



Service Innovation and Customer Retention of Mobile Telecommunication Firms in Nigeria

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Abstract

This study investigated the impact of service innovation on customer retention of telecommunication firms in Nigeria. The study adopted a quantitative research method with cross sectional survey research design. The explanatory or hypotheses testing research design was specifically employed with a causal investigation. The population of the study was the four mobile telecommunication companies operating in Nigeria; Globacom Nigeria Ltd, MTN Nigeria Plc, Airtel Nigeria Ltd and 9mobile Nigeria Ltd. This population was fully studied as a census study. However, twenty eight executive directors in the industry were employed for the study. Twenty eight copies of the questionnaire were distributed to the directors, from the returned questionnaire of twenty seven, only twenty five copies were validly used for the study after data editing and cleansing. The instrument was pilot tested for validity and reliability. The Chronbach's Alpha Reliability Coefficient and the Confirmatory factor Analysis (CFA) were used for the reliability, consistency and validity of the instrument respectively. Data were analysed with the help of univariate, bivariate and multivariate statistics. The regression analysis was employed with the aid of the statistical package for social sciences (SPSS), version 25.0. The findings of the study is that, service innovation and its dimensions; new customer interaction process, new technological service delivery system and new organizational service delivery system significantly and positively impact customer retention and its measures; customer loyalty, perceived service quality and customer commitment. Again, organizational culture positively and significantly mediates the impact of service innovation on customer retention in the context of telecommunication firms in Nigeria. The study concluded that service innovation significantly improves customer retention through the mediating influence of organizational culture. We therefore recommend that telecommunication companies in Nigeria should adopt service innovation culture throughout their value chains. This will bring about customer retention for customers' live time values for the companies in the telecom market in Nigeria.

Keywords: Service innovation, customer retention, mobile, telecommunication firms, Nigeria

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1. Introduction

The institution of democratic governance in Nigeria in the year 1999 came with several aspects of industrial restructuring. The telecommunication industry is not an exception, this sector was faced with wide ranging reform from a monopolistic market to a perfectly competitive industry, thus, breaking the monopoly of a single player in the

industry to having several telecommunication service providers in Nigeria (Komleh, 2018). The telecommunication industry was faced with privatization with private investors making inroads into the market in order to expand the scope of the industry's operations and better serve the needs and wants, preferences and perceptions of the Nigerian populace (Uzonwame & Ezenekwe, 2018). Thus, the hegemony of some firms, for example the Nigerian telecommunications



limited (NITEL) was broken to enhance consumers' choices and better service delivery in the telecommunication market (Chidozie, Lawal & Ajayi, 2017).

Suffice it to note that the Nigeria's telecommunication industry plays significant role in the Nigerian economy as it drives diversification of the economy. Telecommunications firms further provide services to other sectors and industries such as financial services, education, healthcare, aviation, transportation, government and public sector agencies, entrepreneurs and owner directors etc (Choidozie, Lawal & Ajayi, 2017). Hence, the Nigeria's telecommunication industry is considered a driver of expansion of the nation's economy through the telecommunication's value chain provide support to businesses and entrepreneurs, creation of employment (Ajuboye, Adu & Wojuade, 2007). The telecommunication industry in Nigeria comprises of cable and broad band companies, internet service providers, satellite companies and telephone organizations which synergistically supports the growth of Nigeria's economy (Awolaye, Okogun, Ojuloge, Atoyebi & Ojo, 2012).

The restructured telecommunication industry in Nigeria came to the market with GSM operations with few organizations including MTN, ECONET and Globacom etc. These companies commenced commercial operations in the year 2001, 2002 and 2003 and later other players made inroads into the industry. Today, the telecommunication industry provides different services brands; telephone, internet, satellite cable and broad band services to different market segments such as multinational institutions, banks, educational services institutions, insurance companies, government and its agencies, political organizations, private entrepreneurs and owner director, individuals etc (Nkordeh, Bobmanual & Olowononi, 2017). Historically, the telecommunication industry has contributed significantly to the growth and development of the Nigerian economy in terms of sectoral growth and job creation efforts.

In spite of the benefits associated with the telecommunication industry in Nigeria and by extension, Nigeria, the sector is faced with myriad of challenges. The perfectly competitive telecommunication industry in Nigeria with different players and relative marketing strategies is confronted with competition and scramble for sustainable market share position in the market. The relative telecommunication services differentials have informed frequent customers switching from one organization to another in search for better services. These situations have negatively affected the market share of a numbers of players in Rivers State. Again, due to the relative service quality prevalent in the industry, some of the players in the Nigeria metropolis are experiencing low patronage resulting into low market share, depletion in sales revenue growth and profits (Malik, MacIntosh & Memaster, 2015). Hence, provision of innovative telecommunication services for customer retention and enhanced customer life time value is imperative. This will improve market share, revenue growth and profit and bring about sustainable telecommunication business performance in the Rivers State.

