tariff plans and promotions. With competition rising and intensifying, the ability to differentiate oneself from a competitor has become a necessity. One way to

achieve differentiation is through the service quality provided to customers. Companies that are able to make use of service quality to ensure that customers return have turned it into a tool to be used to gain advantage over competitors.

A study by Gerdelman (1994) confirmed this by researching into how MCI, America's second-largest and fastest growing long-distance provider at that time, used their service quality to achieve a competitive advantage. When changes in the American telecommunications industry caused competition to rise therefore making the industry a hyper-competitive one, MCI realized that the key to keeping customers was through the level of service provided. MCI studied their consumers and concluded that the ones who switched to another service provider were dissatisfied with the MCI service quality they received. Their expectations of service quality were not met causing them to switch service providers in search for better service quality. MCI quickly learnt that "quality means what the customer says it means, not what we think it should be" (Gerdelman, 1994). As a result, they adopted a customer-oriented service approach. Quality monitoring forms were changed so the criteria to be rated on were centred on the qualities of customer service the consumers valued most, and efforts were made to understand customer expectations in order to guide the company's course of action. MCI was quick to react to shortcomings in service quality with courses on probing skills or sessions providing employees with information on what customers expect from service quality. The combination of MCI's efforts to please the customer through service quality led customer satisfaction measures to reach an all-

time high of 97 per cent. Gerdelman (1994) concluded by stating the secret to quality service: listening to customers, understanding their needs, and making the necessary changes to keep them satisfied.

2.3 Customer Loyalty

In order to examine the relationship between service quality and customer loyalty, it is important to gain a fair understanding of what customer loyalty is, as well as knowledge about the benefits of customer loyalty to a company.

A study on relationship marketing by Payne (1994) revealed that in order to attain profitability, companies have to replace customer satisfaction with customer delight by offering service quality that exceeds customer expectations, thereby leading to a high perception of service quality, client retention and eventually profitability. The company must concern itself with keeping and improving the relationship with the customer to maintain a long-term relationship between the customer and the company as this leads to success for the company. Payne (1994) goes on to explain how this relationship can be accomplished through relationship marketing which views customer loyalty as a ladder; the customer loyalty ladder (Figure 2.2).

Each of the six rungs of the ladder represents the relationship the customer has with the company. To move up the ladder, certain tasks have to be performed to strengthen the relationship between customer and company. Payne (1994) recognized a problem with companies when it came to relationship marketing, they focus on the bottom rung of the ladder. Even though it has been established that existing customers are easier to sell to

and are more profitable, organizations devote more resources to attracting new customers than retaining existing customers. This situation is pertinent to the problems faced by telecommunications companies in Ghana. Efforts to progress customers up the ladder are only made when they complain, but by then it is too late and the customer is lost to a competitor.

According to the US strategy consulting firm Bain & Company, there is a high correlation between customer retention and company profitability. Research showed that a 5 per cent increase in customer retention leads to a considerable rise in net present value profits (Payne, 1994). The value the customer brings to the organization must be quantified and communicated to the employees of the organization so they ensure that customer satisfaction is achieved; employees must be able to visualize the value of customers. Payne (1994) stated five reasons why retaining customers is so profitable:

1. Sales and marketing and set-up costs are amortized over a longer customer lifetime;
2. Customer expenditure increases over time;
3. Repeat customers often cost less to service;
4. Satisfied customers provide referrals;
5. Satisfied customers may be prepared to pay a premium.

Reinartz and Kumar (2002) refute this claim in their study on customer loyalty, stating that there is little or no evidence to suggest that customers who purchase steadily from a company over time are necessarily cheaper to serve, less price sensitive, or particularly effective at bringing in new

business. However, more studies have suggested that customer loyalty does have a positive impact on company profitability (Ferguson & Brohaugh, 2008; Hallowell, 1996).

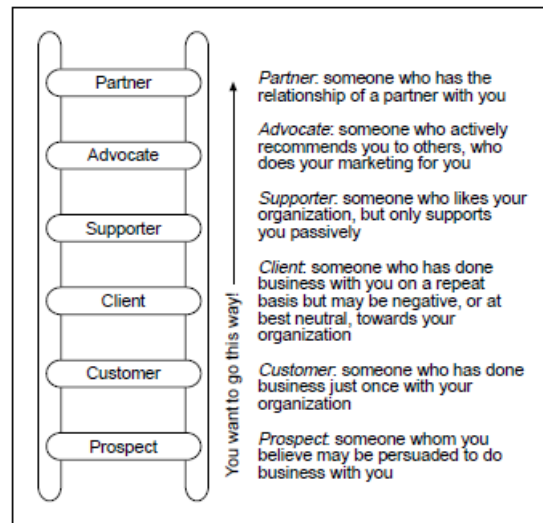


Figure 2.2: The Customer Loyalty Ladder (Payne, 1994)

Data collected from consumers for my research regarding service quality satisfaction levels suggests that a majority of consumers of the telecommunications companies in Ghana have reached the Client stage, with very few on the Supporter and Advocate stage. The purpose of my study therefore focuses on identifying the service quality criteria that the telecommunications companies can implement in order to move these customers up the ladder to eventually reach the Partner stage.

