

**Influence of Total Quality Management Practices on Customers' Satisfaction
and Retention in Multichoice Company, Lagos State, Nigeria**

**Cynthia Jane IROKANULO
LCU/PG/002291**

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Certification

This is to certify that Cynthia Jane IROKANULO with matriculation number LCU/PG/002291 carried out this research work titled “An Ensemble Predictive Analytics of Image Descriptors for Student Authentication Using Bimodal Biometrics” in the Department of Computer Science, Faculty of Natural and Applied Sciences, Lead City University, Ibadan, Oyo State, for the award of Master of Science Degree (MSc) in Computer Science and that this has not been previously submitted.

Dr. S. Tunmibi
(Supervisor)

Date

Dr. Sophia V. Adeyeye
(Head of Department)

Date

Dedication

This research work is dedicated to the Almighty God being the finisher of my faith and the hope of my future.

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Acknowledgement

This is to acknowledge the Management and entire academic community of Lead City University, Ibadan, for the enabling environment and privileges to carry out this research work.

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“Even though the above-mentioned institutions and persons have assisted in the process of this research work, I alone stand responsible for the errors, if any, found in the work”.

Title: Influence of Total Quality Management Practices on Customers' Satisfaction and Retention in Multichoice Company, Lagos State, Nigeria
Name: Cynthia Jane IROKANULO
Matric No. LCU/PG/002291
Phone: 08169611723
Email Address: cynthairoka79@gmail.com
Department: Information Management
Course of Study: Office and Information Management
Program: Master (MSc.)
Supervisor: Dr. Sunday Tunmibi

Abstract

The study explored the influence of TQM practices on customer satisfaction and retention within the context of Multichoice Company, Lagos, Nigeria. To achieve this aim, four specific objectives were raised and two null hypotheses were formulated. Three related theories were reviewed and discussed. The study employed a descriptive survey research design. The population comprised of over five million customers of Multichoice Company in Lagos Mainland. The sample size of 384 customers was gotten using Krecie and Mogan and the targeted customers were purposively selected around Lagos Island. The data were primarily sourced by administering questionnaire to the customers of Multichoice Company at Lagos Mainland. Out of the expected sample size of 354, the researcher successfully retrieved 253 and they were analyzed using the frequency, percentage, mean and standard deviation. The two null hypotheses were analyzed using the Multiple Regression model. The results [$R = 0.501^a$, $R^2 = 0.251$, $F = 115.500$, $p < 0.00$; $\beta_1 = 0.042$, $p = 0.000$; $\beta_2 = 0.080$, $p = 0.00$] showed that there was a positive and significant relationship between TQM practices and customer satisfaction and retention. Multichoice's commitment to quality control, continuous improvement, employee involvement, and customer focus were identified as key factors contributing to heightened customer satisfaction levels. Additionally, the study identifies that high customer satisfaction positively influences customer retention, as satisfied customers are more likely to remain loyal to Multichoice and recommend its services to others. In conclusion, the study underscored the significance of TQM practices in the context of the Multichoice Company and the broader entertainment industry. It was therefore recommended that Multichoice Company should implement TQM principles and focus on customer satisfaction, and should not only meet customer expectations but also foster long-term customer loyalty, ensuring sustained success in a competitive market.

Keywords: Total Quality Management, Customer Satisfaction, Customer Retention, Customer Focus, Excellence Service and Quality

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Chapter One

Introduction

1.1 Background to the Study

Customer satisfaction refers to how well a product or service provider meets the demands and expectations of its consumers. In reality, all businesses begin with the intention of serving their clients¹. Many businesses underestimate the cost of acquiring a new customer. It is much more cost-effective to invest in retaining existing customers rather than constantly chasing new ones. Ability to focus on satisfying customers result in their intention to keep buying from the product or service provider. This increases the lifetime value of that customer, that is, the amount they spend on a product or service over their entire lifetime. When customers keep coming back to buy, return on investment from customer acquisition cost increases. The bottom line is satisfied customers are more loyal and loyal customers are more profitable for the business.

The existence of many companies on the market is conditioned with a number of satisfied customers. Customers are the key factor of the existence and company development on the market². It is obvious then, that firms, which want to face the competition, need to provide valuable and unique terms to their customers, that will satisfy their needs. This satisfaction includes not only the feelings associated with the purchasing process, but also the atmosphere before and after the execution of purchases. Every business organization's success depends on the satisfaction of the customers. Whenever a business is about to start, customers always come "first" and then the profit. Those companies that are succeeding to satisfy the customers fully will remain in the top position in a market. Today's business company has known that customer satisfaction is the key component for the success of the business and at the

same time it plays a vital role to expand the market value. In general, customers are those people who buy goods and services from the market or business that meet their needs and wants. Customers purchase products to meet their expectations in terms of money³.

Customer fulfillment is expressed through satisfaction. Whether a characteristic of a good or service, or the good or service itself, gives consumers a satisfying level of consumption-related fulfillment, is a matter of opinion⁴. Customer satisfaction is defined as a customer's overall evaluation of the performance of an offering to date⁵. Customer satisfaction and perceptions of quality are labels used to summarize a set of observable actions related to the product or service⁶. Customer satisfaction as a process of evaluation rendered that the experience was at least as good as it was supposed to be⁷. Customer satisfaction emanates from the assessment of anticipated performance against the real perceived performance and the paid price⁸.

Customer satisfaction is a typical performance measure and is a result of the superiority of the customer experience and aspects around the gap between customer expectations and the actual experience^{9,10}. Satisfaction contributes to repeat purchases, favourable word-of-mouth intention, loyalty and eventually higher profit and reduction of costs^{11,12,13,14,15}. Expectancy-Disconfirmation Theory will be adopted for customer satisfaction. The predominant construct adopted in explaining customers' satisfaction are: expectations, perceived performance, disconfirmation of beliefs, and satisfaction¹⁶.

Expectations refer to the attributes or characteristics that a person anticipates or predicts will be associated with an entity such as a product, service, or technology artifact. Expectations are posited to directly influence both perceptions of

performance and disconfirmation of beliefs, and are posited to indirectly influence post-purchase or post-adoption satisfaction by way of a mediational relationship through the disconfirmation construct. Perceived performance refers to a person's perceptions of the actual performance of a product, service, or technology artifact. Perceptions of performance are directly influenced by pre-purchase or pre-adoption expectations, and in turn directly influence disconfirmation of beliefs and post-purchase or post-adoption satisfaction¹⁶. Perceived performance is also posited to indirectly influence post-purchase or post-adoption satisfaction by way of a mediational relationship through the disconfirmation construct.

Disconfirmation of beliefs refers to the judgments or evaluations that a person makes with respect to a product, service, or technology artifact. These evaluations or judgments are made in comparison to the person's original expectations. When a product, service, or technology artifact outperforms the person's original expectations, the disconfirmation is positive, which is posited to increase post-purchase or post-adoption satisfaction. When a product, service, or technology artifact underperforms the person's original expectations, the disconfirmation is negative, which is posited to decrease post-purchase or post-adoption satisfaction (i.e., to increase dissatisfaction).

Post-purchase or post-adoption satisfaction refers to the extent to which a person is pleased or contented with a product, service, or technology artifact after having gained direct experience with the product, service, or artifact. Satisfaction is directly influenced by disconfirmation of beliefs and perceived performance, and is indirectly influenced by both expectations and perceived performance by means of a mediational relationship which passes through the disconfirmation construct.

Customer retention on the other hand is one of the main relationship marketing objectives. Currently the perception and application of customer retention is significantly valuable for companies. Customer retention is getting a customer to return after her first purchase, and continue returning on a regular basis. Ensuring customers are happy and pleased with their experience is the foundation for them coming back and spending more money with the business. Consumers all over the world have become more quality conscious; therefore, customers' requirements for higher quality service have been increased¹⁷. Customer retention is the tendency of customers to remain loyal to the company to use products or services in the future. It is the attitude of customers to persist in using products or services from manufacturers due to low prices, or brands that are well known to customers. Customer retention is a form of mental attachment between customers and producers, so that customers make repeated purchases that are long term¹⁸. Customer retention is determined by a value that gives the company's product or service uniqueness to customers. Customer retention needs to be improved because it is an important tool in company performance from aspects outside of finance which is a management tool in maintaining competition.¹⁹

Customer retention is a metric that measures customer loyalty, or the ability for an organization to keep its customers over time. In addition to identifying the number of loyal customers, customer retention can reflect or predict customer satisfaction, repurchase behavior, customer engagement and emotional ties to a brand. Customer retention is critical because the cost of acquiring new customers is much higher than retaining existing customers. Retained customers are also more likely to engage in word-of-mouth marketing or become brand ambassadors. In today's market environment, increasing competition and competitive trends make it more likely that

customers will need to be retained to protect the company from increasing competition. To accomplish this job, customer retention is critical. Customer retention is keeping customers from switching to a rival competitor²⁰. Customer retention allows companies to maintain and continue their business relationships with existing customers²¹. Similarly, customer retention refers to the number of customers who maintain their relationship with a company over an extended period. Therefore, companies need to retain customers in today's competitive environment to be successful.

The measures for customer retention will be adopted from Commitment-Trust Theory of Relationship Marketing²². These measures are Commitment and Trust. Commitment is a lasting desire to preserve a valued relationship. Commitment is higher among customers who believe they receive more value from a relationship²³. The implication of this is that firms should ensure that customers get more value from the relationship in order to get them to be committed. To ensure commitment of parties in a relationship, the parties must share complimentary values and goals about the expectations and obligations involved in the relationship²⁴. A scholar explained trust as existing in a relationship when one party in a relationship feels secure based on the belief that the outcome of the relationship with the other party will be positive²⁵. Further, other scholars conceptualized trust as existing in a relationship when one party has confidence in the reliability and integrity of the other party. Trust is considered as an important ingredient in relationships between a firm and customers and ultimately in the development of loyalty²⁶. What this means is that loyalty will be absent in a relationship where trust does not exist²². Generally, it appears that the greater the level of trust between parties in a relationship, the higher the probability that the existence of the relationship will be long lasting.

Multichoice Nigeria (MCN) is a limited liability company registered in Nigeria, backed by the expertise of holding company Myriad International Holdings (MIH) and its parent company Naspers²⁷. MCN is one of the most prominent companies in the global MIH stable. MCN was founded two decades ago with the objective to provide television broadcast service via digital satellite Pay-TV service to interested subscribers. MCN enriches the lives of subscribers through world class Pay-TV services, development of local production industries and dealerships. MCN drives its sales majorly via the value chain management which comprises of channel partners such as dealers, retailers and vendors. MCN owns the following exciting brands: DSTV (provides Digital Satellite Television Service), Mnet (delivers thematic channels and exclusive contents on DSTV subscribers), Supersport (provides comprehensive coverage of both local and global sport contents), DSTV Media Sales (commercial airtime sales and air sponsorship), DSTV Mobile (provides mobile television contents and services), DSTV online (delivering entertainment content and services from MCN family to customers via breakthrough technologies), GOTV (provides Digital Terrestrial Television service).

The market situation of today has changed such that the customers have taken control of the market²⁸. The customers determine the product and service they require which shall be fulfilled by the producer/service provider. The number of products in Pay-TV market not only increases the number of competitors, but also creates variation in competition. Any Pay-TV company expecting to win this competition should provide the best quality at affordable price, easy access to the products and at the same time, establishing closeness with customer by recognizing the people who are being serviced and finding out the types of products and services they require. MCN is

faced with diverse weaknesses ranging from high purchase price for the hardware with additional monthly subscription fees, poor turnaround time which hinders quality service delivery, lack of transmitters in which limit signal coverage, lack of proper managerial skill amongst technical supervisors/managers, and lack of strong competitive strategy, all these affect customers' satisfaction and retention.

Furthermore, the cost of acquiring a new customer can substantially exceed the cost of retaining an existing customer. Coupled with these challenges, there have been series of complaints by subscribers against the service provision of Multichoice Nigeria. These ranges from poor network and signal reception quality, inconsistent billing resulting to controversies, and frequent tariff increase, to ineffective handling of customer complaints and service recovery procedures, and lack of responsiveness from contact personnel. Other noticeable problems include poor quality of service information, delay in delivery dateline, and dearth of innovative products and services rendered. Needless to say, that some customers have switched over to other providers as a result of these complaints. However, one of the factors that can influence Customer Satisfaction and Retention in Multichoice Nigeria is Total Quality Management Practices.

Total Quality Management (TQM) is a management approach of an organization focused on quality, based on the participation of all its members and aiming at long term success through customer satisfaction and benefits to all members of the organization and society²⁹. TQM is an approach to improving the competitiveness, effectiveness and flexibility of an organization for the benefit of customer satisfaction. Excellent service affects the retention of existing customers and inducement of new

customers, as a result, it brings high customer retention and satisfaction that helps them for sustainable development of the company.

TQM is a system of behaviour which includes everyone in an organization and motivates staff at all levels, with an organizational philosophy that improvement is a way of life³⁰. Service firms have the opportunity to build long term relationship because customers conduct their transactions directly with the service provider, most often in person. Quality is the lifeblood of service delivery firms, bringing increased customer patronage, competitive advantage and long-term profitability. The overall objective of TQM is to ensure continuous improvement in the organization's people, systems, processes and environment so as to achieve improved customer service and increased profits through efficiency and effectiveness in the entire organization³¹. TQM is continuous improvement of overall business performance based on leadership, supplier quality management, vision and plan statement, evaluation, process control and improvement, product design, quality system improvement, employee participation, recognition and reward, education and training, and customer focus.

Deming Theory of Total Quality Management will be adopted³². Thus, two most effective and beneficial TQM practices in relation to customer satisfaction and retention will be adapted for this study. Customer focus refers to how much sensitive an organization is to the needs and expectation of its customers and how effective is organization managing its relationship with customers. In order to ensure about the success of business, customer must be at the center of organization and the products and services have to be created based on the needs of customers. In addition, long-term success and survival of organization is related to identifying expectation of customers and exceeding them³³. Continuous improvement is the ongoing

improvement of products, services or processes through incremental and breakthrough improvements. These efforts can seek incremental improvement over time or breakthrough improvement all at once. This concept of continuous improvement helps a company adapt to changing market expectations. It allows for greater adaptability to different products, markets, customers, or regions. Based on the above discussion, this study seeks to investigate the influence of total quality management practices on customer satisfaction and retention in Multichoice Limited, Lagos State, Nigeria.

1.2 Statement of the Problem

Customer satisfaction is the result of a customer's comparison of perceived quality and actual service performance. Once customers are satisfied with the service of a particular organization, the propensity to stay and lure other potential customers is high. Customers normally set objectives in respects to measuring a desired value. On the other hand, Customer retention is increasingly being seen as an important managerial issue, especially in the context of a saturated market or lower growth of the number of new customers. In today's competitive business environment customer retention is one of the cornerstones of a firm's effort to manage its customers. However, preliminary investigation revealed that satisfaction and retention of Multichoice customers in Lagos State is on the decline. Issues ranging from poor network and signal reception quality, inconsistent billing resulting to controversies, and frequent tariff increase, to ineffective handling of customer complaints and service recovery procedures, and lack of responsiveness from contact personnel. Other noticeable problems include poor quality of service information, delay in delivery dateline, and dearth of innovative products and services rendered, all these poses a threat to the continued survival of Multichoice, Lagos State. However, with

the best Total Quality Management practices in place, the organization can curb these challenges to a great extent.

Although several studies on Total Quality Management and different organizational dimensions and strategies have been conducted^{34,35}. However, there is dearth of research focusing on Total Quality Management Practices, customer satisfaction and retention, most especially within the context of this study. Hence, suggesting a gap worthy of investigation. In view of the above, this study seeks to investigate the influence of Total Quality Management Practices on Customer Satisfaction and Retention in Multichoice Company, Lagos Mainland, Lagos State, Nigeria.

1.3 Aim and Objectives of the Study

The aim of this study was to investigate the influence of Total Quality Management (TQM) practices on satisfaction and retention of Multichoice customers in Lagos Mainland, Nigeria. The objectives were to:

- i. identify the level of customer satisfaction in Multichoice Company, Lagos Mainland, Nigeria;
- ii. identify the level of customer retention in Multichoice Company, Lagos Mainland, Nigeria;
- iii. examine the prevalent TQM practices in place in Multichoice Company, Lagos Mainland, Nigeria;
- iv. determine the influence of TQM practices on customer satisfaction in Multichoice Company, Lagos Mainland, Nigeria;
- v. examine the influence of TQM practices on customer retention in Multichoice Company, Lagos Mainland, Nigeria;

1.4 Research Questions

- i. What is the level of customer satisfaction in Multichoice Company, Lagos Mainland, Nigeria?
- ii. What is the level of customer retention in Multichoice Company, Lagos Mainland, Nigeria?
- iii. What are the prevalent TQM practices in place in Multichoice Company, Lagos Mainland, Nigeria?

1.5 Hypotheses

The following null hypotheses were tested at the 0.05 significance level:

- H₀₁ There will be no significant influence of TQM practices on customer satisfaction in Multichoice Company, Lagos Mainland, Nigeria;
- H₀₂ There will be no significant influence of TQM practices on customer retention in Multichoice Company, Lagos Mainland, Nigeria;

1.6 Significance of the Study

The study upon completion will be of relevance to the following stakeholders: management of Multichoice Company, prospective Digital Satellite Television companies, customers, and researchers.

It is hoped that the findings of this study will enrich management of Multichoice Company with a workforce that understand customer satisfaction and retention. This would therefore minimize customer complaints, while redirecting customer's decision towards increased patronage as TQM provides the quality assurance that customers will get what they expect, as well as a process for managing unsatisfied customers,

make needed corrections and prevent similar reoccurrences. Further, the findings of this study will enable the stakeholder to understand that companies which adopt total quality management in their management work to provide better services and products, and interaction between them and their customers is error-free at a significant rate, so there is less chance of complaints from customers, and therefore their level of satisfaction increases. The study will be of benefit to prospective Digital Satellite Television companies as an instrument for policy formulation and implementation.