2.4 The Mediating Role of Customer Satisfaction

Customer satisfaction plays an important role in the relationship between service quality and customer loyalty. In most cases, service quality impacts

positively on customer loyalty through customer satisfaction. Iddrisu (2011), in his research on service quality and customer loyalty used Parasuraman et al.'s (1988) five service quality dimensions to test the impact each has between service quality and customer satisfaction, customer satisfaction and customer loyalty, and service quality and customer loyalty. Findings indicated that all five dimensions had a positive impact on customer satisfaction. Furthermore, an increase in customer satisfaction leads to an increase in customer loyalty. However, when the impact of the dimensions were tested on customer loyalty to conclude if there was a direct relationship between service quality and customer loyalty, only Reliability had a direct impact on customer loyalty through service quality. The other four dimensions, namely Tangibles, Responsiveness, Assurance and Empathy had an impact on customer loyalty through customer satisfaction.

The mediating role of customer satisfaction was further emphasized in studies by Hallowell (1996), Caruana (2002) and Santouridis and Trivellas (2010). Apart from the positive impact service quality has on customer satisfaction and loyalty, Caruana (2002) and Santouridis and Trivellas (2010) also concluded from their research that customer satisfaction is a mediating factor between service quality and customer loyalty, and has a very significant influence on customer loyalty. This re-establishes the fact that when customer satisfaction is present there is high customer loyalty, and when it is not present there is low customer loyalty (Figure 2.1).

2.5 The Knowing-Doing Gap

Iddrisu (2011) prove the managerial significance between service quality and customer loyalty, so the telecommunications companies are aware of this positive relationship. However, they are not doing anything with the knowledge they possess because there is evidence to show that customers are still dissatisfied and therefore not loyal (NCA, 2011, 2012). That is confirmation of the gap between expectations and perceptions of service quality, or more accurately the gap between knowing and doing. Pfeffer and Sutton (2000) conceptualized the Knowing-Doing Gap, explaining the problem as “the challenge of turning knowledge about how to enhance organizational performance into actions consistent with that knowledge”. In their book, ‘The Knowing-Doing Gap: How Smart Companies Turn Knowledge into Action’, Pfeffer and Sutton (2000) identified five factors that contribute to the Knowing-Doing Gap.

1. The first factor is when **talk substitutes for action**; organizations talk excessively about plans and strategies thinking that talking about it will lead to it being done, whereas all they are doing is talking and not implementing.
2. The second contributing factor is when **memory is a substitute for thinking**; instead of organizations constantly coming up with new ideas and innovations to solve problems and implement new strategies that would benefit the organization, they rely on ‘past memories’ to guide their

course of action. The organizations memory becomes used as a substitute for taking wise action.

3. The third factor is when **fear prevents acting on knowledge**; fear causes employees to refrain from contributing new ideas or implementing new ways of solving problems, stopping them from acting on knowledge they have acquired. They keep on repeating mistakes of the past and re-creating past problems even when they know better ways of doing the work.
4. The fourth factor is when **measurement obstructs good judgment**; badly designed and complex measurement systems act as an obstacle between transforming knowledge into action because management fails to see the direction towards which they are heading and therefore cannot act on their knowledge to lead to improvement.
5. The fifth and final contributing factor is when **internal competition turns friends into enemies**; with the belief that competition inside firms is thought to promote innovation, efficiency, and higher levels of organizational performance, organizations see competitiveness as a good sign for success but fail to see how it leads to their downfall. Only one department or unit is 'allowed' to win, so even when employees come forward with good ideas, they are dismissed by more powerful employees who contest their ways of turning knowledge into action.

These are common problems faced by organizations worldwide and can be seen as the main causes that contribute to knowing but not doing. The telecommunications companies in Ghana definitely face some of these

problems, providing us with reason for they not transforming the knowledge that they possess of customer service quality expectations into successful action, leading to customer dissatisfaction and disloyalty.

Chapter 3: Methodology

3.1 Introduction

This chapter reiterates the purpose of the research including the type of research, followed by the research approach and strategy, the sample size and selection, the data collection methods, and the methods to be used in analyzing the data obtained (Feather, 2012). Figure 3.1 shows a graphical presentation of the methodology.



Figure 3.1: Graphical presentation of the methodology

3.2 Research Purpose

The positive relationship between high service quality and customer loyalty has been established in the literature review, and evidence has been provided of the dissatisfaction customers face with the telecommunications companies in Ghana. In spite of the vast knowledge these telecommunications companies have regarding what is required to satisfy a customer, they continuously fail to do what is necessary to provide satisfaction and consequently lose the customer to a competitor. Parasuraman et al. (1985) deduced from their research that meeting or exceeding customer expectations of the service will increase their perception of the service experience received, therefore causing them to rate service quality as high. Payne (1994) stated in his study that exceeding customer

expectations of service quality will replace customer satisfaction with customer delight, leading to a high perception of service quality followed by retention and eventually profitability for the company. Gerdelman's (1994) study on MCI gathered seven criteria that consumers deemed most important to increase their perception of the service quality received from MCI. Figure 3.2 (a) & (b) shows a graphical presentation of how the service-experience gap can be filled using the service quality criteria generated from this study. The figures also illustrate the main objective of this research. Therefore, if the telecommunications companies took into consideration what the customer wants, they would replace customer satisfaction with customer delight, leading to a high perception of service quality followed by retention and eventually profitability for the company.

The problem identified from the situation at hand is the Knowing-Doing Gap; the telecommunications companies know what to do to satisfy and retain customers, but they are not doing it. The purpose of this research is therefore to find out:

- What guides the company's course of action when it comes to meeting customer expectations of service quality;
- How they arrive at the criteria of what customers expect from service quality;
- What consumers expect from the service quality of telecommunications companies;

- What their current satisfaction levels are of the service quality received from the telecommunications companies;
- If Gerdelman's (1994) seven service quality criteria applies to consumers in Ghana.

The hypothesis of this research is:

H₀: telecommunication companies in Ghana use their own assumptions of what customers expect from service quality to guide their course of action in meeting customer expectations, instead of using data gathered from customers about what customers expect.

The objectives of this research are:

- Main objective – to find the gap between the service quality telecommunications companies in Ghana are providing and the service quality customers of the telecommunications companies in Ghana expect. By defining this gap, research tools will determine the criteria customers prefer to be used to fill the gap between expectation and perception, consequently bridging the Knowing-Doing Gap (Figure 3.2 (a) & (b)).
- Secondary objective – how the telecommunications companies in Ghana arrive at the criteria of what customers expect from service quality.

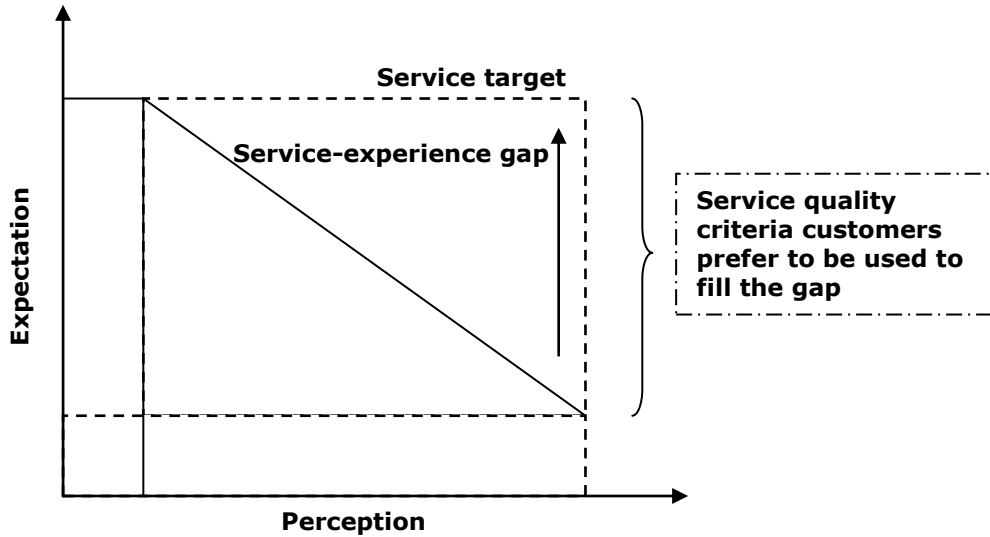
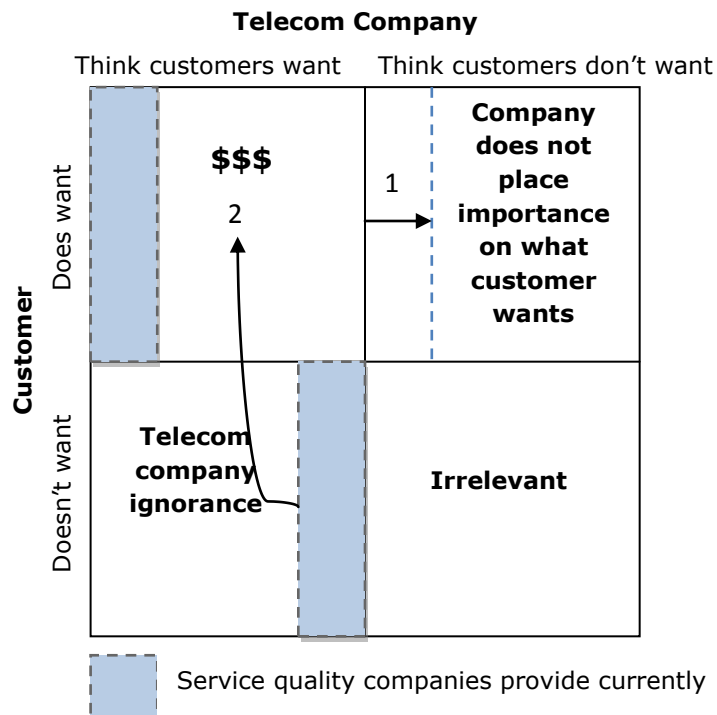


Figure 3.2 (a): Graphical presentation of the research’s main objective



1. The telecom company should understand what the consumer wants and provide it to expand the money making box.
 2. The telecom company should relocate the resources they are using to give the consumer what they don't want to the money making box, consequently giving the consumer what they want.

Figure 3.2 (b): Graphical presentation of the research’s main objective

In order to gain an insight into the gap that exists between expectation and perception, it is exploratory in nature allowing me to obtain the relevant criteria needed to achieve the objective. Very little or no information exists on the problem this research is aiming to tackle; hence there is a need to explore into the subject to gain a better understanding.

3.3 Research Approach and Strategy

This study required both quantitative and qualitative research approaches. The quantitative approach was employed to test the hypothesis generated, as well as to obtain the degree to which the SERVQUAL model and Gerdelman's criteria applies to the telecommunications companies and its consumers in Ghana. This was done via closed-ended questionnaires and structured interviews. The qualitative approach was employed firstly to gain an in depth understanding of what the telecommunications companies currently provide to customers in terms of service quality, and secondly to deduce a set of criteria that consumers expect and regard as important for increasing their perception of service quality. This was done using open-ended questionnaires.

3.4 Sample Selection

Non-probability sampling techniques were adopted for the purpose of this study. Questionnaires were administered to and interviews undertaken with six employees of the customer service department of MTN. The audience was selected using purposive sampling as they were assumed to be the best subjects to answer questions based on the service quality of the company.