The findings of this study will enable the customers to be sure of which company to prioritize their satisfaction and retention. More importantly, subscribers will be aware of their responsibilities as regards their expectation in connection with their providers.

In addition, the findings of this study is an entry point to future researchers who might be interested in carrying out and analyzing the total quality management practices on customer satisfaction and retention. Without doubt it will contribute significantly to the body of knowledge empirically and conceptually as it will further give insight on how total quality management practices can foster customer satisfaction and retention. The findings of this study will contribute to meta-analysis of Digital Satellite Television studies. Finally, it will contribute to the body of knowledge and serve as a repository hub of knowledge of Lead City University, Ibadan.

1.7 Scope of the Study

The study will focus on investigating the influence of total quality management practices on customer satisfaction and retention in Multichoice company, Lagos Mainland, Nigeria. The measures for customer satisfaction as the first dependent

variable of this study will be expectations, perceived performance, disconfirmation of beliefs and satisfaction. Customer retention which is the second dependent variable will be measured by commitment and trust, while total quality management practices which is the independent variable will be measured by continuous improvement and customer focus. The study covers Multichoice Company, Lagos Mainland, Nigeria which include Multichoice DSTV Ikeja GRA Head Office and Multichoice DSTV Surulere. The respondent are the customers of Multichoice Company, Lagos Mainland.

1.8 Limitation of the Study

One of the limitations of this study was that out of the targeted three hundred and fifty-four (354) targeted respondents, the researcher was not able to obtain feedback from eight-six (86) respondents and fifteen (15) respondents did not fill the questionnaire appropriately; hence, they were void. In the end, the researchers got responses from two hundred and fifty-three (253) respondents and their responses were used for the data analysis of this study. Also, the responses gotten from the respondents might not represent the general views of Multichoice company's customers in South West Nigeria let alone of the entire customers of the company across Nigerian states. Hence, the results cannot be generalized.

1.9 Operational Definition of Terms

Commitment is a lasting desire to preserve a valued relationship between Multichoice Company in Lagos Mainland and its customers.

Continuous Improvement this refers to management of Multichoice Company; Lagos Mainland emphasizes on continuous improvement of quality in all work processes at various levels.

Customer Focus refers to how much sensitive Multichoice Company, Lagos Mainland is to the needs and expectation of its customers and how effective the company is in managing its relationship with customers.

Customer Retention refers to the process of expanding customer service quality through the development of social, financial and structural bond in order to retain an organisation customer in Multichoice Company, Lagos Mainland.

Customer Satisfaction is a measure of how well Multichoice products, services, and overall customer experience meet customer expectations in Lagos State.

Disconfirmation of beliefs refers to the judgments or evaluations that customers in Multichoice Limited, Lagos State makes with respect to a product, service, or technology artifact.

Expectations refer to the attributes or characteristics that customers of Multichoice Limited, Lagos State anticipates or predicts will be associated with an entity such as a product, service, or technology artifact.

Perceived Performance refers to a customer's perceptions of the actual performance of a product, service, or technology artifact in Multichoice Limited, Lagos State.

Satisfaction: Satisfaction refers to the extent to which a customer is pleased or contented with a product, service, or technology artifact after having gained direct experience with the product, service, or artifact in Multichoice Limited, Lagos State.

Total Quality Management is a management philosophy in Multichoice Company, Lagos Mainland, which focuses on the work process and people, with the major concern for satisfying customers and improving the company's performance.

Trust is the confidence both customers and staff of Multichoice Company, Lagos Mainland have that the other party won't do something harmful or risky.

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Do Not Copy, Lead City University, Nigeria

Chapter Two

Literature Review

This chapter encapsulates reviews (theoretical and empirical) literature of the concept in the study. This is to make the concepts clearer within the context of the study. Relevant related theories to the main construct of the study are also reviewed as stated under the following sub-headings:

2.1 Conceptual Review

2.1.1 Customer Satisfaction

2.1.2 Customer Retention

2.1.3 Total Quality Management Practices

2.2 Theoretical Framework

2.2.1 Expectancy-Disconfirmation Theory

2.2.2 Commitment-Trust Theory of Relationship Marketing

2.2.3 Deming' Theory of TQM

2.3 Review of Empirical Studies

2.3.1 Total Quality Management Practices and Customer Satisfaction

2.3.2 Total Quality Management Practices and Customer Retention

2.4 Conceptual Model

2.5 Summary of Literature Reviewed

Endnotes

2.1 Conceptual Review

2.1.1 Customer Satisfaction

The concept of satisfaction first emerged in the mid-13th century and it increased after the mid-20th century, simultaneously with globalization and advancements in technology over time. Competition, which has changed together with the changing conditions, has given prominence to the concept of “customer” and its significance, and businesses have acted by accepting the customer as the “king” and adopting the philosophy of ‘I will sell as long as I satisfy the customer’¹. Considered as one of the most important ways of increasing the market share by acquiring customer loyalty, satisfaction refers to the ratio between expectations before the purchase and the happenings after the purchase in the most general sense^{2,3,4,5}.

Many authors have chosen to explain the definition of satisfaction with expectations and perceived performance. Expectations are customers' assumptions regarding the performance of the product⁶. Satisfaction, on the other hand, emerges as a result of the difference between these expectations and the existing performance⁷. Satisfaction is obtained with the proportional evaluation of the expectation before purchasing a product or service and the output after the purchase⁸. Similarly, satisfaction was interpreted as the increase in the value of the aforementioned difference and the reaction to this value increase⁹. Satisfaction is not a behavior but a feeling resulting from perception and expectation¹⁰. Satisfying the customer was related to not only the result but also the process and defined satisfaction as the reaction arising from the satisfaction or dissatisfaction of consumers with the product during or after consumption³. Satisfaction changed in matters such as the product, post-purchase experience, performance characteristics, consumption experience, shop, establishment, business, and pre-purchase experience¹¹.

When a customer purchases a product or service, he expects a benefit corresponding to more than its cost in return. When this is provided, perceived value and then the satisfaction of the customer will increase; if this cannot be provided, value, then contentment and thus, the level of satisfaction will decrease. Perceived value is different from satisfaction; however, it appears as a concept that completes it⁵. The customer, who purchases a product or service at a high cost, may consider its value low due to its cost even if he is satisfied with the product or service. On the other hand, a good or service purchased at a lower cost than usual can be considered to have a high value due to its cost even if satisfaction is low¹². Satisfaction is the measurement of the compliance degree of the product used by the consumer with his desires and needs. In other words, it appears after the use. Perceived value emerges before and after the use¹³. The formation of the value is important and critical for the formation of satisfaction^{4,8}. In the literature, many studies show that perceived value affects satisfaction positively^{14,15,16}. Furthermore, satisfaction can be mentioned as a single-dimensional structure between contentment and discontentment, and perceived value can be stated as a multi-dimensional structure¹⁷.

Customer satisfaction is often associated with the customer gratification products or services, that are sources of satisfaction, provide the desirable value to their customers, at least in a sufficient degree⁸. Satisfaction is a judgment, an opinion expressed by customer. The degree of satisfaction reflects the gap between the customer's vision of the expected product, and the customer's perception of the delivered product¹⁸. The importance of customer satisfaction as an upshot of customer knowledge was further corroborated¹⁹. Customer knowledge management creates new knowledge sharing platforms and process between companies and their customers. This leads to higher levels of customer satisfaction. Customer knowledge management goal is to obtain

the knowledge of customers' various needs and their experiences in purchasing, using or maintaining products. This information is usually essential for predicting market development trend, identifying the new market opportunities improving product or service and determining organization's goals. By adopting customer education, companies can achieve customer knowledge management goals. Most studies suggest that customer education keeps customers more satisfied with their product and that satisfaction with a product increase when the intensity of customer education increases.

Building and maintaining effective relationships with customers especially in business-to-business markets favourably influences sales, profitability and other financial indicators. This stresses that customer satisfaction brings about customer willingness to share openly their needs and preferences, and thus, to enable organisations indicate market opportunities, initiate profitable innovations and offer competitive product/services that meet market demands²⁰. Customer satisfaction is inherently a somewhat elusive construct, for several separate but related reasons: the construct has both cognitive and emotional components; its meaning has a relativistic aspect (that is people may have different psychological benchmarks in mind against which they compare their level of satisfaction or judgement of quality); and people's responses to satisfaction surveys depend on the time frame to which they, and not the survey, are referring²¹.

Customer satisfaction has been one of the top tools for a successful business. Customer satisfaction is defined as an overall evaluation based on the total purchase and consumption experience with the good or service over time²². With marketing, customer satisfaction ascertains the expectation of the customer on how the goods and services are being facilitated by the companies. Actionable information on how to

make customers further satisfied is therefore, a crucial outcome³. At a glance, customer satisfaction is a crucial component of a business strategy as well as customer retention and product repurchase. To maximize customer satisfaction, companies should sell ideas and methods with all the necessary documents. For example, customers will buy a car after taking a closer look at it such as the condition of the engine, the model, how many kilometers it has travelled, and if there are any cracks or not. Therefore, they do not feel disappointed after purchasing it. Otherwise, if the company uses only their sell and build method, customers might expect that the car is exactly the same as what they see in the pictures or during the exhibition and later on the company might receive complaint if anything is wrong.

Customer satisfaction is a barometer that predicts the future customer behavior²³. However, the product and its features, functions, reliability, sales activity and customer support are the most important topics required to meet or exceed the satisfaction of the customers. Satisfied customers usually rebound and buy more. Besides buying more they also work as a network to reach other potential customers by sharing experiences²⁴. The value of keeping a customer is only one-tenth of winning a new one. Therefore, when the organization wins a customer, it should continue to build up a good relationship with the client. Providing the quality of goods and services in the 20th century is not only to satisfy the customers but also to have a safe position. Indeed, this has benefited the customers significantly on consuming qualitative products²⁵.

Customers often look for a value in the total service which requires internal collaboration among the department that is responsible for different elements of the offering, such as the core product (goods or services) delivering the product, product documentation, etc. Moreover, from profitability and productivity perspectives only

activities that produce value for customers should be carried out. Hence, firms have to get to know their customers much better than has normally been. However, the company should be able to build trust with the customer so it is easy to get the feedback from the customer. This is how customer-oriented product or service could be developed²⁶.

Customer satisfaction is dynamic and relative. Only the idea “customer-centric” can help companies improve satisfaction and keep customer truly, conversely, if competitors improve customer satisfaction, then it may loss corporate customers. While improving customer satisfaction, customer expectations should be noticed. Service quality, product quality and value for money have a direct positive impact on customer satisfaction. Employee satisfaction is equally important before achieving the customer satisfaction. If employees have a positive influence, then they can play a big role to increase customer satisfaction level. Satisfaction is a dynamic, moving target that may evolve overtime, influenced by a variety of factors. Particularly when product usage or the service experience takes place over time, satisfaction may be highly variable depending on which point in the usage or experience cycle one is focusing²⁷.

Customer satisfaction is influenced by specific product or service features and perceptions of quality. Satisfaction is also influenced by customer’s emotional responses, their attributions and their perception of equity²⁸. Increased customer satisfaction can provide company benefits like customer loyalty, extending the life cycle of a customer expanding the life of merchandise the customer purchase and increases customers positive word of mouth communication. When the customer is satisfied with the product or service of the company, it can make the customer to purchase frequently and to recommend products or services to potential customers. It

is impossible for a business organization to grow up in case the company ignores or disregards the needs of customers²⁹. Customer satisfaction is a function of the performance that is considered to exist on the product and the customer's expectations. To get the advantage of every company demanded to be able to satisfy its customers, so the management commitment to improving the quality of the product is achieved perfectly.

Satisfaction is a physiological response, feeling of pleasure or disappointment of someone who appears after comparing the perceptions or impressions on the performance (result) of a product and its expectations before and after consuming the product or service³⁰. Consumer satisfaction or dissatisfaction is consumer response to the evaluation of the perceived mismatch between previous expectations and the actual performance of the product perceived after its use³¹. Customer satisfaction is an after-sales evaluation where alternative alternatives are at least equal or beyond consumer expectations, while dissatisfaction arises when the outcome does not meet expectations³². Thus, it can be concluded that the definition of consumer satisfaction is the response of the behavior shown by the consumer by comparing the performance or the perceived results to the expectation.

Customer satisfaction is defined as the key to achieving goals in the service environment, it involves around needs and demands of customers by exceeding them³³. Customer service is an encounter between two or more people, while the result is positive or negative. Customer service is intangible, personal, and difficult to measure. It is an activity that everyone experiences in their day-to-day life. Service industries are the main industries that concentrate on customer satisfaction as they sell service as a product. Service industries do not produce any products to sell to their customers. The transaction between the people is measured, which is complex,

personal, and subjective. Customer satisfaction not only involves providing best service to customers but also depends on the employee's job satisfaction and emotions. While speaking about customer satisfaction, consumers increasing knowledge and capabilities pose challenges to business. Indeed, marketers connect to the customer by analyzing the needs and educating about the service to develop the business. Companies in the customer-centered industry have adapted themselves in building customer relationships by skilled marketing engineering, and Technology plays a vital role in offering new ways to obtain customer satisfaction.

Customer satisfaction in a business strategy is a very crucial component to maintain retention and product repurchase³⁴. For an increased customer satisfaction companies must sell ideas and methods after the completion with all necessary documents, for e.g. when a customer buys a car after taking a better look at the car and the engine capacity, mileage and if there any scratch around, after checking all this measures customer feel satisfied and interested to post more question which makes the customer comfortable, in other hands if the company uses only build and sell method then the customer will expect exactly what's in the info of car and don't feel comfortable ask question and the experience of customer wouldn't be as better in the previous situation, and this might end up in complaints in future and a bad customer experience. By avoiding such practices, the company has high chances of getting customer loyalty with extended life cycle of customer and building a positive word of mouth. When the company's product and service are satisfied as per customer expectation, it makes the customers to purchase frequently and recommend products or services to other customers.

Customer satisfaction becomes higher when customer experience falls with customer expectation. On the other hand, when compared with expectation, lower customer

satisfaction is a cause of worse customer experience. Customer satisfaction from a company can be improved in two ways. First, by improving the service to build better customer experience and second by managing the customer expectation effectively. The first approach is used in the organization to achieve great success. In the future, companies will still need to make some adjustments for continuous improvement²⁹. Customer satisfaction reflects how well a service satisfies a customer's needs and preferences³⁵. When talking about customer satisfaction as a subjective reality, it is important to understand that the reality of a customer might be different from the reality that the company perceives as real. Customer satisfaction may also vary between customers, depending on differences in terms of what customer satisfaction actually is to them³⁶. Furthermore, customer satisfaction can be divided into two different parts, the economic satisfaction and the psychosocial satisfaction. The economic satisfaction is the economic benefits a customer gets from buying a product or a service. The psychosocial satisfaction is different psychosocial benefits customers get from patronizing a bank; such as the location of the banks or how well they are treated while consuming the product or service³⁵.

Customer satisfaction is extremely important because it is the way of getting feedback from the customers in a way that they can use it to manage and improve their business. Customer satisfaction is the best indicator of how the business looks like in the future. Customer satisfaction helps in doing SWOT analysis that could help them to develop their business in an advance and in a systematic way. Besides this, it will also help in making the right decision to use the appropriate resources while manufacturing the products. Similarly, it maintains the relationship with the existing customers and also creates the possibility to acquire others³⁷. When products are bought customers expect perfection instead of quantities. There are varieties of products that are similar in the

market and sometimes it is difficult to distinguish which one is qualitative and durable. This is the great opportunity for the business organization doing marketing of their products and services to understand what exactly customers are seeking for. Customer satisfaction is a key indicator of the marketplace that evaluates the success of the organization. People have varieties of tastes and choices and therefore, satisfaction also differs from one person to another. It also may vary the expectation of the consumer depending on the option they may have, such as the national and international market³⁸.

A technique for assessing the customer satisfaction should also have to go through the international market procedure to meet the requirement internationally. In the process, granting the satisfaction to the customer in both physical and technological aspects have changed drastically. However, there is still no method of measuring customer satisfaction. But the feedback from the customer can be taken as a crucial tool for measuring customer satisfaction³⁹. On the other hand, it is cheaper to retain customers than acquire new ones. To make a customer's cost lot of money. Marketing team spends lots of money and time in convincing their excellence. Customer satisfaction is a primary aim of every company. Customer satisfaction ensures the customer wants to return to purchase the service. Satisfied customers are more likely to recommend their friends and families which will help to grow the business. A totally dissatisfied customer decrease revenue, whereas satisfied customer has a positive effect on profitability.

The deployment of digital technology in broadcasting has transformed and revolutionized the traditional approach to broadcasting⁴⁰. It has been responsible for the ongoing transition from analogue to digital technology which has transformed the conventional (radio, television and film) mass media, as computers and

telecommunications are converging to create exciting new media forms⁴¹. Digital terrestrial television broadcasting is a technique whose technology is based on the transmission of audiovisual media information by bit streams⁴². Digital television is presently an integral part of the information superhighway developed to deliver large amounts of information at very low cost compared to analogue technology and can be fully integrated into completely digital transmission networks.

In the past, terrestrial television service in Nigeria was exclusively enjoyed by the rich, who could afford regular subscriptions until 2010, when a Chinese firm – Star Times Group indicated an interest in exploring the Nigerian market. With its arrival in the market, the brand did not only bring entertainment to viewers at affordable prices; it also put competitors on their toes and gave rival brands a run for their money⁴³. The decision of the management of Star Times to target low-income earners has not only helped the brand to hold a large subscriber base in Nigeria; but it has also forced a major operator of pay television services in Nigeria – DSTV to review its operations and unveil a new platform to enable it compete the mass market with Star Times. This allowed Nigeria to amass 5.84 million pay TV subscribers by year-end 2015, surpassing the 5.79 million subscribers in South Africa, thereby making Nigeria the largest pay television market in 2015⁴⁴. The success of terrestrial television service-providers such as Multi-Choice Limited in Nigeria has come, in large part, as a consequence of the implementation of effective marketing strategies⁴⁵.

Digital technology was introduced by MultiChoice to the African continent with the launch of DSTV in 1995⁴⁶. Viewers are faced with a steadily developing artillery of streaming services that rival the offering provided by DSTV which can prompt viewers to churn to other content providers such as Netflix, Amazon Prime and Apple

TV⁴⁷. The increased competition combined with a global pandemic has had a direct impact on the customer base of DSTV⁴⁸. Despite the business achieving sound results in a difficult time the revenue of MultiChoice has declined by 3%. The media landscape has permanently been altered and that video streaming services account for a larger share of the overall media consumption as compared to previous years. The past few years have seen a dramatic switch from analogue home entertainment towards internet-based behaviour, which has allowed for video streaming services to thrive⁴⁹. These streaming services are fundamentally changing the viewing habits of consumers requiring media and content owners to transform their strategies in order to survive. Covid-19 lockdowns intensified the effect of video streaming services on DSTV, negatively impacting revenue generation⁵⁰.

Television entertainment are programmes, segments or channels that enjoy, amuse, delight and sometimes even enlighten the viewer. Television is one of the most cost-effective media that performs multiple functions which include messages that inform, educate and entertain the general public, not only locally but globally⁵¹. While producing video, audio and other rich media is easier than ever, as is commenting, the true value lies in the ability to take that content and put it in a public place that can be seen by millions⁵². Television, which was once used as a centre-piece in each living room in various households, has now evolved not only in terms of programming, but also in terms of accessing content⁵³. There are five types of television platforms, namely satellite, cable, internet protocol, terrestrial and digital terrestrial⁵⁴. The rapid changes in the television industry have consistently been caused by competitive changes in the environment⁵⁵. With the Covid-19 pandemic these competitive changes have been accelerated as consumers were lock up in their respective homes for an extended period of time⁵⁶. The pandemic was a total lifestyle change for everyone and

that consumers will always gravitate towards those changes in media consumption that appeal to them the most. When a product is part of a broader modular system like the television, interdependencies and shifting bottlenecks can impose new functionality and/or performance requirements⁵⁷. New technology invades an industry when the old technology is approaching its performance limits. A scholar asserts that this can be due to the shift in societal preferences which is also a contributing factor for media houses to become dependent on the latest entertainment and media technology⁵⁵.

Organisations offering television services need to re-focus on the loyalty concept in order to preserve loyal customers, who are considered vital for market success⁵⁴. In a review, it was found that since the start of cable television broadcasts in the 1950s, the main goal of network television was to improve the network broadcast signals of rural households⁵⁸. After the dawn of the millennium, talks about the death of television was an extremely worrying debate according to a report in the⁵⁹. However, a scholar highlighted the evolving status of television, which has extended beyond the traditional television screen⁶⁰. As such, watching television in a linear fashion is changing for many, as one is now in more control of what we watch. People subscribe to cable television just as much as any of the previous generations did and that generally this cohort are viewing television five times more than through streaming content⁶¹. In light of this, the future of traditional television was viewed as extremely grim as video services are moving from hardware to software⁶².

Television is the primary device of choice for viewing video across all generations, but its leadership status is highest among older consumers⁶⁰. A scholar believes that younger generations want to define their own viewing experience, hence their mixing

of traditional and self-produced content and the enjoyment of it on the device of their choice⁶². On the other hand, it was believed that media use among the younger generation has increased significantly; such media include television, computers, and smart phones⁶³. In the era of media convergence, the internet must also be taken into account, not only for the ready access to information which it gives, and its unprecedented capacity for social networking, but also as a means of delivering the traditional media of print, radio and television⁶⁴. Today, people across the globe use electronic devices for three primary purposes: relationship building/maintaining, information gathering and entertainment viewing⁶⁰. The shift to streaming video services may seem inevitable, however the media and entertainment industry is facing another challenge as the previously profitable business model of paid subscriptions used by cable and satellite-based pay TV brands for years is no longer relevant⁶⁵.

Subscription services, such as DSTV, are considered indulgent subscriptions and customer attrition for these subscriptions is a real risk⁶⁶. This is evident in the loss of DSTV Premium Package subscribers, majority of which have downgraded their subscriptions due to the poorly performing economy⁶⁷. Indulgent subscriptions have to keep their customers engaged through continual new and interesting product or service offerings⁶⁶. Beyond providing great content, subscription brands have to produce additional benefits to retain their customers by treating them more like valued members of a club, delivering more value and creating increased loyalty⁶⁵. Indulgent subscriptions rely on customers who choose to keep their services and when the customer no longer feels that they are receiving value they tend to cancel or downgrade their subscriptions⁶⁶. In Namibia, MultiChoice's DSTV has been criticized for repetitive programs, increased monthly payments, long queues when customers visit the DSTV customer service centres, busy and unavailable call centres and poor

signals during inclement weather, all of which contribute to poor customer satisfaction and potential customer attrition⁶⁸.

In today's fierce and competitive market, it is not enough for organizations to satisfy their customers, but it is imperative to retain them. Customer satisfaction has been recognized as an essential component of every company's marketing strategy, ensuring market price and serving as the primary driver of long-term profit⁶⁹. Every customer ensures a satisfied feeling after comparing the product or service acquired with the level of expectation that they had before to purchasing the product or service. Customer satisfaction and retention is key in the achievement of organizational objectives⁷⁰. The authors went further to explain that customers are valuable asset that must not only be properly kept satisfied but also to retain them. Satisfaction is said to be an emotional reaction to what customers expect and what they receive, including the fulfillment of requirements and aspirations⁷¹.

Customer satisfaction specifies a desired consequence in the future to retention, demonstrating a long-term relationship. Although customer satisfaction does not guarantee repurchase, it still plays a vital role in ensuring customer retention⁷². Thus, customer satisfaction is critical to addressing the diverse needs of customers, businesses, and society⁷³. It is also critical to accurately measure customer satisfaction in order to design an effective marketing plan. This can be accomplished through obtaining trustworthy customer input, which is critical for building effective management methods. Managers may also be given the authority to execute satisfaction enhancement projects.

Customer satisfaction was stated as an important indication of corporate performance since it leads to repurchase behavior⁷⁴. The concept of customer satisfaction refers to

the perception of how happy, delighted or pleased customers are with a given company's products or services. Satisfaction is defined as the reactive response to fulfillment of expectations regarding interactions⁷⁵. Satisfaction has also been recognized as one of the most important theoretical and practical issues for most marketers and customer. Customer satisfaction is defined as a post consumption evaluation of a product or a service which maybe high or low depending on the customers need have been met or not⁷⁶. Customer Satisfaction is also defined as customer's perception of the degree to which the customers' expectations have been fulfilled and how well a firm's products, service, support and engagement are able to meet the customer expectations⁷⁷. This includes responding to customer queries and issues.

Customer satisfaction is a post-consumption evaluative judgment concerning a specific product or service. It is the result of an evaluative process that contrasts pre-purchase expectations with perceptions of performance during and after the consumption experience. Studies show that customer satisfaction may have direct and indirect impacts on business results⁷⁴. The subject has gained a lot of attention from researchers as well as practitioners across the globe. Customer satisfaction is seen as a necessity that must be put in place for any profit-making organisation to achieve its stated objective. The issue of consumer satisfaction cannot be over emphasized because it is a factor that must be considered in order to give room for consumer retention⁷¹.

In the service industry, strong emphasis is placed on the significant importance of service quality perceptions and association between service quality and customer satisfaction. Customer satisfaction is a collective outcome of perception, evaluation

and psychological reactions to the consumption experience with a product or service⁷⁸. It is regarded as how consumers can get more benefits than their cost. Customer satisfaction is a person's feeling of pleasure or disappointment which resulted from comparing a product's perceived performance or outcome against his/her expectations.

2.1.2 Customer Retention

The concept of customer retention has gained much attention in both academic and organisational settings in recent times^{79,80}. It is primarily seen as a business activity aimed at minimizing customer defections. Customer retention is also seen as an activity that an organisation undertakes to avoid customer dissatisfaction⁷⁹. As such, an organization's capacity to attract and retain customers, is largely associated with how existing and potential customers are satisfied with its products and/or services on offer. Customer retention places less emphasis on the products and/or services provided by an organisation⁸¹. It is, therefore, a driving force behind loyalty marketing, relationship marketing and customer relationship management. Customer retention is central to the development of business relationships, and these relationships depend on satisfaction⁸⁰. It is, therefore, largely associated with service orientation, reliability of services, convenience, security of transactions, physical awareness and responsiveness. Previous studies across several industries and sectors have found that the costs associated with customer retention is about 10% of the costs related with acquiring prospective customers^{82,83}. As such, customer attrition rate should be minimized in order to retain and attract customers for a longer time to enjoy economic growth.

Having a clear understanding and ensuring proper translation of customers' needs through quality lead to customer retention⁸⁴. Customer retention has largely been

defined as the set of activities and strategies adopted by various organisations to minimize the number of customer defections⁸⁵. This concept has, over the years, become a key focus of organisations across the globe. As such, organisations which are able to retain their customers have been found to enjoy competitive advantage, high profit levels, high market share while improving upon their overall performance levels^{86,85}.

Customer retention focuses on giving customers more than what they expect and in turn survive unhealthy competitions⁸⁷. Customers who are engaged with their organisations generate 1.7 times more revenue as compared to normal customers, whereas, engaged customers and employees together generate 3.4 times more revenue than the norm. Arguably, customer retention can never be achieved in isolation; it depends on various strategies notably total quality management. As broadcasting sector strive to survive while remaining competitive, the concept of customer retention can never to underemphasized⁸⁸. In recent times, economic fluctuations coupled with unhealthy business environments have exposed broadcasting industries to the need to adopt total quality management practices in order to remain competitive while retaining their customer base^{89,90}.

Customer retention in the services sectors has largely been measured using dimensions including value for money, customer acknowledgment, customer satisfaction and customer trust^{79,70}. Other studies have also adopted measures including customer involvement, customer relationship and receipt of excellent customer services^{91,92}. Service quality is key to customer retention and thus are significantly and positively correlated⁹². Customer retention is the propensity of the customer to stay with their service provider⁹³. Companies also need to be careful about the technological comfort of their customers, for example, innovations, which

are smartphone app only, may end up alienating rural customers, where smartphone penetration is low, but on the other hand, prepaid card-based innovations will be a major success amongst rural customers⁹⁴.

Scholars identify non-linear and asymmetric effects that suggesting that customers' evaluations of service performance are more sensitive to negative performance (dissatisfaction) than positive performance (satisfaction), accordingly, focusing on attributes for which customers are experiencing negative performance first, and then allocating resources to attributes for which customers are experiencing positive performance, can be far more consequential for improving customer satisfaction⁹⁵. Even when aggregate retention rates are monotonically increasing, the individual-level churn probabilities are unlikely to be declining over time, as conventional wisdom would suggest⁹⁶. The use of both traditional and digital marketing resources is associated with higher organizational performance, and customer retention efforts implemented by a firm, along with brand promotional tactics, increase not only firm profitability but also customer loyalty. Scholars also extend past findings by theoretically integrating firm size as a segmentation tool used to further evaluate the role of marketing resources on organizational performance and confirm that enterprise size is a significant moderator when explaining the relationship between customer retention orientation and e-brand promotion⁹⁷.

Customer retention survives when the companies can fulfill customer expectations and

additionally maintain it in long-term relationships to ensure long-term buying decisions^{98,99,100}. The topic of customer retention is argued in business economics commonly within the perspective of relationship marketing, which considers customer relationships as one of the primary concerns with the long-term objective of

developing and maintaining them^{101,102,103}. Many previous studies indicated that companies should always manage customer satisfaction to achieve the retention stage.

Customer retention is the art of building a long-term relationship with customers to induce repeat purchase behaviour, positive word of mouth and buying of product varieties from the same producer^{104,105}. Ideally, it costs about five times as much to attract a new customer than to maintain the current one⁷¹. On the other hand, existing customers are more likely to re-purchase and recommend, can easily forgive the mistakes of a company dealing with, are more likely to try new offers and are less likely to switch to competing products in the market¹⁰⁵. Thus, customer retention practices have become a necessity for building strategic competitive advantage for businesses¹⁰⁶. Markedly, customer retention is of crucial importance to small businesses given their resource limitations to communicate their offers and do aggressive campaigns to cultivate customer intentions to purchase¹⁰⁷.

Thus, customer retention is considered a strategic resource for small firms to form a close relationship with their target customers¹⁰⁸. Basically, the capability to retain customers may require individual skills to sense the market, determine market needs and provide for them appropriately. Hence, customers are more likely to stay longer with a business that can predetermine their needs and can match products and other marketing programmes with the needs and requirements of the customers¹⁰⁹. Customer retention refers to the activities and actions companies and organizations take to reduce the number of customer defections¹¹⁰.

The goal of customer retention programs is to help companies retain as many customers as possible, often through customer loyalty and brand loyalty initiatives⁷⁴.

It is important to remember that customer retention begins with the first contact a

customer has with a company and continues throughout the entire lifetime of the relationship. Customer retention is the procedures used by businesses to keep clients by offering them goods and services that make their lives better¹¹¹. According to this definition, the company's goal is to consistently offer clients long-lasting products. Customer retention is frequently faster and, on average, costs up to seven times less than customer acquisition, despite the fact that most businesses usually invest more money in it. This is because they see it as a quick and efficient way to increase income⁷⁷.

Selling to customers with whom you already have a relationship is often a more effective way of growing revenue because companies don't need to attract, educate, and convert new ones⁶⁹. Long term clients spend more money, refer more clients, demand less of service providers' time, and are less price-sensitive⁷². It has been demonstrated that increasing customer retention will boost profits because the cost of acquiring new consumers is seven times higher than that of keeping existing ones. Similarly, it was argued that in order to enhance the retention of customers, it is essential for hotel managers to understand the relationship between customer satisfaction and customer retention¹¹². Customer retention occurs when a customer consistently purchases the same product over time. Customer retention is defined as taking place when "the customer continues to purchase the product or service over a set time period" for goods with short purchase cycles⁷⁷.

Customers are said to be retained for products with lengthy buy cycles when they express a desire to make a subsequent purchase of the good or service¹¹³. The percentage of customers who were customers at the beginning of a period and were still customer at the end of the term is known as the customer retention rate. However, some studies caution that in situations where clients use multiple businesses at once,

alternative, more complex definitions may be more applicable^{114,115,111}. Measuring the rate of customer retention over time, the rate of customer retention by market segment in terms of the various services or goods provided, and the proportion of the customer's wallet earned. A crude customer retention rate or a weighted one can be used to calculate the customer retention rate, which must be measured and controlled⁷¹. Based on the drop or escalation in the number of customers over a certain time period, a scholar mentioned that a crude customer retention rate calculates the overall proportion of customers that the company keeps. By weighing clients based on the amount of their purchases, the weighted retention rate is calculated.

Customer retention is whenever a customer does not leave or switch to other competitors¹¹⁶. Traditionally, the 4Ps marketing theory Price, Product, Promotion and Place, otherwise known as traditional marketing or classical marketing approach emphasized the acquisition of new customers as opposed to retaining them. The perspective that customer retention is more profitable and delivers more value for business has grown and is still much prevalent in contemporary business literature^{117,118,119,120}. The actual tangible effects of customer retention in the form of higher profitability were first published by some scholars¹²¹. Although the benefits of customer retention differed depending on which industry was looked at, the main idea was that acquiring customers' costs more than retaining existing customers^{121,122,123,124}. The acquisition cost however, always declined the longer a customer stayed as a customer due to recurring revenues. This principle of declining costs as revenue accumulates would therefore promote more profits i.e. higher profitability. Even from a value-derived perspective, customer retention has been proven to provide more long-term value for the business rather than the initial acquisition¹²⁵. This value could

be in the form of marketing and attracting new customers as well as promote beneficial partnerships that could lead to increasing market share etc.

2.1.3 Total Quality Management Practices

Total quality management (TQM) is one of the quality-oriented approaches that many organizations imply¹²⁶. TQM has attracted scholars because of the growing diffusion and acceptance in the business world. Especially over the two decades, TQM is one of the most popular and durable management concepts. TQM is a holistic management philosophy that strives for continuous improvement in all functions of an organization, and it can be achieved¹²⁷. TQM is a multidimensional construct. Like having various definitions, TQM consists of several activities. Different researchers have adopted different TQM activities for testing its effect on financial or non-financial performance. These activities are management leadership, role of the quality department, training, employee relations, quality data and reporting, supplier quality management, product service design, process management, strategic planning, customer focus, information technology and analysis, people management¹²⁸.

The concept of total quality management can never be over-emphasized. Total quality management deals with organisations ability to manage their products or services to meet customer expectation attributes such as performance, conformance, endurance, quality, among others^{129,130,131}. As such, TQM ensures that organisations are able to produce products or provide services that totally meet their customers' expectations. TQM is a management approach to both short and long-term successes of organisations through customer satisfaction^{132,133}. It is based on participation of all organizational members in ensuring improved systems, products, services and culture¹³⁴. The concept of TQM is primarily defined and determined by customers;

thus, acknowledges a customer-driven economy⁸⁶. As such, focusing on continuous process improvement to achieving high quality products or services is a key step to satisfying and retaining customers of any organisation.

The TQM concept, therefore, suggests that any improvement made in any given area in an organizational setting will help enhance “total quality” and invariably lead to customer retention^{135,132}. The goal of TQM can be achieved when organisations adopt various practices including effective communication, management commitment, teamwork, documented quality management system and customer focus and satisfaction^{136,132}. Previous studies have revealed other practice to include process management, waste minimization, employee development and organizational culture^{137,138}. The main objective of TQM is to achieve and even exceed customer expectation by doing everything right for the first time to satisfy customers¹³⁹. TQM ensures that organisations including broadcasting companies always meet or exceed their customers’ expectations by strongly emphasizing on process measurement and controls, reduction in waste and reworks, production costs while increasing production efficiency^{140,141}.

TQM is a management philosophy that focuses on work process and people with the major concern for satisfying customer and improving the organizational performance by ensuring proper coordination of work processes, reducing waste and rework to reduce cost and increase efficiency in production and service delivery^{142,143}. TQM involves the proper coordination of work processes which allows for continuous improvement in all business units with the aim of meeting or exceeding customer’s expectations¹⁴⁴. It emphasizes on totality of quality in all facets of an organisation with the aim of reducing waste and rework to reduce cost and increase efficiency in production and service delivery.