Additionally, considering MTN has the largest market share in the telecommunications industry (NCA, 2012) it was chosen as a sample to represent the population of the companies in the telecommunications industry in Ghana.

One hundred (100) consumers of MTN were selected using the accidental sampling technique. Questionnaires were given out to consumers who came into accidental contact with the researcher to get a fair idea of what consumers expect from service quality.

3.5 Data Collection

Data collection was in the form of primary data and secondary data. Primary data collection included the use of both closed and open-ended questionnaires, and structured interviews. Primary data is a useful source of information as it allows the researcher to gain first-hand information and insights straight from the source without any modifications. Secondary data was collected in the form of archives of detailed information on the Mobile Number Portability System from the National Communication Authority. Knowledge of this information was found to be beneficial to this research because it provided accurate values of the customers that switched to competitors in search of better service quality.

3.6 Data Analysis

The data gathered from the questionnaires and interviews have been analyzed using Microsoft Excel, and is presented in texts, tables, and pie-charts.

3.7 Limitations and Challenges of the Study

Some limitations and challenges that were faced in undertaking this research were:

- The sample selected was not an accurate representation of the population due to its small size;
- There was a lack of co-operation from some companies in giving out information;
- MTN and its customers faced difficulty in understanding the questionnaire in spite of several changes and explanations.

Chapter 4: Findings and Discussion

4.1 Introduction

This chapter discusses the study's findings in relation to the hypothesis and objectives posed in chapter one of this study. The findings have been analyzed using Microsoft Excel, and are presented with the use of texts, tables, and pie-charts.

4.2 Company Profile

MTN Ghana holds 45 percent of the nation's telecommunications industry. By studying this leading industry competitor, the research will be more likely to reflect an industry trend rather than just a small company anomaly. MTN's leading share represents a customer base of 11,857,772 subscribers as at January 2013 (National Communication Authority, 2013). MTN maintains a presence in 21 countries in Africa and the Middle East, across the cities and rural areas. The company gained its competitive edge by offering services to suit the life styles and economic situations of different market segments. Some of the services provided by MTN include GPRS roaming, WECA tariffs, Blackberry phones and services, and the recent MTN Zone which gives discounts to pre paid subscribers (MTN, 2012). MTN is also actively involved in Corporate Social Responsibility programs.

4.3 The Inevitable Dissatisfaction of Customers

Interview with customer service personnel of MTN Ghana: How does the company arrive at the Service Quality criteria used to meet customer expectations?

In meeting customer expectations of service quality, MTN conducts extensive research into finding out what their customers want, and then provides it to them. At MTN, data to be used for decision making is collected in three ways:

- Market research is conducted via a research firm, who collects data from consumers for MTN;
- MTN considers their staff to be customers as well, hence they ask the staff for their opinions and suggestions regarding what they want when it comes to services and service quality;
- Past data from customers.

The data obtained is then used to inform their decisions about the services and service quality to provide to customers. When a majority of customers want a particular service such as a raffle, MTN provides it to them but the customers do not respond to it positively, like they never wanted it in the first place. MTN is always trying its best for customers, and they generally do what the customers want most of the time. However the customers are never satisfied. Customers need to appreciate the efforts MTN is putting into its services and service quality as it motivates them to perform better and satisfy customers better.

When MTN faces a service failure it is most often due to the breakdown of machines, and the MTN staff work round the clock to get the service back up. They do everything they can but consumers are intolerant and constantly blame the company instead of understanding that they are doing the best that they can. This causes MTN to lose impatient customers to competitors.

4.3.1 Service Quality Checks

MTN carries out several service quality checks to ensure excellent delivery of service to customers each and every time, whether it is face-to-face or through the phone, and takes corrective action when necessary.

In one incident, a manager from the head office went to the MTN service centre at the Accra Mall disguised as a consumer to test the customer service quality provided at the branch. The employee that attended to the manager was rude and inattentive, and was therefore summoned to the head office the next day. After a series of questions, the employee was dismissed from her job as she did not meet the standards that MTN aims for; they place emphasis on providing excellent service quality to customers.

MTN also records the conversations between the customer-service centre and the customer when customers call in to enquire or complain about services provided. This is done to check if the employees are efficient, helpful, and meet the required MTN service quality standards. If employees do not meet the company standards, they are re-trained to improve their service skills.

Despite MTN's objective of meeting customers' expectations and despite rigorous service quality checks, customers still remain dissatisfied. According to MTN, humans are never satisfied with the services provided.

However, Gerdelman's (1994) study proved that human beings can experience service quality satisfaction if given what they want. Therefore, interviews I conducted with MTN customer service executives led me to research more deeply into what else might explain the low service quality satisfaction rates.

4.4 The Gap

The hypothesized gap that exists between the service quality provided by Ghana's telecommunications industry and the service quality expected by consumers, leads to customer dissatisfaction and disloyalty, and more importantly less profitability and increased costs for the firm. According to the findings, the SERVQUAL Model, Gerdelman's Criteria, and other service quality characteristics suggest the existence of a gap.

4.4.1 SERVQUAL Model

In the study by Parasuraman, Zeithaml, & Berry (1988), a SERVQUAL model was developed to help businesses assess the quality of service they provide to customers. The model consists of five dimensions of service quality, namely:

- Tangibles – the physical facilities, equipment, and appearance of personnel;

- Reliability – the ability to perform the promised service dependably and accurately;
- Responsiveness – the willingness to help customers and provide prompt service;
- Assurance – the knowledge and courtesy of employees and their ability to inspire trust and confidence in consumers;
- Empathy – the caring, individualized attention the firm provides its customers.

This study required employees at the customer service department of MTN to rank the afore-mentioned dimensions in order of importance according to the company’s strategic priority. This was done to assess what service quality characteristics employees emphasized on when providing services to customers. It also required consumers to rank the same dimensions in order of importance according to what they expect most from their service provider, which in this case is MTN. Table 4.1 displays the results of the study.

Table 4.1: SERVQUAL dimensions in order of priority

	SERVQUAL Dimensions	
	MTN Ghana	Consumers
1	Responsiveness	Reliability
2	Assurance	Responsiveness
3	Reliability	Assurance
4	Empathy	Empathy
5	Tangibles	Tangibles

The results obtained suggest that there is a gap between what MTN hopes to provide and what consumers expect in terms of service quality. MTN regards Responsiveness as the most important dimension according to their strategic priority, followed by Assurance and Reliability, whereas its customers prefer and expect Reliability to be the most important dimension, followed by Responsiveness and Assurance. MTN and its consumers both ranked Empathy and Tangibles equally.

4.4.2 Gerdelman's Service Quality Criteria

In a study by Gerdelman (1994), research was carried out on the customers of MCI to collate a set of service quality criteria which they believe is important to keep them loyal to their service provider. The qualities its customers valued most were:

- Courtesy – the courteous and friendly service of personnel;
- Reliability – the reliable and dependable service of personnel;
- Trustworthiness – the ability of the company to keep promises and deliver the value and savings promised to the customer;
- One-call resolution – no unnecessary transfers when the customer calls in;
- Going the extra mile – personnel making an attempt to do something extra to address a customer concern;
- Showing a personal interest;
- Being innovative.

Much like the SERVQUAL model, this study required the employees at the customer service department of MTN to rank the afore-mentioned criteria in

order of importance according to the company’s strategic priority. This was done to assess what service quality characteristics they placed emphasis on when providing services to customers. It also required consumers to rank the same criteria in order of importance according to what they expect most from their service provider, which in this case is MTN. This study also required MTN and consumers to rank Gerdelman’s criteria to test if the criteria applied to consumers in Ghana. The data gathered suggested that consumers placed very little significance on Gerdelman’s criteria as compared to the SERVQUAL dimensions. Nevertheless, the results obtained from the study are displayed in Table 4.2.

Table 4.2: Gerdelman’s criteria in order of priority

	Gerdelman's Criteria	
	MTN Ghana	Consumers
1	Reliability	Reliability
2	One-call resolution	Courtesy
3	Trustworthiness	Extra mile
4	Extra mile	Trustworthiness
5	Courtesy	Personal interest
6	Being innovative	Being innovative
7	Personal interest	One-call resolution

Apart from Reliability, which is the most important service quality criteria for both MTN and its customers, there is no agreement between the two data sets on any of the other six criteria. This further suggests that there is a gap

between what MTN hopes to provide and what consumers expect in terms of service quality.

MTN and its customers did not both agree that Reliability was the highest priority when they ranked the SERVQUAL dimensions, however when ranking Gerdelman's criteria, they both selected Reliability as the highest priority. The fact that there was no agreement between MTN and its customers on any of the other six criteria suggests that Reliability is a very important service quality factor for both MTN and its customers, but only when using Gerdelman's criteria.

4.4.3 Service Quality Characteristics

The customer service personnel of MTN were asked to suggest some service quality characteristics they currently provide to its customers, and consumers were also asked to suggest some service quality characteristics they want from the telecommunications companies (Appendix 1 & 2 respectively). Some service quality characteristics provided by MTN are in line with the service quality characteristics that customers want. However, there are a few that customers want but do not receive from MTN; this is a cause for dissatisfaction among consumers.

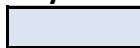
However, if customers are actually never satisfied as understood from the interview with MTN, then even if customers receive the service quality characteristics they want from the telecommunications companies, they will still not be satisfied. Table 4.3 shows a summary of the service quality

characteristics currently provided by MTN and the service quality characteristics wanted by consumers.

Table 4.3: Service quality characteristics

Service Quality Characteristics	
Provided by MTN	Wanted by Consumers
Building relationships to ensure customer loyalty	Cordial customer relationships
Prompt service	Prompt service
Respect	Make customers feel important
Dependable service delivery	Dependable service delivery
Efficient customer care team	Fast customer care response
Willingness to help customers	Deliver what is promised
Clear information	Make customer problems priority
Protection of rights	Compensation for poor service quality
Caring towards customers' needs	Rapid response to complaints
Courteous service delivery	More satisfaction
Privacy	Efficiency in services
Advice	Consistency in providing services

Key:



Wanted and provided:
No gap; satisfaction



Wanted but not provided:
Gap; dissatisfaction

4.5 Bridging the Expectation-Perception Gap

In order to bridge the expectation-perception gap, MTN will have to provide its customers with what they want.

1. The SERVQUAL dimensions could be used to bridge the gap by implementing Reliability, Responsiveness, Assurance, Empathy, and

Tangibles into the service quality of the telecommunications companies in the same exact order wanted by the consumers (Table 4.1).

2. A similar way to bridge the gap is to implement Gerdelman's criteria into the service quality of the telecommunications companies in the same exact order wanted by the consumers (Table 4.2).
3. A third and final way to bridge the gap, based on the findings of this study, is to provide consumers with the service quality characteristics they want, but are currently not getting from the telecommunications companies (Table 4.3).

The three findings above are likely to bridge the expectation-perception gap/Knowing-Doing Gap (Figure 4.1). Closure of this gap means the companies will reach their service target, eventually leading to customer satisfaction and loyalty, as well as increased profitability and reduced costs for the firm.