TQM is applicable to any organisation irrespective of size, and or motives, even the public sector organisations have started adopting the ideology in order to make them effective in meeting public demands^{145,146}. TQM is the management approach of an organisation, centered on quality, based on the participation of all its members and aiming at long-term success through customer satisfaction, and benefits to all members of the organisation and to society. TQM is continuous improvement in the quality of all processes, people, products, and services of an organisation¹⁴⁵. The tenets of TQM are continuous improvement, top management leadership commitment to the goal of customer satisfaction, employee empowerment, and customer focus^{145,147}.

The concept of TQM has been well accepted by managers and quality practitioners as a change management quality approach¹⁴⁸. It plays a vital role in the development of management practices¹⁴⁹. Some researchers asserted, it as an approach to improve effectiveness, flexibility, and competitiveness of a business to meet customers 'requirements'^{150,151}. It is also seen as a source of attaining excellence, creating a right first-time attitude, acquiring efficient business solutions, delighting customers and suppliers etc. it could be deduced from the various definitions that the implementation of TQM across organisations is aimed at achieving customer satisfaction and retention an invariably enhance organizational performance levels. The concept behind the identification of TQM practices is to successfully implement TQM approach in the organisation so as to achieve productive results with high level of customer satisfaction by delivering enhanced quality products and services^{152,153}. Alternatively, it can be said that the TQM practices are the building blocks of organizations performance and must be addressed critically so as to implement TQM effectively.

TQM is a widely used quality management system and the step toward achieving results with zero defects. It was generated in the 1950s and has become more popular since the early 1980s. It describes the attitude, organization and culture of a company that tries its best to deliver products and services matching their customers' needs¹⁵⁴. This management system plays a significant role in the long-term success of an organization and it has an important aspect for improving the organizational efficiency¹⁵⁵. TQM is a customer-based philosophy where the resources, business processes, TQM practices and organizational performance culture and behavior of a company are managed and well-integrated to ensure customer satisfaction¹⁵⁶. TQM companies focus on serving the external customers. Thus, customers' expectations and requirements are first known and understood. This encourages companies to produce high quality and reliable products/services on time with increased efficiency and productivity. Hence, the sales and the market share will increase as well¹⁵⁷.

Customer focus can significantly influence the firm financial performance through better understanding of customers' requirements which will lead to lower costs related to additional considerations, such as rework, redo, scrap and waste¹⁵⁸. The ability of customer focus to contribute positively in the operations of a business was verified¹⁵⁹. Meanwhile, customer focus is associated with employee satisfaction due to its strategy that requires high participation and involvement from employees, especially the human resource that have regular and public interaction with the customers¹⁶⁰. Employee empowerment is very important to achieve the objective of customer focus and managers need to work closely with the employees to make them feel appreciated and valued by the firm¹⁶¹. It is also considered as an essential aspect that contributes to high levels of employee satisfaction¹⁶².

The main concern of TQM is the continuous improvement in all processes starting from high level of planning and decision making up to the execution of the work. It starts from the belief that defects and errors can be avoided and prevented. Continuous improvement is a dynamic process that focuses on the relationships between improvement programs, services, materials and organization's customers, suppliers, competitors and capital markets¹⁶³. Quality management environment needs to be continuously monitored and reviewed¹⁶⁴. While the improvement process never ends. Thus, management under TQM must be supportive to the enhancement of technology and management techniques¹⁶⁵. Scholars suggested a continual improvement framework that includes customer value co-leadership, customer value focused strategic objectives, improvement knowledge specialization and methodology improvement¹⁶⁶.

2.2 Theoretical Framework

Three theories will be used for all the variables respectively. There are various theories, standards, models that exist on Total quality management, customer satisfaction and customer retention. Having checked through the literature for different theories and models, this study carefully selects one theory for each of the variables. The theory selected for Customer satisfaction, the first dependent variable is Expectancy-Disconfirmation Theory, while the theory adopted for customer retention, the second dependent variable is Commitment-Trust Theory. The theory selected for Total quality management practices is Deming's Theory of TQM.

2.2.1 Expectancy-Disconfirmation Theory

The expectancy disconfirmation theory was propounded by a scholar in the year 1980. This theory is an important theory that can measure customer satisfaction with the

perceived quality of products and services¹⁶⁷. The expectancy disconfirmation theory has two main factors that entail perceived desire and performance in terms of customer's preference that are related to the pre-purchase period of a customer's initial expectation that is measured in the preference of total quality management. Customer expectation could be positive or negative depending on the performance of the quality of product or service expectation that has emerged or derived¹⁶⁸. However, when a customer recognized and perceived a stronger performance on the quality of products or service that is better than expectation, then a positive preference or disconfirmation is said to have occurred. Whilst, when a customer perceived a bad performance than they expected about the quality of a product or services, then a negative disconfirmation will have emerged resulting in dissatisfaction. Perceived performance from positive disconfirmation will lead to customer satisfaction, while negative disconfirmation from the perceived performance from products and services will not essentially enhance customer satisfaction^{169,170}.

The theory of expectancy disconfirmation has been applied in many research to better understand customer satisfaction to measure required expectations from a customer in marketing research, economic analysis, customer retention, and loyalty^{167,171,172,173,174}.

The evolution of expectancy disconfirmation theory consists; expectations, perceived performance, disconfirmation, and satisfaction¹⁶⁸. Expectations defined customers anticipated preferences on what they expect from a product or service. The expectancy disconfirmation theory has the ability to multiple approaches in the purchasing process. The first approach indicates that customers have the initial desire that is based on previous experience using specific products or services. The expectation of this kind requires a repurchase process that is more of a reality to customer satisfaction. Secondly, a first-time customer does not have a first-hand

experience regarding the performance of a product or service being that it's the first purchase. However, the customer relies on consistent feedback from other customers who have initiated a purchase. Perceived performance is discussed as customer experience after using a service that can be good or bad based on customer expectation. Customers with previous experience could hold a good desire from the previous service they have received and can offer good pieces of information to new customers based on the performance received from the product or service.

Disconfirmation is defined as the difference between customer initial expectation and the actual performance received from the products or service, and disconfirmation could be positive-negative, or simple disconfirmation^{167,175}. Furthermore, if the performance of products or services can exceed customer satisfaction, then positive disconfirmation will lead to satisfaction among customers. However, when actual performance from a product or service is unable to meet customer satisfaction, then a negative disconfirmation is said to emerge and will lead to dissatisfaction among customers. When there are no usual differences between the expectation and performance from products and services, simple disconfirmation will have emerged – meaning perceived performance is the equal expectation¹⁶⁸.

Customer satisfaction is a pleasurable fulfillment response. Dissatisfaction is an unpleasurable fulfillment response. Customer satisfaction is the customer's fulfillment response to a customer experience, or some part thereof¹⁶⁷. The "experience, or some part of it" component of the definition suggests that the satisfaction evaluation can be directed at any or all elements of the customer's experience. This can include product, service, process and any other components of the customer experience. The customer might be pleasantly surprised or even delighted. This model assumes that customers have expectations, and that they are able to judge performance. The expectations–

disconfirmation model adopts a cognitive perspective on customer satisfaction. A customer satisfaction paradox has been identified by expectations–disconfirmation researchers. At times customers’ expectations are met but the customer is still not satisfied. This happens when the customer’s expectations are low.

2.2.2 Commitment – Trust Theory (Morgan and Hunt)

This theory indicates that relationship commitment and trust are essential requirements of a successful relationship¹⁷⁶. The commitment - trust theory have been employed by scholars in numerous studies in areas such as retailing, banking and finance, as well as tourism and hospitality^{177,178,179}. Although these variables have been used across diverse industries, all these studies confirm commitment and trust as key variables that are relevant to any successful relational exchange involving suppliers, customers and employees¹⁷⁶. What this theory suggests is that relationships between organizations and their customers would not be successful without the presence of commitment and trust. This implies that when organizations implement measures to engage in a relationship with their customers, they must ensure the presence of commitment and trust since the relationship will not be successful without those two dimensions. Based on this assertion, this study theorizes that commitment and trust are key practices without which Multichoice Company will not be able to successfully attract and retain its existing customers.

Commitment and trust are “key” because they encourage organizations to (1) work at preserving relationship investments by cooperating with exchange partners, (2) resist attractive short-term alternatives in favor of the expected long-term benefits of staying with existing partners, and (3) view potentially high-risk actions as being prudent because of the belief that their partners will not act opportunistically. Therefore, when

both commitment and trust - not just one or the other-are present, they produce outcomes that promote efficiency, productivity, and effectiveness. In short, commitment and trust lead directly to cooperative behaviors that are conducive to relationship marketing success¹⁸⁰.

Commitment is defined as an enduring desire to maintain a valued relationship¹⁸¹. Their “valued relationship” corresponds with the belief that relationship commitment exists only when the relationship is considered important. Similarly, their “enduring desire to maintain” corresponds with the view that a committed partner wants the relationship to endure indefinitely and is willing to work at maintaining it. Though fairly new in discussions of interorganizational relationships, commitment long has been central in the social exchange literature^{182,183}. Clearly, the major differentiation of these exchange relationship types is the mutual social trust and the resultant commitment on the part of the individuals to establish and maintain exchange relationships¹⁸⁴.

Commitment also is viewed as critical in the literatures of organizational and buyer behavior. Organizational commitment - one type of relationship commitment that is critical to the firm in its internal relationships - is among the oldest and most studied variables in organizational behavior theory^{185,186}. In this context, commitment is seen as central because it not only leads to such important outcomes as decreased turnover, higher motivation, and increased organizational citizenship behaviors, but it also results from such things that can be influenced by the firm as recruiting and training practices, job equity, and organizational support^{187,188,189,190,191,192}. Trust is defined as a willingness to rely on an exchange partner in whom one has confidence¹⁸¹. Trust is a generalized expectancy held by an individual that the word of another can be relied on¹⁹³. The literature on trust suggests that confidence on the part of the trusting party

results from the firm belief that the trustworthy party is reliable and has high integrity, which are associated with such qualities as consistent, competent, honest, fair, responsible, helpful, and benevolent¹⁹⁴.

2.2.3 Deming' Theory of TQM

One of the widely known total quality management theories is known as Deming's theory and it was propounded by Edward Deming¹⁹⁵. The theory suggests that if organisations should focus on costs, quality could deteriorate and thus difficult to manage¹⁹⁶. The 14 points of management to achieve quality in Deming's theory comprised: creation of constancy of purpose, adoption of new philosophy, avoidance of dependencies on mass inspections, avoid awarding contracts based on price, continuous improvement, introduce cutting-edge on job training, implement cutting-edge methods to ensure leadership, customer focus, avoid communication barriers, eliminate quantity-based goals, avoid quotas and standards, support craftsmanship, emphasis on training and education and finally ensure top management support and commitment. It could be deduced that; all the assumptions of Deming's theory emphasize on quality management across organisations¹⁹⁷. For the purpose of this study, continuous improvement and customer focus will be adapted, reason being that customers are the major respondents for the study. Hence, the need for excluding the other twelve metrics.

Deming's theory is known for reminding management that most problems are systemic and it is management's responsibility to enhance the system in order for the workers to do their job in a more effective way¹⁹⁸. Deming states that higher quality leads to higher productivity, as a result leads to long term competitive strength. The theory is that improvements in quality lead to lower costs and high productivity

because they result in less rework, fewer mistakes, fewer delays, and make better use of time and materials. With better quality and lower prices, a firm can achieve a greater market share and stay in the market so that more and more jobs could be made available. Continuous improvement consistently means "better and better quality, less and less variation", which results from process management practices that bring forth incremental improvements and innovations in processes, products, and services.

TQM focuses on business process of continuous improvement to meet customer needs, which has led to an increased emphasis on implementing TQM principles in service businesses and providing customers with high-quality service. TQM is one of the most well-liked continuous improvement systems for quality, and has a broad range of applications⁸⁶. With respect to Shewart's Cycle aimed at creating a cycle for continuous improvement, the 'plan' phase focuses on preparing objectives and actions¹⁹⁹. The 'do' phase focuses on action and implementation of process improvement; the 'check' phase focuses on ensuring quality against original plan and finally, the 'act' phase emphasizes on determining where changes are needed for continued improvement. The theory ensures that continued improvement is achieved by providing quality of services to customers. The theory suggests that organisations should focus on system appreciation, that is continuous improvement and customer focus in order to ensure TQM while improving customer satisfaction.

2.3 Review of Empirical Studies

2.3.1 Total Quality Management Practices and Customer Satisfaction

A study was conducted to examine the impact of TQM policy on customer satisfaction at Kenya Power and Lighting Company in Uasin Gishu County, Kenya⁸³. Among its research objectives, the study assessed the various TQM practices at the

company. The study wrongly adopted the exploratory design but gathered data from 395 respondents comprising both customers and employees. Data was gathered using both structured questionnaires and interviews, however, the choice of SPSS in data analysis was inappropriate. Regardless, the study found TQM practices to include communication, continual improvement, organizational culture, employee participation, leadership role, training and employee participation and empowerment.

A study in India's banking sector was conducted to examine the effect of TQM on customer satisfaction²⁰⁰. Among the various objectives, the study established the effect of multidimensionality of TQM on customer satisfaction in the banking industry. Based on extensive empirical reviews, the study concluded that, TQM implementation significantly improve customer satisfaction across sectors including India's banking sector. A scholar sought to assess the practices of the concept and its effect on organizational performance at Intravenous Infusions Limited Koforidua, Ghana²⁰¹. Out of 120 population size, 22 of them were sampled of which data was obtained through questionnaires. The study found out that some of the model practices exist at the Intravenous Infusion Limited (Intravenous) concluded that if TQM practices are employed effectively, it could improve upon organizational performance.

An empirical study was carried out to analyse TQM practices on how they affect customer satisfaction and loyalty with focus on the security industry²⁰². The study focused on 402 customers of the securities industry in cities of Hsin-Chu and Miao-Li of Taiwan. Using the structural equation approach, TQM practices were found to be significantly influenced by customer satisfaction and customer loyalty. Scholars examined how strategic imperatives of TQM affect customer satisfaction and organizational sustainability in today's business environment²⁰³. More specifically,

the study examined the relationship between total quality management and customer satisfaction in service industries. The study also aimed at evaluating the relationship between top management commitments and customer retentions as well as to examine the influence of organizational reputation on customer's continuous patronage. Relying solely on secondary data collected from various archival sources, their findings showed that strong relationships exist between total quality management and customer satisfaction in the achievement of organizational goals especially in the current dispensation of globalization and rigid competitions. Also, a study on how TQM impacts on customer satisfaction in Malaysia's telecommunication sector found significant impact of TQM on customer satisfaction²⁰⁴. TQM dimensions used in the study included focus on customer, quality improvement, speed of access and continuous improvement.

A study was carried out to examine the impact of after sales service (product delivery, installation and warranty) on customer satisfaction and retention with special reference to LG electronics in Ibadan, Nigeria²⁰⁵. Primary data were collected from 110 distributors and customers of LG Electronics in Ibadan using close-ended questionnaire. Ordinary least squares multiple regression analysis was used to analyze the data. The result showed that the predictor variables (product delivery, installation and warranty) were significantly joint predictors of customer satisfaction and retention. Also, a study investigated the extent to which after sale features like product delivery, installation of product, warranty/guaranty, customer support and customer training influence customer loyalty in the home appliance industry of India²⁰⁶. Primary data were collected from a sample of 258 respondents in New Delhi, India using structured questionnaire. Multiple regression in the Statistical Package for the Social Sciences (SPSS) was used to test the null hypotheses developed for the

study. The findings of the study revealed that all after-sale service practices tested (product delivery, installation of product, warranty/guaranty, customer support and customer training) had significant positive impacts on customer loyalty through customer satisfaction in the home appliance industry of India.

Furthermore, scholars conducted a study to determine the impact of after sales service (product delivery, customer support, product installation, warranty/guaranty, customer training and conflict resolution) on customer loyalty in the mobile phone industry in Delhi²⁰⁷. Primary data were collected from 500 respondents in Delhi using structured close-ended questionnaire. The data collected were analyzed using Pearson Product Moment Correlation. Consequently, the findings revealed that product delivery, customer support, product installation, warranty/guaranty, customer training and conflict resolution had a significant positive impact on customer loyalty, through customer satisfaction, in the mobile phone industry in Delhi. Similarly, an author conducted a study on “After sales service, customer satisfaction and loyalty in telecom sector²⁰⁸.” The purpose of the study was to determine how after-sales services such as delivery, installation, product warranty, telephone/online supports, up gradation, and complaint influenced customer loyalty with the mediating role of customer satisfaction. Primary data were collected from 204 respondents using an online-based questionnaire. The data collected were analyzed using structural equation modeling (SEM). The results showed that after-sales service (delivery, installation, product warranty, telephone/online supports, up gradation, and complaint) had a significant positive influence on customer loyalty, through customer satisfaction in the Pakistani telecommunications sector.

2.3.2 Total Quality Management Practices and Customer Retention

An empirical review found six TQM practices to include customer orientation, continuous improvement, quality measurement, organizational culture, human resource management and leadership²⁰⁹. Scholars concluded that process management as a TQM practice is critical as it ensures error-free services in the most unique, innovative and efficient manner²¹⁰. Similarly, a scholar studied about TQM practices in the Indian banking industry and found such practices to include customer focus, social responsibility, human resource management, employee satisfaction and top management commitment²¹¹. A study found TQM practices to include employee management and involvement, customer focus, leadership and continuous improvement, among other factors²¹². Other studies found TQM practices to comprise continuous improvement, meeting customers' requirements, reducing rework, long-work thinking, increased employee involvement and teamwork, process redesign, competitive benchmarking and team-based problem solving²¹³.

A study in the health sector was conducted to identify the best practices of total quality management for implementation¹⁵³. The study identified eight TQM practices to include top management commitment, continuous improvement, training and education, organizational culture, customer focus and satisfaction, teamwork and participation, resource management and process management. A study was conducted to examine the effect of TQM on service quality in the banking sector¹⁴⁴. Among its research objectives, the study investigated the TQM practices in the banking sector. The study found TQM practices to consist of employee motivation and training, monitoring customers' requirement and management and ensuring top management commitment and support towards TQM. Scholars found customer focus as a dimension of TQM²¹⁴. They observed that, customer focus the extent to which organisations are able to meet and go beyond customer expectations. Customer focus

enables organisations to give priorities to customers thus involving them in every aspect of product and or service design and development in a bid to reduce quality defects. A study also found TQM practices suggested in ISO 9001 certified Serbian service organizations to consist of quality planning, leadership, employee management, process management, customer focus and continuous improvement²¹⁶.

A study which identified components of TQM among Spanish companies found strategic planning, data-based management, continuous improvement, top management commitment, human resources management, customer focus, control and supplier management and processes management²¹⁷. Scholars also identified some key quality management practices adopted in the Spanish educational sector to include commitment and involvement of top management, quality culture, customer involvement, quality information and communication²¹⁸. Other TQM practices were found to include total quality control tools, documentation of quality management system and quality vision and mission policies. A study found continuous improvement as a TQM practice¹³⁸. Continuous improvement can be achieved in areas of improving infrastructure, encouraging internal promotions and integrating information, communication and technology into an organization's operational activities. He found other TQM practices to include quality vision and mission policies, policy development associated with TQM and recognition and award of loyal customers.

A study was carried out to examine TQM practices and customer retention in Micro and Small Enterprises in Nairobi City County, Kenya⁸¹. The study adopted the descriptive and cross-sectional designs to specifically assess TQM practices adopted in the MSEs. Using structured questionnaires, both descriptive and inferential statistical tools were employed in analyzing the study's research objectives. The study

found TQM practices to include top management commitment, continuous improvement, employee participation, education and training, recognition and awards, customer focus and process control. These practices were found to adequately explain TQM.

A study to analyse customers' retention strategies and customer satisfaction in Kenya's banking sector focusing on Equity bank Thika branch²¹⁹. Among the objectives, the study assessed the factors contributing to customer retention in Kenya's banking sector and how these factors contributed to customer retention. Using the descriptive analytical tool, the study found corporate image, reliability, bank stability and customer involvement among the key contributors of customer retention. The study concluded that, the adoption of these factors improved customer retention within the banks studied. Scholars examined the factors influencing customer retention in the banking sector of Ghana²²⁰. The study focused on Ghana Commercial Bank within the Agona Swedru Municipality. The study adopted the descriptive research design and used the simple random sampling to select respondents. Self-administered questionnaires were also used to gather data from the 480 sampled customers, although the study's population size remained unknown. Using the regression analytical technique, the study found switching barrier, customer commitment and customer trust as major factors influencing customer retention.

Quantitative research by a scholar relied on descriptive statistics and found customer satisfaction, customers' perceived value, perceived corporate image, perceived competitive advantage, switching costs, complaints handling, service quality and customer loyalty as some factors affecting customer retention in Barclays Bank of Kenya²²¹. The study concluded that, service quality, corporate image and competitive advantage were the major factors influencing customer retention in the selected bank.

An explanatory study was also conducted by to analyse the determinants of customer retention among Tanzania's commercial banks²²². Among the various determinants, the study found key determinants to include product quality provided by the banks, customer satisfaction, customer service as well as price of banks' products and services. The study concluded that banks should place much emphasis on determinants such as product quality, product price and product augmentation in order to ensure customer retention.

Scholars carried out a quantitative study which analyse the determinants of customer satisfaction among banks in the Haryana State, India²²³. Using the random sampling technique, data was obtained from some selected respondents. questionnaires were then administered to them and the data obtained was analyzed using the mean and standard deviation scores. The study found factors contributing to customer satisfaction to include clearly defined policies, creativity, approachability and friendliness, communication. Other factors found included competence, responsiveness, competence and access.

A study focused on analyzing how service quality impacts on customer retention in the airline industry of Bhutan⁹². The study found service quality to play a key role in customer retention. Similarly, a study also found service quality dimensions to strongly affect customer retention in Ghana's banking industry²²⁴. Another study also found service quality dimensions comprising customer trust, price changes, customer satisfaction, level of customer involvement and effective communication to affect customer retention¹⁵¹.

A study was conducted to investigate the determinants of customer retention in the banking sector using the survey research design¹⁴⁶. Both customers and employees in

banks located at Indore City participated in the study of which questionnaires were used to obtain data from them. The study focused on determinants comprising responsiveness, price, reliability, security, service orientation and customer satisfaction. Other determinants consisted of physical appearance, customer engagement, loyalty program, corporate image and customer retention strategies. Using the descriptive statistical tools comprising mean and standard deviation, the study found major determinants to include responsiveness, price, security, service orientation and customer satisfaction. It was concluded that these determinants enable management and staff to easily identify customers' expectations in order to serve them better and invariably ensure customer retention.

A study was conducted to analyse the factors affecting customer retention in Tanzania's Commercial banks. The study focused on customers of Azania bank, Arusha¹⁴⁹. Using the case study research design, the study obtained data from 132 customers using primary data collection instrument (structured questionnaire) whereas selected employees were interviewed. Using both descriptive and inferential statistical tools, data obtained were analyzed. The study found that, factors affecting customer retention at the bank included customer satisfaction, service quality, customer trust, switching barrier factors and customer commitment. The study concluded that service delivery, customer satisfaction, service quality and customer relationship affect customer retention.

Scholars examined the benefit of TQM implementation in the Nigerian Airline industry and gathered data using interview and questionnaire administered to 30 sampled workers in six airline companies²²⁵. The study found that TQM is a strategic tool for organisations which quest to remain competitive as the principle brings about value addition in terms of operational efficiency, employee satisfaction, customer

satisfaction, and even profitability. They also found that relentless pursuit of improvement in service delivery bring about added value to customers by making the organisation focused on satisfying customers' needs. A work on customer retention management application concluded that customer relationship management strategies that promote business retention can provide significant advantages for an organisation²²⁶. The study indicated it can contribute to the financial wellbeing of an organisation. This helps identify how and why customers are satisfied with an organisation. CRM-retention also has significant advantages for consumers by providing information which helps them become more informed, CRM-retention programs must include a customer-centric management approach which identifies and segments profitable customers, while fostering satisfaction and loyalty.

In the Netherlands, scholars almost reached similar conclusions where they found that quality implementations have a positive impact on product quality and the brainwave has much better effects on the overall business performance than ISO 9000²²⁷. A study evaluated the effects of total quality management practices on business performance of manufacturing firms in Pakistan²²⁸. Data through a structured questionnaire was obtained from randomly sampled 65 managers in the quality assurance department. Descriptive statistics were wrongly used to demonstrate the effect of different levels of TQM practices on business performance in terms of financial performance, product quality performance, customer satisfaction. The results showed that the implementation of TQM significantly affect business performance in these manufacturing firms.

A study examined the effect of TQM practices on performance outcomes of service companies in Spain²²⁹. The study obtained data from 72 service companies in Spain and adopted the exploratory factor analysis. The study found TQM practices such as

customer focus, top management commitment, process management and employee knowledge and education to significantly explain operational performance and service/product quality performance.

A study purposely examined the effect of total quality management practices on customer retention at Unity Rural Bank²³⁰. It also examined the customers perceived total quality management practices and determinants of customer retention at the bank. The study adopted the quantitative research approach, descriptive research design and structured questionnaires to address the objectives under study. The study gathered relevant data from 233 customers of the bank which was then processed using Statistical Package for Social Sciences version 24. Both descriptive specifically mean and standard deviation scores and linear regression were employed in the study's data analysis. The study found continuous improvement as the highest and major total quality management practice perceived by customers to be adopted at the bank. The study also found service quality as the key determinant of customer retention. The study concluded that total quality management practices play tremendous role in improving customer retention at the bank. It was, therefore, recommended that, management of Unity Rural Bank should continuously emphasis on continuous improvement in their processes, systems, strategies and policies by encouraging creativity and innovation among its staff.

A study examined how Jordanian hotels' customer retention rates were affected by the service quality aspects (tangibility, reliability, responsiveness, assurance, and empathy)²³¹. The general managers of hotels in Jordan made up the study's sample. Through a self-administered survey, a total of 162 respondents were contacted. The data were analyzed using Smart PLS 3.3.9 software and partial least squares structural equation modeling. The study's conclusions showed that Jordanian hotels' capacity to

retain customers was impacted by factors including tangibility, reliability, responsiveness, assurance, and empathy. This study significantly advances both theory and practice. from an intellectual standpoint. This study's contribution to practice is that by emphasizing the service quality dimensions (tangibility, reliability, responsiveness, assurance, empathy), hotels can increase their customer retention).

The effect of strategic management practices on customer retention in Commercial Banks in Kenya was examined²³². Specific objective formed the basis of the study namely: To establish the effect of, strategic corporate governance practice on customer retention in the commercial banks in Kenya and the theory used was Agency theory. The total number of banks registered with the Central Bank of Kenya is forty-three (43) hence a survey method was used. The questionnaires were distributed to all banks and the managers and the department heads were requested to fill in. The total numbers issued was 123 questionnaires and 117 were returned, giving a response rate of 86%. The questionnaires were coded and fed into the SPSS. The data was then analyzed using descriptive statistics such as mean and standard deviation. Inferential statistics was used including ANOVA, correlation, multiple regression method. Qualitative data was used to put into categories based on themes that would be aligned to research objectives and would be integrated in the discussion of the findings. The findings of the study show that strategic corporate governance practice were significant on Customer Retention.

Therefore, it was concluded that to increase customers the strategic management practices must be adopted. Banks should ensure that strategic corporate governance practice become their watchword. This will enhance efficiency and profitability and encourage an environment for the cultivation of other attributes of corporate governance. It should also promote accountability, transparency, healthy ethics,

integrity and participation of stakeholders. Internal discipline and a strong operational agenda rooted in corporate governance, strong leadership, strengthened by moral questions bordering on integrity to carry out functions as appropriate should be put in place. This study gave managers invaluable; insights on how to plan allocate and enhance capabilities in ways that allowed them to achieve commercial banks objectives in dynamic and competitive environment using strategic management practices and customer retention strategy. Therefore, since strategic management practice could be of value, they were well advised to pursue customer retention as well as at a suitable level of strategic management practices.

A study examined the effects of social customer relationship management (CRM) on customer happiness and customer retention²³³. To achieve the study objectives, a quantitative research method is adopted in this study to examine the hypotheses by using a survey questionnaire for the purpose of data collection from the target sample of customers of telecommunication firms working in Jordan. The instrument is designed and customized to conduct this study and meet the research objectives. A total of 319 valid and reliable responses are returned and they are analyzed using the SEM approach through SmartPLS3 software to examine the hypotheses. The findings reveal significant and positive effects of the most social CRM elements studied on customer happiness and the customer happiness influenced customer retention. The study contributes to the respective research field with further better understanding of the role of social CRM to increase customer happiness and retain long term relationships with them.

2.5 Conceptual Model



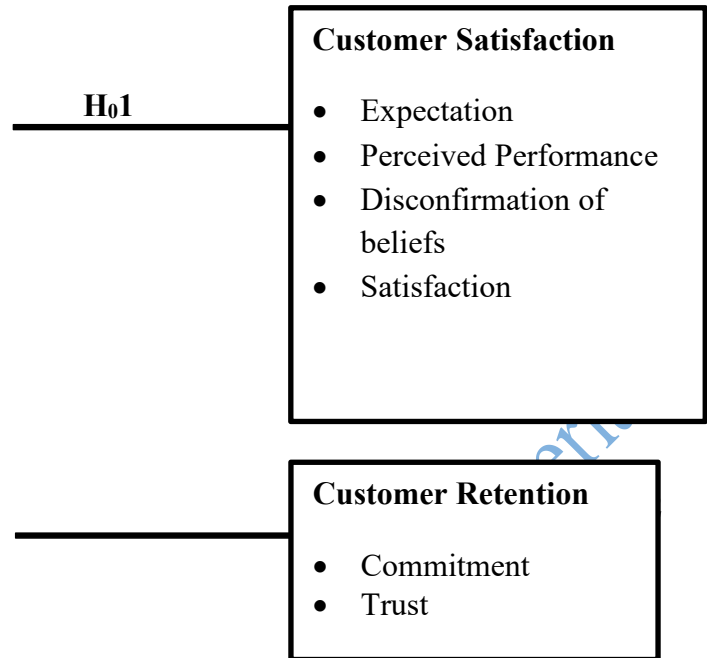


Figure 2.1: Conceptual Model
Source: Researcher’s work, 2023

The above conceptual framework shows the influence of total quality management practices on customer satisfaction and retention in Multichoice Company, Lagos Mainland, Lagos State, Nigeria. The model has three variables: Total quality management practices, Customer satisfaction and customer retention. Customer satisfaction which is the first dependent variable has the following measures: Expectation, Perceived Performance, Disconfirmation of beliefs, Satisfaction adopted from expectancy-disconfirmation theory¹⁶⁸. Customer retention which is the second dependent variable has the following measures: Commitment and trust adopted from Commitment-Trust Theory of Retention¹⁷⁶. The independent variable is Total quality management practices, with continuous improvement and customer focus as the measures adapted from Deming Theory of TQM¹⁹⁵.

Furthermore, the conceptual model shows that hypothesis one will investigate the influence of total quality management practices on customer satisfaction. Also,

hypothesis two will examine the influence of total quality management practices on customer retention and hypothesis three will evaluate the influence of total quality management practices on customer satisfaction and customer retention in Multichoice Company, Lagos Mainland, Lagos State, Nigeria.

2.5 Summary of Literature Reviewed

From the above literature on TQM practices, it could be deduced that there exist some differences in the set of TQM practices from one organisation to another. Different researchers have used different set of TQM practices; thus, there is no common set of practices for implementing TQM across organisations and sectors. It was also observed that many research studies adopted different set of TQM practices developed by different authors and experts of quality for successful implementation of TQM. A quantitative study found TQM practices adopted at SMEs in Palestine to include process management, customer focus, top management leadership and strategic planning²¹⁵.

Some scholars carried out a study to identify TQM practices and how they affect customer satisfaction and loyalty²⁰². The study focused on 402 customers in the securities industry located at cities of Hsin-Chu and Miao-Li of Taiwan. The study found TQM practices to include top management commitment, empowerment, product design, employee training, continuous improvement, process management and customer relationship management. A study also found TQM practices suggested in ISO 9001 certified Serbian service organizations to consist of quality planning, leadership, employee management, process management, customer focus and continuous improvement²¹⁶. A study which identified components of TQM among Spanish companies found strategic planning, data-based management, continuous

improvement, top management commitment, human resources management, customer focus, control and supplier management and processes management²¹⁷.

Another study developed a model which shows the relationship between TQM practices and customer satisfaction level particularly in Indian manufacturing context through an empirical approach, where an empirical data were collected from a survey of 260 Indian manufacturing organisations using a self-administrated questionnaire²³⁴. The study has contributed a model of 10 TQM constructs. The data were analysed and hypotheses regarding individual TQM practices were tested using multiple regression. In addition to that, structural equation modelling was used to determine the relationship between TQM and customer satisfaction level. Previous researches have been conducted mostly using single variable such as Total quality management practices and customer satisfaction, TQM practices and customer retention, total quality management practices and organizational performance in telecommunication companies, Public Limited Company and manufacturing industry. Most of these studies were carried outside Africa and very few in Nigeria. This study is unique in that no study has combined total quality management practices with customer satisfaction and customer retention in Multichoice Company in Nigeria. Thus, suggesting a gap worthy of investigation.

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Chapter Three

Methodology

This chapter focused on the study procedure and research methods. It showed the method adopted by the researcher in conducting the study, the research design, the elements or observation that were of primary interest to the researcher (study population), the sampling technique or method used in drawing samples from a given population, the instruments used in collecting data for the study, validity and reliability of the research instruments, data collection, and analysis.

3.1 Research Design

Research design refers to the overall strategy or plan that outlines how a research study will be conducted, including the methods, procedures, and techniques that will be used to collect and analyse data¹. It is a crucial aspect of any research project as it provides a structured framework for systematically investigating a research question or hypothesis. The methods and processes used in research design are used to gather and analyse data on the variables listed in the research topic. This study adopted cross-sectional survey research design, which enabled the researcher to locate and administer copies of the questionnaire to customers of Multichoice, Lagos Mainland, Lagos State and obtained primary data for the study. Survey is appropriate because not only does it allow the studying of a sample to represent the population, it involves less time and expenditure when compared with when studying the entire population.

3.2 Population of the Study

For the purpose of conducting a study, the population is the broader group from which a sample is obtained or a subset is selected². The population of this study comprised of Multichoice customers two main offices in Lagos, Lagos State, Nigeria; the offices include Multichoice DSTV Ikeja GRA & Multichoice DSTV Surulere. The

population of customers are over Five Million in Lagos Mainland, Lagos State, Nigeria.

3.3 Sample and Sampling Techniques

The sample size is meticulously chosen as a percentage of individual cases for the research to generate data representative of the general population and if the sample is carefully chosen, the sample statistics will be closer to the study's population¹. The sample size is a condensed portion of the whole population that is adequate to respond to the research questions. The sample size of this study was three hundred and eighty-four (384) being a pegged sample size for population above one million, which is made up of the two Multichoice offices in Lagos Mainland, Lagos State, Nigeria. This sample size was gotten from Krejcie and Morgan (1970)³. The sample size determinant was shown in Table 3.1. In the end, the researcher successfully retrieved two hundred and fifty-three (253) questionnaires from the respondents; hence, the data analysis of this study was based on the responses gotten from these 253 respondents.

Table 3.1: Table for determining sample size of a known population

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	302
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379

80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	100000	384

Source: Krejcie and Morgan (1970) Sample Size Determination Table

This study employed a purposive sampling technique. Purposive sampling is a non-probability method for obtaining a sample where researchers use their expertise to choose specific participants that would help the study meet its goals.