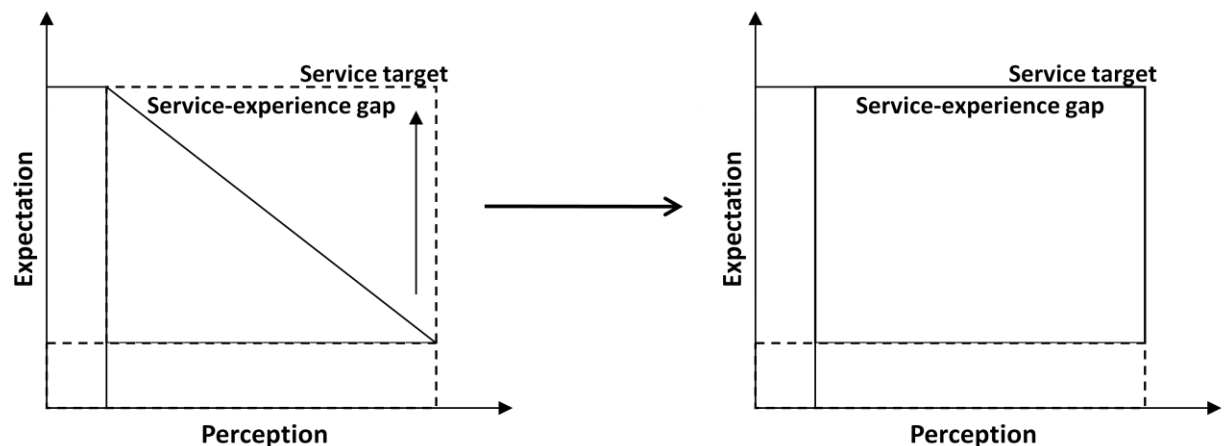


Figure 4.1: Closing the expectation-perception gap

4.6 Strongly Satisfied and Satisfied

In order to gauge the degree to which MTN Ghana is aware of customer dissatisfaction, customer service personnel of MTN Ghana were asked to assess how satisfied they thought consumers were with the service quality they provide (Figure 4.2). Consumers were then asked how satisfied they were with the service quality being received from their service provider (Figure 4.3).

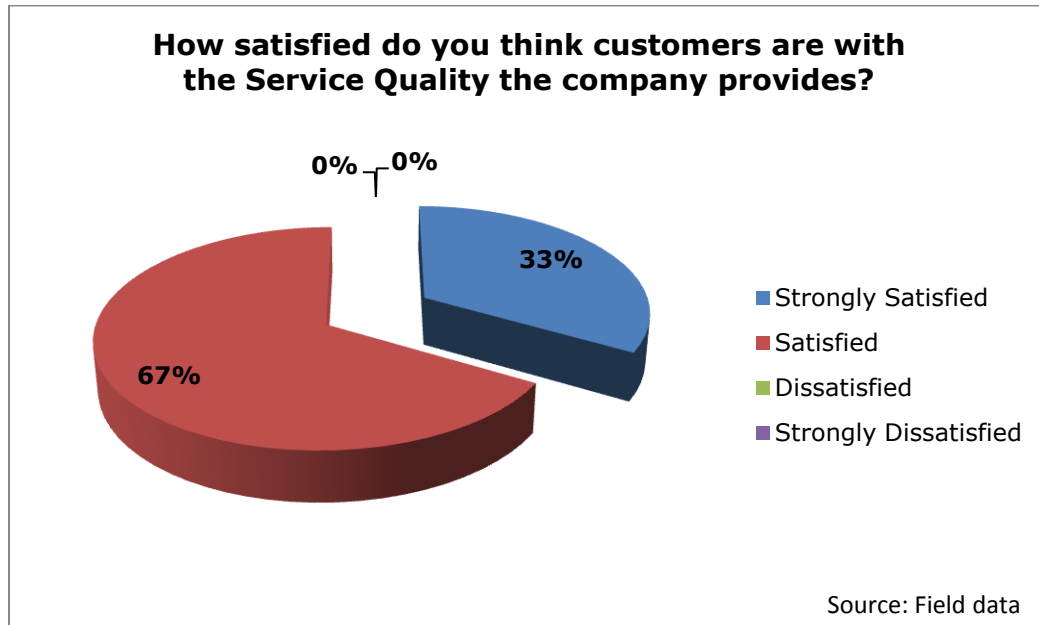


Figure 4.2: MTN's perceptions of customers' satisfaction

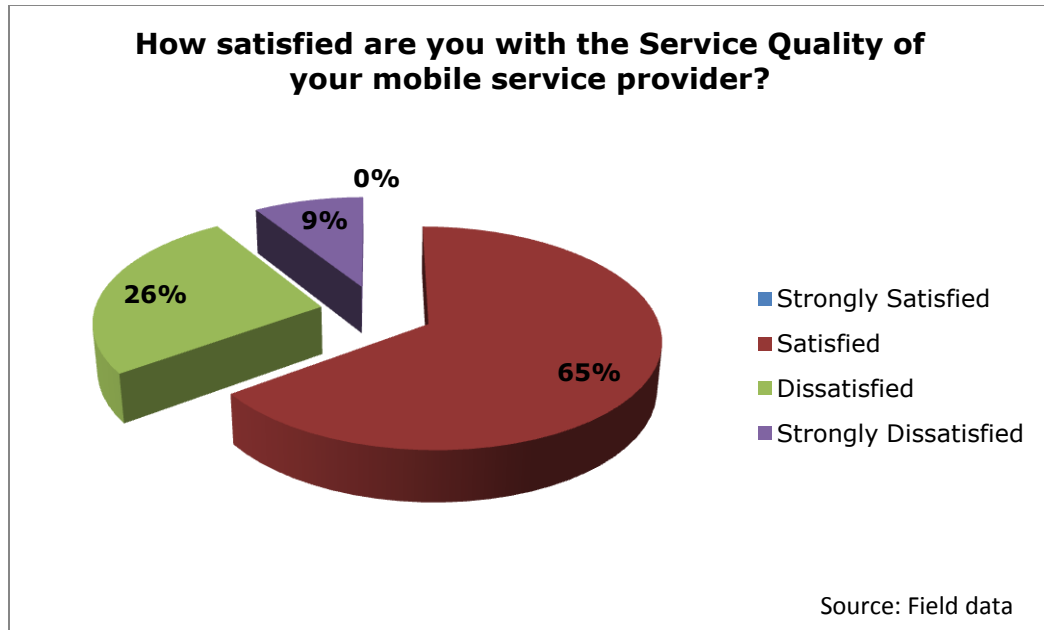


Figure 4.3: Actual customer satisfaction

Both MTN and its customers agreed that the majority of consumers are satisfied with the service quality provided by MTN. However, MTN assumed that the rest of the consumers who were not satisfied, were strongly satisfied (Figure 4.2). The case was different for the consumers themselves; apart from the 65 percent who were satisfied, 26 percent were dissatisfied, 9 percent were strongly dissatisfied, and none were strongly satisfied (Figure 4.3). This suggests that MTN is not aware of customer dissatisfaction; they think their customers are either strongly satisfied or satisfied.

One potential explanation for MTN's misperception could be lack of information. A casual conversation with one of the customer service personnel at the MTN branch in Osu explained why employees may think that all the customers are either strongly satisfied or satisfied. When a customer comes in with a query or complaint, the employee helps them to the best of

their capability. Unless the customer does not complain about the quality of service received, the employee will assume that the customer is satisfied, and this is usually the case with a majority of customers; only a select few show their dissatisfaction. If MTN Ghana were to assume that all customers are either strongly satisfied or satisfied due to the lack of expression by the customer, then MTN would make no conscious effort to improve the service quality they provide to customers.

4.7 Mobile Number Portability

The Mobile Number Portability service which was implemented in July 2011 ported approximately 370,107 mobile numbers from one service provider to another in its first year of operation. MTN lost the most customers at 125,361 net subscribers, whereas Tigo gained the most at 68,230 net subscribers followed by Vodafone at 43,492 net subscribers (BalancingAct, 2012). Due to the statistics, my study expected to find a substantial number of consumers switched between mobile service providers. However, the number of customers switching was low. Out of a 100 consumers surveyed, only 10 of them had switched to another network. Table 4.4 shows the reasons consumers stated for switching to another mobile service provider.

Table 4.4: Consumers' reasons for porting

Reasons for Switching to another Mobile Service Provider
Unreliability of the service provider
Bad service quality
They sold my number to another person
Convenience
Availability of a more affordable network
Cost effectiveness
Poor network coverage
Network problems
To experience other service providers

4.8 Other Findings

It proved difficult for MTN's customer service personnel and its customers to answer the question on ranking the service quality criteria in order of priority (Appendix 1 & 2). Instead of actually ranking so that the criteria are arranged from highest priority to lowest priority, they were rating each criterion on a scale. Despite numerous explanations and restructures to the question, many failed to understand. To solve this problem, I adopted a card sorting technique with the assumption that it would be easier to arrange cards physically in order of priority, rather than to put numbers down on paper. This technique worked well with both MTN and its consumers. They quickly understood what they were meant to do, and were actually excited to fill out the questionnaire.

4.9 Summary of Research Findings

The purpose of this research was to find the service quality criteria customers preferred. By comparing that preference list to a list of the same service quality criteria which MTN Ghana assumes customers prefer, then this research intended to confirm whether or not a hypothesized gap exists between what the telecommunications companies provides and what consumers expect. If that gap can be defined, then research strategies can be designed to fill the gap between the service quality telecommunications companies in Ghana are providing and the service quality customers of the telecommunications companies in Ghana expect.

The data collected from MTN derived a set of criteria which they currently provide to their customers, some of which were in line with what their customers expected (Table 4.3). The criteria that customers expect but do not receive further enhance the evidence of a gap existing between the service providers and the customers.

The test of the SERVQUAL model and Gerdelman's service quality criteria on MTN Ghana and its consumers suggested that they both do not agree on the priority of the service quality criteria. It is apparent from the data gathered that MTN is not aware of what their customers expect. This has led to its customers being dissatisfied. The Knowing-Doing Gap can be bridged if the telecommunications companies give consumers exactly what they want. This research therefore provides an insight into how consumers think and what they expect from the service quality of the telecommunications companies.

Chapter 5: Recommendations and Conclusions

5.1 Recommendations for Telecommunications Companies

The following recommendations are made for the companies in Ghana's telecommunications industry, in the hope that it will improve service quality delivery to customers consistently.

1. Telecommunications companies should create a feedback form that customers can fill after being attended to by an employee at the company's service centre. The form would collect the customers' service quality experience with the employee, and any negative feedback received can be used to restructure their approach and provide future customers with a better service quality experience. Although market research is conducted by MTN, consumer preferences keep changing and so that could be a reason why MTN is not able to keep up with consumer preferences of service quality, and are therefore not able to provide them with the service quality they want all the time leading to customer dissatisfaction. The feedback forms would act as a frequent data collection tool in order to capture changing consumer preferences.
2. In order to motivate employees to increase customer satisfaction and deliver superior service quality, the telecommunications companies should implement an employee-customer satisfaction rewards system. The feedback form suggested in the previous recommendation would include a section for the name of the employee who served the customer, and how satisfied the customer was with the service received from that particular

employee. Depending on the response from the customer, the employee would be rewarded accordingly.