3.4 Description of the Research Instrument

The instrument used was tagged Total Quality Management Practices, Customer Satisfaction and Customer Retention Scale (TQMPCSCR Scale). Questionnaire was adopted as the appropriate research instrument for the survey. The questionnaire was designed in such a way that it would facilitate the desired responses from the respondents bearing in mind the objectives of the study. The questionnaire contained scales that measured various constructs of the research model. The questionnaire was divided into four (4) sections with focus on the variables of the study. The sections were: A, B, C and D.

Section A elicit information on demographic characteristics of the respondents which was self-developed. These includes: gender, age, marital status, educational qualification, and years of patronage.

Section B elicit information on customer satisfaction scale with 18-items. The items were adapted from existing literatures on Customer Satisfaction^{4,5}. The Cronbach Alpha value will be recorded. The scale has a four-point Likert scale with ranked options: 4 = Strongly Agree (SA), 3 = Agree (A), 2 = Disagree (D), 1 = Strongly Disagree (SD). Examples of items are: The organization give easy-to-understand

instructions on how to use the product; The organization answer my questions quickly and correctly, to give me the information I need to make my buying decision; The service offered by the company exceed my expectations.

Section C: This is Customer Retention scale with 8-items. The items were adapted from existing literatures on Customer Retention^{6,7}. The Cronbach Alpha value will be recorded. The response options provided in this questionnaire followed the 4-point response format of 4 = Very High Extent (VHE), 3 = High Extent (HE), 2 = Low Extent (LE), 1 = Very Low Extent (VLE). Examples of items include: You and the company respect values of keeping promises and reliability; Interpersonal relationships between you and the company are based on loyalty, commitment and openness.

Section D elicit information on Total Quality Management Practices with 15-itmes. The items were adapted from existing literatures on Total Quality Management Practices⁸. The Cronbach Alpha was recorded. The scale has a four-point rating scale with ranked options: 4 = Strongly Agree (SA), 3 = Agree (A), 2 = Disagree (D), 1 = Strongly Disagree (SD). Examples are: Problem-solving and continuous improvement processes is based on facts and systematic analysis; Customers give feedback on quality and delivery performance.

3.5 Validity of the Research Instrument

The supervisor and other professionals in the field of Office and Information Management determined the face and content validity of the questionnaire. The project supervisor and other professionals in the field of Information Management got copies of the instrument for review. In order to identify the researcher's statements that were awkwardly phrased and those that did not align with the study's objectives,

these specialists examined the instrument. In addition to the supervisor's comments, the final edition of the questionnaire was taken into account the opinions and observations of these specialists.

3.6 Reliability of the Research Instrument

The researcher subjected the questionnaire to a reliability test to check the internal consistency of all items measuring each variable in the study. The reliability of the instrument was tested through a pilot study using thirty (30) copies of the questionnaire which were administered to Multichoice Customers at Kuto, Abeokuta South, Ogun State, Nigeria which was not part of the study. Data obtained were subjected to Cronbach's Alpha reliability test to establish internal consistency of the items. The result produced a Cronbach's Alpha value of 0.83. The values mean that each scale used for this study was reliable.

3.7 Method of Data Collection

A primary data was collected to address the objectives of the study through a structured questionnaire in line with existing literature. This instrument is appropriate with a cross-sectional survey design mainly because it supports the collection of data regarding the opinions and perceptions of respondents at a point in time on current issues. An introductory letter was obtained from the Head of Department of Information Management, Lead City University, which was addressed to the General Manager, Multichoice Lagos Mainland, by introducing the survey and the researcher. The letter described the reasons for the survey and soliciting the customers' assistance in promptly filling and returning the questionnaire. The copies of the questionnaire were administered by the researcher and with the help of two trained research

assistants, who were trained for one day so as to ease the administration and retrieval of the questionnaire.

3.8 Method of Data Analysis

The researcher analysed the data using the descriptive and inferential statistic. The use of the descriptive statistics is appropriate because it helps to describe and summarize data in terms of frequency distribution, mean, standard deviation, and percentage of response about variables under study, thereby answering research questions 1-3. To test the hypotheses formulated, inferential analysis was used to analyze null hypotheses one to two using regression analysis. All hypotheses in the study were tested at 0.05 level of significance. The data collected for the study were analysed using Statistical Package for Social Sciences (SPSS), Version 24.

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Chapter Four

Results and Discussion of Findings

This chapter deals with the presentation of data, corresponding analysis and the summary of findings of the data obtained from the online survey. The descriptive analysis of demographic data and participants' responses obtained from the online survey using tables, frequency value, percentage, mean and standard deviation. The interpretation of each research question was underneath each table; the hypotheses tested outcomes were analysed beneath each of the null hypotheses' tables while the discussion of the findings followed thereafter.

Table 4.1: Questionnaire Returned Rate

Questionnaire Administered	Frequency	Percentage
Projected Sample Size	354	100
Successfully administered and retrieved	253	71.5
Rejected for not properly filled	15	4.2
Administered but unable to retrieve	86	24.3
Total	354	100.0

Source: Field survey (2023)

In Table 4.1, it is shown that out of the 354 questionnaires administered, 253 questionnaires representing 71.5% were successfully retrieved; 15 questionnaires representing 4.2% were rejected for not properly filled by the respondents while 86 questionnaires representing 24.3% were not able to retrieve from the respondents. The data analysis of this study were based on the responses of 253 respondents.

4.1 Demographic Data Analysis

Table 4.2: Demographic Data Analysis of Respondents

Characteristics		Frequency	Percentage
Age	< 30 years	28	11.1
	31-40 years	56	22.1
	41-50 years	78	30.8
	51 years and above	91	36.0
Gender	Male	108	42.7
	Female	145	57.3
Marital Status	Single	69	27.3
	Married	157	62.1
	Divorced	9	3.6
	Widow	12	4.7
	Widower	6	2.3
Educational Qualification	ND	39	15.4
	HND	73	28.8
	B.Sc.	88	34.8
	Masters	31	12.3
	Others	22	8.7
Years of Patronage	< 1 year	15	5.9
	1 - 5 years	58	22.9
	6 - 10 years	87	34.4
	11 - 15 years	49	19.4
	16 - 20 years	26	10.3
	21 years and above	18	7.1

Source: Field survey, 2023

Table 4.2 showed that most of the respondents (91) representing 36% were either 51 years or above. 78 respondents representing 30.8% were between the age of 41 and 50

years; 56 respondents representing 22.1% were between the age of 31 and 40 years. The least were 28 respondents representing 11.1%. The outcome proved there were more elderly and matured individuals in this study. In this study, the female respondents (145) representing 57.3% were more than their male counterparts (108) representing 42.7%. The outcome showed that there were extra 37 female respondents representing 10.5% in the study.

One hundred and fifty-seven respondents (157) representing 62.1% were married; 69 respondents representing 27.3% were singles; 9 respondents representing 3.6% were divorcees; 12 respondents representing 4.7% were widows; 6 respondents representing 2.3% were widowers. The outcome showed that the study had more of married individuals who were even more than half of the respondents. Most of the respondents (88) representing 34.8% were B.Sc. holders; 73 respondents representing 28.8% were HND holders; 39 respondents representing 15.4% were ND holders; 31 respondents representing 12.3% were Masters holders while others (22) respondents representing 8.7% did not disclose their educational qualification or their qualifications were not listed in the options provided.

Most of the respondents (87) representing 34.4% agreed that they had been patronizing Multichoice for between 6 and 10 years; 58 respondents representing 22.9% had been patronizing the company for between 1 and 5 years; 49 respondents representing 19.4% had been Multichoice customers for between 11 and 15 years; 26 respondents representing 10.3% had been with the Multichoice for between 16 and 20 years; 18 respondents representing 7.1% were Multichoice customers for 21 years or even more; while 15 respondents representing 5.9% recently patronized the company. The outcome showed that most of the targeted customers were loyal customers of Multichoice due to their years of patronage.

4.2 Presentation of Data

4.2.1 Research Questions

Research Question 1: What is the level of customer satisfaction in Multichoice Company Lagos Mainland, Nigeria?

Table 4.3: The level of customer satisfaction in Multichoice Company, Lagos Mainland

S/N	Expectations	SA	A	D	SD	Mean	STDev.
1	The organization renders quality customer service.	69 27.3%	81 32%	54 21.3%	49 19.4%	2.67	1.63
2	There is quick resolution-time for complaints.	38 15.1%	21 8.3%	96 37.9%	98 38.7%	2.00	1.41
3	The organization answer my questions quickly and correctly, to give me the information I need to make my buying decision.	78 30.8%	102 40.3%	34 13.5%	39 15.4%	2.87	1.69
4	I enjoy easy experience with the communication platforms in Multichoice Limited.	88 34.8%	79 31.2%	55 21.7%	31 12.3%	2.89	1.70
5	The organization give easy-to-understand instructions on how to use the product.	97 38.3%	109 43.1%	21 8.3%	26 10.3%	3.09	1.76
Average Mean						2.70	1.64
Perceived Performance							
6	The company provide product and services information correctly.	94 37.2%	99 39.2%	32 12.5%	28 11.1%	3.02	1.74
7	Employees are willing to help when there is question or problem.	92 36.4%	107 42.3%	28 11.1%	26 10.2%	3.05	1.75
8	The company keep promises and commitments for their services.	79 31.2%	76 30%	49 19.4%	49 19.4%	2.73	1.65
9	The company is trustworthy.	81 32%	75 29.6%	56 22.2%	41 16.2%	2.77	1.67
Average Mean						2.89	1.70
Disconfirmation of Beliefs							
10	Overall, most of my expectations were confirmed.	101 39.9%	98 38.7%	31 12.3%	23 9.1%	3.09	1.76

11	My experience with purchasing from the company was better than what I had expected.	26 10.4%	33 13%	96 37.9%	98 38.7%	1.95	1.40
12	Overall, purchasing from the company was not risky as expected.	106 41.9%	114 45.1%	20 7.9%	13 5.1%	3.24	1.80
13	I have good impression with the service provided.	49 19.4%	59 23.3%	84 33.2%	61 24.1%	2.38	1.54
Average Mean						2.67	1.62
Satisfaction							
14	I feel satisfied with the products/services offered by the company.	108 42.7%	97 38.3%	31 12.3%	17 6.7%	3.17	1.78
15	The service offered by the company exceed my expectations.	59 23.3%	60 23.7%	69 27.3%	65 25.7%	2.45	1.56
16	I feel satisfied with the relationship between me and the company.	29 11.5%	48 19%	81 32%	95 37.5%	2.04	1.43
17	I feel satisfied after each visit to the company.	87 34.4%	70 27.7%	63 24.9%	33 13%	2.83	1.68
18	Overall, I am satisfied with the services offered.	31 12.3%	36 14.2%	99 39.1%	87 34.4%	2.04	1.43
Average Mean						2.51	1.58

Grand Mean = 2.69

Keys: Strongly Agree (SA) = 4 points; Agree (A) = 3 points; Disagree (D) = 2 points; Strongly Disagree (SD) = 1 point; Std. (Standard Deviation). **Source:** Field survey, 2023

Decision Rule: The mean score or grand mean between 3.50 and 4.00 = Very Good (VG); between 2.50 and 3.49 = Good (G); between 1.50 and 2.49 = Fair (F); between 1.00 and 1.49 = Poor (P).

Table 4.3 showed the level of customer satisfaction in Multichoice Company, Lagos Mainland, Nigeria. The scales used in measuring the customer satisfaction level were – strongly agree, agree, disagree and strongly disagree. In this report, strongly agree and agree and disagree and strongly disagree responses were merged to become agree

(D) and disagree respectively. The results showed that 150 respondents (59.3%) and 103 respondents (40.7%) agreed and disagreed respectively that Multichoice renders quality customer service. 59 respondents (23.3%) agreed and 194 representing 76.7% disagreed that there was quick resolution-time to their complaints. 180 respondents (71.1%) agreed and 73 representing 28.9% disagreed that Multichoice answers their questions quickly and correctly influencing their buying decisions. 167 respondents (66%) agreed and 86 representing 34% disagreed that they enjoyed easy experience with Multichoice communication platforms. 206 respondents (81.4%) agreed and 47 representing 18.6% disagreed that Multichoice provides easy-to-understand instructions about their services. The average mean of customers' expectations of Multichoice was 2.70; it means expectations of customers in Multichoice was good.

One hundred and ninety-three (193) respondents representing 76.3% and 60 (23.7%) agreed and disagreed that service information provided by Multichoice was correct. One hundred and ninety-nine (199) respondents representing 78.7% and 54 (23.7%) agreed and disagreed that Multichoice employees were willing to help them when they sought for their assistance. 155 (61.3%) and 98 (38.7%) respondents agreed and disagreed respectively that Multichoice keep to her promises and that she is committed to her services. 156 (61.7%) agreed and 97 respondents representing 38.3% disagreed that Multichoice is trustworthy. The average mean was 2.89; justifying that Multichoice customers perceived her performance to be good. 199 (78.7%) and 54 (21.3%) respondents agreed and disagreed that most of their expectations were confirmed. 59 (23.3%) respondents agreed and one hundred and ninety-four (94) representing 76.7% disagreed that their experience while purchasing from Multichoice was better than what they expected. 220 (87%) respondents agreed and 33 respondents representing 13% disagreed that purchasing from Multichoice was

not risky as expected. 108 (42.7%) agreed and 145 (57.3%) disagreed that they have good impression with the service provided by Multichoice. The average mean was 2.67 which showed that Multichoice customers' disconfirmation of beliefs were good.

Also, the results revealed that 205 respondents representing 81% agreed and 48 (19%) disagreed that they feel satisfied with Multichoice services/products. 119 (47%) and 134 respondents representing 53% agreed and disagreed respectively that Multichoice services rendered surpass their expectations. 77 respondents (30.4%) agreed and 176 (69.6%) disagreed that they feel satisfied with their relationships with Multichoice. 157 (62.1%) agreed and 96 (37.9%) disagreed that they only feel satisfied after their visitation to Multichoice office. 67 (26.5%) agreed and 186 (73.5%) disagreed that they were satisfied with the overall services of Multichoice. The outcome proved Multichoice customers' satisfaction was good at the average score of 2.51.

However, the grand mean of Multichoice customer expectations was 2.69; hence, it could be inferred from the decision rule that the level of customer retention in Multichoice company, Lagos Mainland, Nigeria was good. It means average Multichoice company's customers expected best and quality service from Multichoice company. Hence, Multichoice company must not only satisfy their customers but also to delight them by providing exceptional services.

Research Question 2: What is the level of customer retention in Multichoice Company, Lagos Mainland, Nigeria?

Table 4.4: The level of customer retention in Multichoice Company, Lagos Mainland

S/N	Commitment	VHE	HE	LE	VLE	Mean	STDev.
1	The company respect values of keeping promises.	47 18.6%	61 24.1%	81 32%	64 25.3%	2.36	1.54
2	Problems that arise are treated promptly.	29 11.5%	59 23.3%	66 26.1%	99 39.1%	2.07	1.44
3	In the future I intend to keep the relationship with the company.	30 11.9%	75 29.6%	60 23.7%	88 34.8%	2.19	1.48
4	I am a loyal service user.	88 34.8%	75 29.6%	57 22.6%	33 13%	2.86	1.69
5	My preference for this brand would not willingly change.	73 28.9%	46 18.2%	69 27.3%	65 25.7%	2.50	1.58
Average Mean						2.40	1.55
Trust							
6	Trust is very important in the relationship with the company.	79 31.2%	77 30.4%	49 19.4%	48 19%	2.74	1.66
7	I have full confidence in my service provider.	69 27.3%	83 32.8%	58 22.9%	43 17%	2.70	1.64
8	My service provider is trustworthy.	65 25.7%	81 32%	63 24.9%	44 17.4%	2.66	1.63
Average Mean						2.50	1.58
Grand Mean						2.45	

Keys: Very High Extent (VHE) = 4 points; High Extent (H) = 3 points; Low Extent (LE), = 2 points; Very Low Extent (VLE) = 1 point; and STDev. (Standard Deviation). **Source:** Field survey, 2023

Decision Rule: The mean score or grand mean between 3.50 and 4.00 = High (H); between 2.50 and 3.49 = Moderate (M); between 1.50 and 2.49 = Low (L); between 1.00 and 1.49 = Very Low (VL).

Table 4.4 showed the level of Multichoice customer retention in Lagos Mainland, Nigeria. The scales used to measure customer retention levels were – very high, high, low and very low. In this report, very high and high; low and very low were merged

to become high (H) and low (L) respectively. The result revealed that 108 respondents (representing 42.3%) indicated to a high extent that Multichoice respects the values of keeping promises while 145 (representing 57.3%) indicated low. 88 respondents (representing 34.8%) indicated high that problems arising were treated promptly; however, 165 (representing 65.2%) indicated low. To high extent, 105 respondents representing 41.5% indicated that they would keep relationship with Multichoice in the future; in a contrary opinion, 148 respondents representing 58.5% indicated low. 163 (64.4%) in high extent indicated that they are loyal service users of Multichoice; 90 respondents representing 35.5% indicated low. 119 respondents representing 47% in high extent indicated that their preference for Multichoice would not willingly change; in low extent, 134 respondents representing 53% had contrary views. 2.40 was the average mean of Multichoice customers' commitment which indicated low (L). 156 respondents representing 61.7%, to high extent, indicated that trust is very important in their relationships with Multichoice; in other view, 97 (38.3%) indicated low. 152 representing 60.7%, to high extent, indicated that they have full confidence in Multichoice service; on the contrary, 101 (39.9%) indicated low. In high extent, 146 respondents representing 57.7% indicated that Multichoice is trustworthy while one hundred and seven (107) representing 42.3% indicated low. The Multichoice customers' trust average mean was 2.50 indicating moderate.

The grand mean of 2.45 showed that the level of customer retention in Multichoice company, Lagos Mainland, Nigeria was low. It means average Multichoice company's customers are not committed to the company and they do not have trust in the service provided by the company. Hence, Multichoice company would have to pay more attentions to the plights of the customers and ensure they do not only satisfy them but surpass their customers' expectations.