3. To gather suggestions and feedback relating to service quality experiences from customers who call in to the company's customer-service centre, an SMS portal could be set up to enable customers to text problems and service satisfaction reports to a toll-free short code after every call. This would increase the likelihood that no leaf is left unturned when it comes to collecting service quality experiences from all the customers of the company.

5.2 Conclusion

Superior service quality is seen to have a positive impact on customer loyalty through customer satisfaction, and additionally it leads to higher profitability and reduced costs for the firm (Caruana, 2010; Daniel & Berinyuy, 2010; Iddrisu, 2011; Santouridis & Trivellas, 2010). With competition growing in the telecommunications industry with the arrival of new Mobile Service Providers, and the introduction of the Mobile Number Portability service, telecommunications companies need to recognize the importance of differentiating their services. One way this can be done is by delivering superior service quality to consumers. Superior service quality leads to enhanced customer satisfaction and consequently to enhanced customer loyalty. In an era when competitors can easily replicate all service offerings, service quality delivery becomes a differentiating factor.

According to data gathered for the purpose of this study, consumers regard 'Reliability' as the most important service quality criteria. MTN Ghana on the other hand regards 'Responsiveness' as the most important service quality criteria. In addition, consumers would like to receive 'compensation for poor service quality', 'consistency in providing services', and 'rapid response to complaints'. Currently, customers are not receiving a handful of service quality characteristics they expect, leading to the 45 percent of consumers that are either 'dissatisfied' or 'strongly dissatisfied' with the service quality they receive from MTN (Figure 4.3). If the telecommunications companies give their customers exactly what they want, the 45 percent of consumers might actually be satisfied. Consequently the companies would be bridging the Knowing-Doing Gap; they would actually be implementing what they know.

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Appendix

Appendix 1: Questionnaire for Telecommunications Company



THIS QUESTIONNAIRE IS PART OF AN ASHESI UNIVERSITY COLLEGE STUDENT PROJECT SEEKING VIEWS ON THE SERVICE QUALITY OF GHANA'S TELECOMMUNICATION INDUSTRY. ALL INFORMATION PROVIDED WILL BE USED SOLELY FOR ACADEMIC PURPOSES.

Section I

1. Name (optional):
2. Company: MTN
3. Position:

Section II

1. Rank the following Service Quality Criteria according to your company's strategic priority, with 1 being your highest priority followed by 2, 3, 4, and 5:
 - Tangibles (physical facilities, equipment, and appearance of personnel)
 - Reliability (ability to perform the promised service dependably and accurately)
 - Responsiveness (willingness to help customers and provide prompt service)
 - Assurance (knowledge and courtesy of employees and their ability to inspire trust and confidence)
 - Empathy (caring, individualized attention the firm provides its customers)

2. Rank the following Service Quality Criteria according to your company's strategic priority, with 1 being your highest priority followed by 2, 3, 4, 5, 6, and 7:

- Courtesy (courteous, friendly service)
- Reliability (reliable, dependable service)
- Trustworthiness (keeping promises and delivering value and savings promised)
- One-Call Resolution (no unnecessary transfers when you call)
- Going the extra mile (doing something extra to address a customer concern)
- Showing a personal interest
- Being Innovative

Section III

1. What Service Quality characteristics do you currently provide to your customers:

2. How satisfied do you think your customers are with the Service Quality the company provides:

- Strongly Satisfied
- Satisfied
- Dissatisfied
- Strongly Dissatisfied

Appendix 2: Questionnaire for Consumers



THIS QUESTIONNAIRE IS PART OF AN ASHESI UNIVERSITY COLLEGE STUDENT PROJECT SEEKING VIEWS ON THE SERVICE QUALITY OF GHANA'S TELECOMMUNICATION INDUSTRY. ALL INFORMATION PROVIDED WILL BE USED SOLELY FOR ACADEMIC PURPOSES.

Section I

1. Name (optional):
2. Gender: Male
 Female
3. Age:.....
4. Mobile Service Provider (MSP): MTN
5. How long have you been subscribed to this MSP:
6. Have you ever switched to another MSP using the Mobile Number Portability service:
 Yes
 No
7. If yes, why?
.....
8. How satisfied are you with the Service Quality of your MSP:
 Strongly Satisfied
 Satisfied
 Dissatisfied
 Strongly Dissatisfied

Section II

1. Rank the following Service Quality Criteria, with 1 being your highest priority followed by 2, 3, 4, and 5:

- Tangibles (physical facilities, equipment, and appearance of personnel)
- Reliability (ability to perform the promised service dependably and accurately)
- Responsiveness (willingness to help customers and provide prompt service)
- Assurance (knowledge and courtesy of employees and their ability to inspire trust and confidence)
- Empathy (caring, individualized attention the firm provides its customers)

2. Rank the following Service Quality Criteria, with 1 being your highest priority followed by 2, 3, 4, 5, 6, and 7:

- Courtesy (courteous, friendly service)
- Reliability (reliable, dependable service)
- Trustworthiness (keeping promises and delivering value and savings promised)
- One-Call Resolution (no unnecessary transfers when you call)
- Going the extra mile (doing something extra to address a customer concern)
- Showing a personal interest
- Being Innovative

Section III

1. What do you most expect from your Mobile Service Provider (MSP):