Research Question 3: What are the prevalent TQM practices in place in Multichoice Company, Lagos Mainland, Nigeria?

Table 4.5: The prevalent TQM practices put in place in Multichoice Company, Lagos Mainland

S/N	Continuous improvement	SA	A	D	SD	Mean	STDev.
1	Multichoice has a culture of continuous improvement.	88 34.8%	108 42.7%	34 13.4%	23 9.1%	3.03	1.74
2	The company use cross-functional teams to solve severe problems.	84 33.2%	103 40.7%	45 17.8%	21 8.3%	2.99	1.73
3	Multichoice has informal benchmarking and other forms of information acquisition to identify best practices for improvements and opportunities.	91 36%	89 35.2%	44 17.4%	29 11.4%	2.96	1.72
4	Company processes are transparent considering internal customers, process input and output.	93 36.8%	83 32.8%	41 16.2%	36 14.2%	2.92	1.71
5	Multichoice uses self-assessment tools improve performance gaps in the implementation and effectiveness of practices.	99 39.1%	103 40.7%	29 11.5%	22 8.7%	3.10	1.76
Average Mean						3.00	1.73
Customer focus							
6	Clear and relevant service standards are in place.	99 39.1%	75 29.6%	34 13.4%	45 17.9%	2.90	1.70
7	The company always conducts market research for suggestions for improving products/services.	103 40.7%	78 30.8%	39 15.5%	33 13%	2.99	1.73
8	Customers give feedback on quality and delivery performance.	101 39.9%	99 39.1%	31 12.3%	22 8.7%	3.10	1.76
9	Standards and complaints procedures are communicated to customers.	109 43.1%	111 43.9%	19 7.5%	14 5.5%	3.25	1.80

10	Customer feedback are used to make suggestions for service.	106 41.9%	97 38.3%	25 9.9%	25 9.9%	3.12	1.77
	Average Mean					3.07	1.75

Grand Mean 3.04

Keys: *Strongly Agree (SA) = 4 points; Agree (A) = 3 points; Disagree (D) = 2 points; Strongly Disagree (SD) = 1 point; Std. (Standard Deviation).* **Source:** Field survey, 2023

Decision Rule: The mean score or grand mean between 3.50 and 4.00 = Very Good (VG); between 2.50 and 3.49 = Good (G); between 1.50 and 2.49 = Fair (F); between 1.00 and 1.49 = Poor (P).

Table 4.5 showed the prevalent TQM practices put in place by Multichoice Company, Lagos Mainland, Nigeria. The measurement scales used for TQM practices of Multichoice Company were – strongly agree, agree, disagree and strongly disagree. In this report, strongly agree and agree were summed as agreed (A) while disagree and strongly disagree were merged as disagreed (D). 196 (77.5%) and 57 (22.5%) agreed and disagreed respectively that Multichoice has a culture of continuous improvement. 187 respondents (73.9%) and 66 (26.1%) agreed and disagreed that Multichoice uses cross-functional teams to solve her severe problems. 180 (71.1%) agreed and 73 (28.9%) disagreed that Multichoice measures best practices for service improvements and to seek more opportunities. 176 (69.6%) agreed and 77 (30.4%) disagreed that Multichoice processes transparent by considering employees, process input and output. 202 (79.8%) agreed and fifty-one (51) representing 20.2% that Multichoice improve performance gaps by using self-assessment tools and practice effectiveness. 3.00 was the average mean of Multichoice service continuous improvement as a measure of TQM best practices.

Also, 174 respondents representing 68.8% agreed that Multichoice has clear and relevant service standards in place while 79 respondents (31.2%) disagreed. 181 (71.5%) agreed and 72 respondents (28.5%) disagreed that Multichoice always conducts market research which suggest how to improve her products and services. 200 respondents (79.1%) and 53 respondents representing 20.9% agreed and disagreed that they give feedback on Multichoice quality and delivery performance. 220 (87%) agreed and 33 (13%) disagreed that Multichoice communicates standards and complaints procedures to them. 203 (80.2%) agreed and 50 respondents representing 19.8% disagreed that Multichoice uses customer feedback to make suggestions for her services.

With a grand mean of 3.04, it could be inferred from the decision rule that the prevalent TQM practices (continuous improvement and customer focus) put in place by the Multichoice company, Lagos Mainland, Nigeria was good. This means that the continuous improvement in service delivery by the Multichoice company and being customer focused increase the level of customer patronage in the company.

4.2.2 Test of Hypotheses

H₀₁ There will be no significant combined influence of TQM practices on customer satisfaction in Multichoice Company, Lagos Mainland, Nigeria.

Table 4.6a: Regression Summary for the significant influence of TQM practices (*continuous improvement and customer focus*) on customer satisfaction in Multichoice Company, Lagos Mainland, Nigeria.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.501 ^a	0.251	0.245	0.086

a. Predictor: (constant): TQM (Continuous Improvement and Customer Focus).

Table 4.6b: The significant influence of TQM practices (*continuous improvement and customer focus*) on customer satisfaction in Multichoice Company, Lagos Mainland, Nigeria.

Anova						
Model		Sum of Squares	df	Mean square	F	Sig.
1	Regression	9.702	2	4.851	115.500	.000 ^b
	Residual	10.511	251	0.042		
	Total	20.213	253			

a. Dependent variable: Customer Satisfaction

b. Predictors: (constant), TQM (Continuous Improvement and Customer Focus).

Source: Field study, 2023

*p-value is significant at 0.05**

Table 4.6c: The combined influence of TQM practices (*continuous improvement and customer focus*) on customer satisfaction in Multichoice Company, Lagos Mainland, Nigeria.

Coefficients ^a						
Model		Unstandardized		Standardized		Sig.
		B	Std. Error	Beta	T	
1	(Constant)	0.039	0.246		0.157	0.04
	Continuous Improvement	0.042	0.243	0.208	0.171	0.00
	Customer Focus	0.080	0.205	0.136	0.390	0.00

a. Dependent Variable: Customer Satisfaction

Source: Fieldwork, 2023

Table 4.6a, 4.6b and 4.6c reveal that TQM (continuous improvement and customer focus) were potent predictors of customer satisfaction. The result was analysed using the simple multiple regression. From the results in Table 4.6a, ($R = 0.501^a$; $R^2 = 0.251$), it was revealed that TQM practices significantly influenced customer satisfaction in Multichoice Company, Lagos Mainland by 50.1%. The coefficient of determination (Adj. R^2) of 0.245 revealed that TQM practice envisages 24.5% of the disparity in customer satisfaction in Multichoice Company, while the 75.5% difference in customer satisfaction is described by other extraneous different from those examined. However, the standard error of the estimate was 0.086 (8.6%). The results of the ANOVA (overall model significance) regression test are shown in Table 4.6b. They indicate that TQM practices significantly influenced customer satisfaction in Multichoice Company, Lagos Mainland. This may be explained by the high F-value (115.500) and low p-value (0.000), both of which were statistically significant at the 95% confidence level. Consequently, the findings suggested that TQM practices (customer focus and continuous improvement) of Multichoice Company are of value-advantages to the organization.

Moreover, the findings of regression coefficients in Table 4.6c demonstrated that a unit change in Continuous Improvement of Multichoice will result in a 0.042 (4.2%) rise in the customer satisfaction of Multichoice services supposing other parameters remain constant. In addition, a unit change in Customer Focus of Multichoice will result in a 0.080 (8%) improvement in customer satisfaction of Multichoice services and it is subjected to relatively constant of other parameters. Customer focus has the highest relative influence ($\beta = 0.080$) followed by continuous improvement ($\beta = 0.042$). All the relative influence of continuous improvement and customer focus were positive and statistically significant at probability values less than 0.05. Based

on the result, (Adj. $R^2 = 0.245$, $F(253) = 115.846$, $p = 0.000^b$), this study rejects the null hypothesis one (H_01) which states that there will be no significant influence of TQM practices on customer satisfaction in Multichoice Company, Lagos Mainland, Nigeria.

H₀₂ - There will be no significant relative influence of TQM practices on customer retention in Multichoice Company, Lagos Mainland, Nigeria;

Table 4.7a: Regression Summary for the significant combined influence of TQM practices (*continuous improvement and customer focus*) on customer retention in Multichoice Company, Lagos Mainland, Nigeria.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.608 ^a	0.370	0.364	0.165

a. Predictor: (constant): TQM Practices (*Continuous Improvement and Customer Focus*).

Table 4.7b: The significant influence of TQM practices (*continuous improvement and customer focus*) on customer retention in Multichoice Company, Lagos Mainland, Nigeria.

Anova						
Model		Sum of Squares	df	Mean square	F	Sig.
1	Regression	10.944	2	5.472	115.846	.000b
	Residual	11.856	251	0.047		
	Total	22.800	253			

- a. Dependent variable: Customer Retention
- b. Predicators: (constant), TQM Practices (*Continuous Improvement and Customer Focus*).

Source: Field study, 2023

*p-value is significant at 0.05**

Table 4.7c: The relative influence of TQM practices (*continuous improvement and customer focus*) on customer retention in Multichoice Company, Lagos Mainland, Nigeria.

		Coefficients				
		Unstandardized		Standardized		
		Coefficients		Coefficients		
Model		B	Std. Error	Beta	T	Sig.
1	(Constant)	0.044	0.241		0.181	0.02
	Continuous Improvement	0.047	0.238	0.191	0.197	0.00
	Customer Focus	0.090	0.195	0.105	0.462	0.01

a. Dependent Variable: Customer Retention

Source: Fieldwork, 2023

Table 4.7a, 4.7b and 4.7c revealed that TQM practices (continuous improvement and customer focus) were potent predictors of customer retention. The simple multiple regression was used to analyze the results. Table 4.7a results showed that ($R = 0.608^a$; $R^2 = 0.370$), it was revealed that TQM practices significant influenced customer retention in Multichoice Company, Lagos Mainland by 60.8%. The coefficient of determination (Adj. R^2) of 0.364 revealed that TQM practices envisage 36.4% of the disparity in customer retention of Multichoice Company, while the 63.6% difference in customer retention is described by other extraneous different from those examined. However, the standard error of the estimate was 0.165 (16.5%). The ANOVA result (overall model significance) regression test as displayed in Table 4.7b revealed that TQM practices significant influenced customer retention in Multichoice Company,

Lagos Mainland with the high F-value (115.846) and p-value (0.000) and were statistically weighted at the confidence level of 95%. Consequently, the findings suggested that Multichoice Company should create an environment of quality, customer satisfaction, and continuous improvement in order to boost customer retention and establish long terms relationships with Multichoice customers.

In addition, the regression coefficient findings in Table 4.7c demonstrated that if other parameters are constant in nature, a unit change in Continuous Improvement of Multichoice shall result to 0.047 (4.7%) will enhance customer retention of Multichoice. Also, a little shift in Customer Focus of Multichoice can lead to an increase of 0.090 (9%) improvement of Multichoice customer retention and it is subjected to relatively constant in other parameters. The result revealed that Customer focus has the highest relative influence ($\beta = 0.090$) compared to the Continuous Improvement which was ($\beta = 0.047$). Meanwhile, the relative influence of continuous improvement and customer focus were positive and statistically significant at probability values less than 0.05. Based on the result ($R = 0.608$; $Adj. R^2 = 0.364$, $F(253) = 115.846$, $p = 0.000^b$), this study rejected the null hypothesis two (H_02) which states that there will be no significant influence of TQM practices on customer retention in Multichoice Company, Lagos Mainland, Nigeria.

4.3 Discussion of Findings

4.3.1 Level of Customer Satisfaction in Multichoice Company, Lagos Mainland, Nigeria

The result revealed that Multichoice Company's customer satisfaction level grand mean was 2.69 which significant that it is good. This means that Multichoice Company would always need to improve on her services and products for constant

delighting her prestige and distinguished customers. The finding was in line with a study that examined logistics service quality and customer satisfaction and it was found that the quality of contact which was one of the aspects of service quality significantly influenced how satisfied customers feel¹. It is crucial for any company aiming to gain an edge in business to prioritize meeting customers' desires. Service provided companies must comprehend the factors underlying customers' behavioral intentions in order to establish long term relationships. The finding was also in accordance to the study on mediating mechanism of customer satisfaction and customer relationship management and customer loyalty where it was asserted that satisfaction was the reaction of experiencing pleasure or disappointment that someone feels when they compare their expectations with the performance or outcome of a product or service before and, after using it². By developing services that deliver value to customers and enhancing the attractiveness of their existing services businesses can effectively create appeal, for their offerings.

In addition, a study carried in Pakistani telecommunications sector on the influence of after sales service on customer loyalty; it was found that after-sales service (product warranty, delivery, installation, up gradation, telephone/online supports, and complaint) fostered customer loyalty by enhancing customer satisfaction³. Customer satisfaction is directly influenced by product quality, service quality, and value for money. Additionally, a study on the relationship between brand (experience, authenticity, and equity) and customer satisfaction in Vietnam found that Customers' experience of the global brand boosts the brand's authenticity and equity in the market, as well as understanding how customers feel about products/services increases their satisfaction⁴. Customers expect their desires not only to be met but to be given exceptional services. A study assessed how employee training and service quality

influenced customers' patronage of satellite products and services in south-south, Nigeria; the study found that there was a substantial association between staff training, service quality, and consumer patronage of satellite products/services in Nigeria. Given that the service quality of Multichoice/StarTimes goods positively influences the degree of customers' patronage and satisfaction⁵.

4.3.2 Level of Customer Retention in Multichoice Company, Lagos Mainland, Nigeria

The result showed Multichoice Company's customer retention grand mean was 2.45 which was significantly fair. The result proves the need for Multichoice Company to respect the values of her promises to her teeming customers and how they treat every challenge the customers may be encountering while patronizing them. The finding was in line with the study on service quality and customer retention of Multichoice in Ethiopia where it was found that the study product and service quality positively influenced customer retention⁶. It was concluded in the study that responsiveness and service ability had the greatest impact. This indicates that prompt service delivery and receiver maintainability are crucial components for Multichoice Company to have if it hopes to attract, grow, and keep customers who will help it gain a competitive edge, market share, and overall organizational profit through repeat business. In a study of customer retention strategies and performance of commercial banks in Rwanda, it was discovered that the bank's service quality and customer retention efforts increased due to the number of customers seeking goods and services⁷. The bank achieved this landmark by using the pricing strategies that were both reasonable and met the demands of its customers, which in turn led to a rise in the number of new customers. Customers maintenance systems can increase customer numbers when customers are

allowed to use services and goods for extended periods of time. Consequently, customer retention pertains to the recurrent utilization of a business's products and services, which is correlated with consistent buying behavior and brand reliability. In addition, a study assessed the influence of customer feedback on customer retention and it found that there was a positive relationship between customer feedback and customer retention. When a company is asking for input from its customers on how it produces and delivers its services, such feedback is extremely important. Giving customers the power to proactively establish their own needs and wants in services is a powerful tool for luring them in and keeping them around for a lifetime⁸. However, unsatisfied customers would undoubtedly switch to the competitor where they could receive a better and quality service^{9,10,11}. Undoubtedly, keeping a single customer comes at a significantly lower cost than losing one.

4.3.3 The Prevalent TQM Practices in Place in Multichoice Company, Lagos Mainland, Nigeria

Result of the Multichoice Company prevalent TQM practices put in place was 3.04 which was significantly good. The result showed that Multichoice Company does not relent in improving her services and products; even though, there may need to review some practices in order to delight her customers who feel unsatisfied. The result was in accordance to the findings of the study that examined the impact of TQM on organization performance in Malaysia¹². It was discovered in the study that continuous improvement and customer focus were viable tools of TQM to enhance organizational performance. The finding of a study on quality performance through seven TQM practices also supported this result. The study unequivocally demonstrates how TQM had significant impact on organizational performance in a number of ways. The

results of the study demonstrated that the many facets of TQM, continuous improvement and customer focus, were significant factors that influence quality inside an organization. This quality is directly linked to increased productivity and enhanced organizational performance. The result was also supported by a study on the effect of TQM practices on organizational performance in Saudi Arabia¹⁴. It was revealed in the study that overall organizational performance and TQM were positively correlated. The findings also support the idea that better product marketing increases revenue, which in turn boosted an organization's overall success. The study came to the conclusion that an organization's performance is greatly impacted by a customer-focused approach, particularly when it is founded on stronger customer connections. This is due to a greater emphasis on the customer, which requires managers to comprehend the various requirements, expectations, and demands of consumers and respond to them appropriately in order to enhance organizational performance.

4.3.4 Influence of TQM Practices on Customer Satisfaction in Multichoice Company, Lagos Mainland, Nigeria

The result ($R = 0.501^a$, $R^2 = 0.251$, $F = 115.500$, $p < 0.00$) showed that there was a significant combined influence of TQM (continuous improvement and customer focus) on customer satisfaction. Also, the results of the relative influence of TQM (continuous improvement and customer focus) on customer satisfaction were $\beta_1 = 0.042$, $p = 0.000$; $\beta_2 = 0.080$, $p = 0.00$ respectively. This result validated a study on TQM practices and customer satisfaction as important modern issues in the service industry¹⁵. The study looked into and determined the problems TQM practices have with satisfying customers. The article went on to emphasize important aspects of

TQM procedures along with pertinent theories that affect customer satisfaction. The evidence that TQM dimensional aspects may contribute to increased customer satisfaction, independent of the conceptual evaluation.

The finding also supports a study that reviewed and discussed the relationship between TQM and customer satisfaction in the manufacturing industry. The study asserted that TQM promotes customer satisfaction and brings attractive benefits to the organization when it is being supported by total preventive maintenance tools¹⁶. The study revealed that organizations that consider customer satisfaction when formulating TQM techniques and implementing its practices would be able to manage resources efficiently and minimize cost of production. It was also found in the study that satisfied customers that were loyal customers and would not hesitate to refer other people to the company. In agreement to the above, a study reviewed the correlation of service quality and customer satisfaction and how both influenced customer loyalty¹⁷. It was found that customer satisfaction keeps existing customers and also attract new ones who are referred by the satisfied customers. As soon as a company's services or products do not only meet customers' expectations but surpass them, those customers will become loyal customers and customer loyalty is key to promoting a business standard. One of the main objectives of TQM is customer satisfaction, which calls for the business to adhere to protocols that have been mutually agreed upon¹⁸. To enhance customer satisfaction, TQM is imperative. Similarly, a study on the connection between TQM practices and customer satisfaction and also TQM and service quality in Malaysian SMEs found that all TQM dimensions (leadership, strategic planning, human resource focus, information and analysis, customer focus, and process management) positively influenced customer satisfaction¹⁸. In line with this view, a study concluded that the source of customer

satisfaction is TQM¹⁹. Every business exists to render quality services or products that will be of delight to the existing customers and prospective individuals.

4.3.4 Influence of TQM Practices on Customer Retention in Multichoice Company, Lagos Mainland, Nigeria

The result of the combined influence of TQM (*continuous improvement and customer focus*) on customer retention was $R = 0.608^a$, $R^2 = 0.370$, $F = 115.846$, $p < 0.00$ which showed that there was a positive relationship between TQM (continuous improvement and customer focus) on customer retention. Also, the relative influence of TQM (*continuous improvement and customer focus*) on customer retention's results were $\beta_1 = 0.047$, $p = 0.000$; $\beta_2 = 0.090$, $p = 0.01$ respectively. Both results clearly proved TQM significantly influenced customer retention. The results are in line with the findings of a study on TQM practice and customer retention²⁰; the study found that TQM initiatives positively and significantly affect customer retention. The result of the study revealed that customer retention TQM practices (delivery, pricing or expenditure, originality, and time on the market) have a greater impact on customer retention and loyalty. In support of the aforementioned results, a study on the effect of TQM practices on customer retention was carried out in ZCAS university, Lusaka, Zambia, and it was found that the effectiveness of TQM practices improved quality of services provided and that led to customer retention and happiness²¹. The best opportunity to provide value for customers is through TQM practices. Customers cherish what they receive so highly that they return the favour by being committed and loyal to the service provider and even ensure they refer other individuals to the organization.

For TQM practices to be effective, the result showed that employees are to be trained on how to help existing customers to solve intending issues. It was found that having suitable TQM practices without proper training of employees would negatively influence customer patronage and retention²². Management makes strategic decisions and formulate policies that drive TQM practices to enhance customer retention and satisfaction. However, if employees are not well groomed and trained, they can easily jeopardize the goal of TQM practices. Customer attitudes, perceptions, and intentions toward evaluating service quality are influenced by an employee's experience working for a service and organization; both roles constitute organizational practices; thus, management needs to be aware of its internal operations²². Also, it was concluded in a study, carried out in Ghana on TQM practices and customer retention, that for management to foster customer loyalty and encourage customers, TQM processes are essential; however, management must focus more on organizational culture transformation, broaden its initiatives in the areas of employee cooperation, top management support, open communication, and continuous improvement²³. Employees are great assets that would drive TQM practices and also implement and execute the formulate policies. It is, therefore, important to care for them and enhance their skills, knowledge and attitude in order to achieve the desired goals of the organization.

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Chapter Five

Conclusion

This chapter presents and discusses the summary of findings, conclusions and provides useful recommendation, contributions to knowledge and suggestions for further studies.

5.1 Summary of Findings

The study investigated the influence of Total Quality Management (TQM) practices on customer satisfaction and customer retention in Multichoice Company, Lagos Mainland, Nigeria. A descriptive survey design was adopted to achieve the objectives of the study. The population comprised of Multichoice customers in two main offices of Lagos State, Nigeria; the offices include Multichoice DSTV Ikeja GRA & Multichoice DSTV Surulere. The sample size was three hundred and eighty-four (384) being a pegged sample size for population above one million customers in Nigeria. Responses were gotten from two hundred and fifty-three (253) respondents whose have been patronizing Multichoice services between less than a year and above 21 years.

The findings of the study according to the research questions are that Multichoice rendered quality customer service; though, there was no quick resolution-time to customers' complaints. Questions submitted to the company were not quickly and correctly attended to and customers found it difficult to make appropriate buying decision. Multichoice gives easy-to-understand instructions on how to use the company's products and services. Multichoice employees helped customers when problems arise and customers have trust for the company. However, customers experienced with purchasing from Multichoice was not better than what they had expected and thus they did not have good impression about Multichoice services. The grand mean of customer satisfaction of Multichoice services was 2.69.

Also, the findings revealed that Multichoice fairly kept to their promises; and problems raised were not promptly treated. Some Multichoice customers who participated in this study revealed that they may likely keep their relationships with the company; while other seemed not to shift their ground. Trust was embraced as a very important factor in relationship with Multichoice. The grand mean of customer retention was 2.45,

It was revealed that TQM practices put in place in Multichoice company were based on continuous improvement and customer focus. Multichoice used cross-functional teams to attend to her customers' severe problems. The company is more transparent in her service delivery. Self-assessment tools were used to improve performance gaps and implement effective practices in Multichoice. Customers confirmed clear and relevant service standards were in place. To improve Multichoice services and products, a market research was always conducted. Feedback gotten from the

customers were used to improve service quality and better service delivery. The grand mean of TQM practices was 3.04.

For the first null hypothesis, the results of the combined and relative influence of the TQM practices on customer satisfaction were [$R = 0.501^a$, $R^2 = 0.251$, $F = 115.500$, $p < 0.00$;] and [$\beta_1 = 0.042$, $p = 0.000$; $\beta_2 = 0.080$, $p = 0.00$] respectively. It was found that TQM practices enhances customer satisfaction in Multichoice Company and that customer will not be loyal when their expectations are not met.

For the second null hypothesis, the results of the combined and relative influence of the TQM practices on customer retention were [$R = 0.608^a$, $R^2 = 0.370$, $F = 115.846$, $p < 0.00$] and [$\beta_1 = 0.047$, $p = 0.000$; $\beta_2 = 0.090$, $p = 0.01$] respectively. It was found that TQM practices enhances customer retention in Multichoice Company and that customers who are satisfied with the services of Multichoice company and whose expectations are met and even surpass can easily refer other people to the company.

5.2 Conclusion

Based on the findings of the study, it could be affirmed that TQM practices significantly influenced customer satisfaction and customer retention in Multichoice Company. TQM is a comprehensive approach to improving the quality of products and services within an organization. It places a strong emphasis on meeting and exceeding customer expectations. Customer satisfaction is a key outcome and performance metric of TQM. TQM and customer satisfaction are strongly correlated. When organizations implement TQM practices effectively, they tend to see a noticeable improvement in customer satisfaction levels. This is because TQM

emphasizes meeting customer needs and expectations, and its processes and methodologies are designed to achieve this goal.

It was concluded that TQM centered around the customer. It encourages organizations to listen to their customers, understand their requirements, and incorporate these insights into their products and services. This customer-centric approach is a primary driver of higher customer satisfaction. TQM promotes the idea of continuous improvement in all aspects of an organization. By continuously assessing and improving processes, products, and services, companies can ensure that they meet or exceed customer expectations, leading to increased customer satisfaction over time.

It could be concluded that TQM involves employees at all levels in quality and continuous processes improvement. Engaged and motivated employees are more likely to deliver better customer service and contribute to customer satisfaction. TQM can contribute to an organization's reputation for quality and reliability. A strong reputation can lead to increased trust and satisfaction among customers, which, in turn, can boost customer loyalty.

It was also concluded that TQM relies on customers' data and feedback to make informed decisions. This data-driven approach allows organizations to identify and address issues that affect customer satisfaction and make necessary improvements. Achieving higher levels of customer satisfaction through TQM can lead to a competitive advantage. Satisfied customers are more likely to be loyal and recommend a company's products or services to others. In final conclusion, TQM practices help organizations build sustainable relationships with their customers. By consistently delivering quality and meeting customer expectations, businesses can maintain customer loyalty and retention, ensuring long-term success.

The final conclusion was that satisfied customers are likely to inform other prospective individuals to patronize the services or products of the organization. This practice, of course, will enable the organization to gain more customers and in turn boost productivity and profitability. The cost to incur in attracting new customers will be minimal as the existing customers will ultimately refer them to the organization.

5.3 Recommendations

Based on the findings of the study, the following recommendations are made:

management of Multichoice Company should:

- i. create regulations to promote happy consumers and further our understanding of TQM techniques.
- ii. actively champion TQM practices. They need to set the standard for quality and continuous improvement within the organization.
- iii. train all employees at all levels on the importance of TQM practices to boost customer experience and loyalty.
- iv. establish clear and measurable quality objectives that align with customer satisfaction and retention goals, and regularly review and update these objectives.
- v. allocate adequate resources for TQM practices which include time, personnel and technology which would help to enhance quality and better services.
- vi. create an environment where employees are empowered to make decisions to improve quality and customer satisfaction.
- vii. establish efficient feedback mechanisms to collect and act upon customer feedback and their feedbacks must be regularly reviewed to make strategic decisions and formulate better policies.

employees of Multichoice Company should:

- i. always keep the customer in mind, understand their needs and expectations and strive to exceed them.
- ii. ensure that quality and better services are the priorities in every task and process and they should not be compromised.
- iii. be open to continuous learning and actively seek opportunities to enhance their skills.
- iv. maintain open lines of communication with both colleagues and customers which is a critical aspect of quality service.
- v. be open to change and adapt to new processes and technologies that can enhance the customer experience and overall quality.

customers of Multichoice Company that are satisfied with the company's services should:

- i. share their feedback with the company from time to time.
- ii. clearly communicate their needs and expectations to the organization.
- iii. be involved in the customer loyalty programmes and feedback initiatives of the organization.
- iv. understand that businesses may encounter challenges in their quest for quality; thus, they give them the opportunity to rectify issues before making a final judgment.
- v. refer other individuals to the organization when they are satisfied with her services or products.

5.4 Contributions to Knowledge

The relationship between TQM and customer satisfaction has been the focus of several scholars; their research works have significantly advanced the knowledge of the TQM practices, its measures and how they influence customer satisfaction and customer retention. This study provides empirical evidence of the positive correlation between TQM implementation and customer satisfaction. The use of quantitative data and statistical analyses to demonstrate how organizations adopt TQM practices to have higher levels of customer satisfaction. The study also identified specific TQM practices that have a substantial impact on customer satisfaction which were employee involvement, customer feedback, continuous process improvement, customer focus, and leadership commitment.

In addition, the study how TQM practices can vary across different sectors, such as manufacturing, healthcare, or services. This sector-specific research contributes to a deeper understanding of how TQM practices can be tailored to meet the unique needs of different industries and customer groups. The study proved how the success of TQM practices can influence cultural and organizational norms and values thereby contributing to the understanding of contextual factors, collection and analysis of customer feedback.

The study also extended beyond customer satisfaction to examine its influence on customer loyalty and retention. It was proved that satisfied customers are more likely to remain loyal to a brand and make repeat purchases, which can lead to a long-term business success. Satisfied customers can refer other prospective individuals to the organization. The study contributes to the development of measurement tools and metrics for assessing both TQM implementation and customer satisfaction. These tools help organizations track their progress and identify areas for improvement.

Lastly, this thesis has empirically contributed to the existing body of knowledge on TQM, customer satisfaction and customer retention in Multichoice Company and other organizations that offer or provide similar services or products.

5.5 Suggested Areas for Further Research

When studying TQM and its relationship with customer satisfaction and retention, it is imperative to use a multi-method approach that combines quantitative and qualitative research methods to gain a comprehensive understanding of this complex and crucial area of business management. Therefore, for future studies, the researcher recommends that:

- i. qualitative research methods, such as interviews and focus groups, should be employed to gain deeper insights into the perceptions and experiences of customers regarding TQM practices and initiatives.;
- ii. it is impossible to generalize the outcome of this study since the researcher focused only on Multichoice Company's customers around Lagos State; hence, the future studies should cover other geographical areas e.g. some states in South West, or South-South and even in some northern states. Thus, the population and sample size will increase.
- iii. case studies on organizations that have successfully implemented TQM practices to improve customer satisfaction and retention should be conducted which would help the researchers to analyze their strategies, challenges, and outcomes.
- iv. instead of focusing on one organization (Multichoice Company) future studies should benchmark and compare the TQM practices of two or three selected

organizations in the same industry to see how it stacks up against competitors in terms of customer satisfaction and retention.

- v. the influence of organizational culture and leadership styles on the successful implementation of TQM and its effect on customer satisfaction and retention should be carried out.

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Lead City University, Ibadan
Faculty of Communication and Information Sciences
Department of Information Management

TQMPCSCR QUESTIONNAIRE

Dear Respondents,

This survey is intended to gather information on the title “**Total Quality Management, Customer Satisfaction, and Customer Retention in Multichoice Limited, Lagos State, Nigeria**” from me as a student at the aforementioned university. Your answers to the questions listed below will be extremely helpful in achieving the goals that have been established for the study project. Since it will only be used for academic purposes, all information provided will be handled with the strictest confidentiality.

Thank you.

Researcher

SECTION A: Personal Data

Please tick (✓) the appropriate option and fill in the gap where necessary.

1. Age: < 30 years (), 31-40 years (), 41-50 years (), 51 years and above ()
2. Gender: Male (), Female ()
3. Marital status: Single (), Married (), Divorced (), Widow (), Widower ()
4. Educational Qualification: OND (), HND (), BSc (), Masters (), Others ()
5. Years of patronage: Less than 1 year (), 1-5 years (), 6-10 years (), 11-15 years (), 16-20 years (), 21 years and above ()

SECTION B: Customer Satisfaction Scale (CSS)

Instruction: Please tick (✓) the option that best suit your perceived personal rating on items given.

Note: Strongly Agree (SA), Agree(A), Disagree(D), Strongly Disagree (SD)

S/N	ITEMS	SA	A	D	SD
	Expectations				
1.	The organization renders quality customer service.				
2.	There is quick resolution-time for complaints.				
3	The organization answer my questions quickly and correctly, to give me the information I need to make my buying decision.				
4.	I enjoy easy experience with the communication platforms in Multichoice Limited.				
5.	The organization give easy-to-understand instructions on how to use the product.				
	Perceived performance				
6.	The company provide product and services information correctly.				

7.	Employees are willing to help when there is question or problem.				
8.	The company keep promises and commitments for their services.				
9.	The company is trustworthy.				
	Disconfirmation of beliefs				
10.	Overall, most of my expectations were confirmed.				
11.	My experience with purchasing from the company was better than what I had expected.				
12.	Overall, purchasing from the company was not risky as expected.				
13	I have good impression with the service provided.				
	Satisfaction				
14.	I feel satisfied with the products/services offered by the company.				
15.	The service offered by the company exceed my expectations.				
16.	I feel satisfied with the relationship between me and the company.				
17.	I feel satisfied after each visit to the company.				
18.	Overall, I am satisfied with the services offered.				

SECTION C: Customer Retention Scale (CRS)

INSTRUCTION: Please tick (√) in the appropriate column the option that best expresses your opinion.

NOTE: Very High Extent (VHE), High Extent (H), Low Extent (LE), Very Low Extent (VLE)

S/N	Items	VH E	HE	LE	VL E
	Commitment				
1.	The company respect values of keeping promises.				
2.	Problems that arise are treated promptly.				
3.	In the future I intend to keep the relationship with the company.				
4.	I am a loyal service user.				
5.	My preference for this brand would not willingly change.				
	Trust				
6.	Trust is very important in the relationship with the company.				
7.	I have full confidence in my service provider.				
8.	My service provider is trustworthy.				

SECTION D: Total Quality Management Practices Scale (TQMPS)

INSTRUCTION: Please tick (√) in the appropriate column the option that best expresses your opinion

NOTE: Strongly Agree (SA), Agree (A), Disagree (D), Strongly Disagree (SD)

S/N	Statements	SA	A	D	SD
	Continuous improvement				
1.	Multichoice has a culture of continuous improvement.				
2.	The company use cross-functional teams to solve severe problems.				
3.	Multichoice has informal bench-marking and other forms of information acquisition to identify best practices for improvements and opportunities.				
4.	Company processes are transparent considering internal customers, process input and output.				
5.	Multichoice use self-assessment tools improve performance gaps in the implementation and effectiveness of practices.				
	Customer focus				
6.	Clear and relevant service standards are in place.				
7.	The company always conducts market research for suggestions for improving products/services.				
8.	Customers give feedback on quality and delivery performance.				
9	Standards and complaints procedures are communicated to customers.				
10	Customer feedback are used to make suggestions for service.				

Thank you.

Bio-data

Name: Cynthia Jane IROKANULO
Nationality: Nigerian
Date of Birth: August 7, 1979
Place of Birth: Lagos State
State of Origin: Delta State
Nationality: Nigerian
Place of Work: Yaba College of Technology, Yaba, Lagos State
Position: Lecturer
Telephone: 08034267433, 08169611723
E-mail: cynthiairoka79@gmail.com

Key Skills:

- Office Administration
- Office Management & Practice
- People Communication
- Records Management

Degrees & Diplomas Obtained/Institutions Attended

- M.Sc. Office & Information Management. Lead City University, Ibadan (2023)
- M.Ed. Business Education, University of Lagos, Akoka, Lagos (2015)
- B.Sc. (Edu) Business Education, University of Nigeria, Nsukka, Enugu (2011)

Present Employer: Yaba College of Technology, Yaba
Date of Employment: 2011
Position Held: Lecturer II
Work Schedule: Regular

Signature

Date

Do Not Copy, Lead City University, Nigeria

University Compliance Certificate

This is to certify that this thesis by **Cynthia Jane IROKANULO** with Matric Number LCU/PG/002291 in the Department of Information Management, Faculty of Communication and Information Sciences, Lead City University, Ibadan, Oyo State, Nigeria is in FULL compliance with the approved University Format and Style.

Signature

Date

Do Not Copy, Lead City University, Nigeria

3. **The Methodology Used (research design, population, sample and sampling techniques, instrument for data collected and analysis) (Four sentences)**
4. **Key results (stating values if it is empirical research work) (Two sentences)**
5. **Major conclusion (A sentence)**
6. **Major recommendation (A sentence)**

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