Customer retention is the deeply held commitment of the customers to patronize a preferred corporate, product or service brand consistently in the future, thereby evoking repurchase behavior irrespective of situational influences and marketing efforts of the competition (Khadka & Maharjan, 2017). It is the emotional relationships between the customer and the brand and how willing customers repeatedly purchase the preferred brands (Abdghani & Tuhin, 2016). Hence, customer retention implies the bonding or commitment an individual customer has for a product or service offerings by repurchasing the brand in contrast to peer brands in the industry (Uncle, Dowling & Hammand, 2003). A loyal customer will continue to buy the preferred product, service or corporate brands and extend referral businesses to other potential customers. This means the customer becomes an advocate for the company and its offerings in the market place.

According to Khan (2022), customer retention could be defined as the intention of customers in repurchasing products and services of a particular corporate brand. The implication of this foregoing is that, the individual customer remains with a brand when it continues to repurchase/rebuy a particular product or service offerings in the market relative to competition. Customer retention is highly valuable to the business of an organization as it positively enhance company's market share, sales and profit growth etc. (Aali, Ibrahim, Mirabi & Zare, 2019). Thus, the deep commitment to repurchase choice brand offerings in the market place despite the marketing and sales efforts of competing brands is imperative to the success of the organization. Customer retention in the market place can be achieved by several directorial strategies including service innovation characteristics, new customer interactions, new technological service delivery system, new organizational service delivery system and new revenue model (Meigounpoory, Rezvani & Afshar, 2015).

Service innovation construct is the introduction of new ways of providing services for organization's target market. It is the innovation that is taking place in the market in terms of introduction of new services and the incremental improvement of existing services to meet the changing needs and wants, preferences and perceptions of customers (Durst, Mention & Poutanen, 2015). Service innovation is a construct which takes place in the context of services, encompassing the introduction of new services or incremental improvement of existing services (Durst, Mention & Poutanen, 2015). The market needs and wants, preferences and perceptions are changing with time, customers services requirements and their consumption behavior keep changing. The innovative service organization is that institution that will adapt its service processes to the requirements of the market, satisfy the customers, earn their loyalty for retention and achieve long term progress and survival (Gabriel & Marques, 2020; Senbabaoglu, 2017; Woo, Kim, Moon & Kim, 2019).

Several studies have been carried out linking service innovation with business performance outcomes in different industrial context and methodologies (Woo *et al.*, 2019;

Gabriel & Marques, 2020; Ibrahim & Yusheng, 2020; Bliogin & Adiguzel, 2021; Makgopa, 2019; Mahmoud, Hinson & Anim, 2017). However, the causal relationship between service innovation and customer retention in the context of telecommunication industry in Nigeria was neglected by previous studies. In order to fill this knowledge gap, the researcher developed the interest to investigate the impact of service innovation on customer retention of telecommunication industry in Nigeria metropolis.

2. Literature Review

2.1 Theoretical Framework

2.1.1 Technology Acceptance Theory

Technology acceptance theory or model was propounded by David in 1989, it is a part of the most relevant research theory or model that predicts the use and adoption of technology by people and institutions. Technological acceptance model is widely studied by scholars to evaluate the individual acceptance of technology and their behaviour in relative information systems, communication and innovation system concepts. The technology acceptance model is made up of two important variables; perceived usefulness of the technology and the perceived ease of using the technology. The perceived usefulness of technology implies using a particular technology to enhance employees job functions and performance while perceived ease of use is the degree to which users of the technology expects the target system to be exceptionally free of errors (Surentran, 2012).

Technological acceptance theory or model is the theory employed to explain the adoption and usage of all kinds of technologies or innovation. Technology acceptance theory is employed to model innovation adoption and implementation in the work organization. It is designed to measure the adoption of new or emerging technology based on employee or customer attitudes. The theory cropped up when technologies for production and manufacturing, operations, information systems etc. were being launched into the world market and the work organization. The pioneering theorist, David (1989) sought for a way to predict and offer explanations to systems adoption and used by vendors, employees and workplace management.

Other studies conducted by researchers to modify technological acceptance model by integrating new variables to the theory or model such as experience, self-efficiency, perceived risk and social influence. Other factors are cognitive absorption, playfulness and self-efficacy integration to the model (Zhou, Dai & Zhang, 2007). Importantly, the construct of perceived usefulness of new technologies is of two factors; near-term and long term perceived usefulness. The adoption of innovation or technology has short term and long term usefulness or benefits and the development of innovative technology is rapidly increasing presently and permeating all field of human endeavour; education, military, transportation, aviation, finance and banking, government, telecommunication, manufacturing etc. (Susanti & Astuti, 2019). Technological acceptance model or theory is a

laudable theoretical framework for all industries sectors and important for most research efforts related with the industries.

The implication of the technology acceptance model or theory to this present study is that technologies should be adopted for both service innovation and customer retention efforts. Organizations needs emerging technology for the creation of new services or incremental services in order to successfully provide quality services delivery aimed at customer retention for customers' life time value (Susanti & Astuti, 2019). Thus, the service innovativeness efforts of the telecommunication industry in Nigeria require emerging technologies for the creation of superior and innovative services in the market. Again, technology acceptance is also required to develop strategies for customer retention.

2.2 The Concept of Service Innovation

Service innovation involves the introduction of new ways or novel approaches of providing services that are in line with current customers needs, preferences and expectations in the market (Durst, Mention & Poutanen, 2015). It encompasses the creativity and innovations that are emerging in the form of introduction of new service concepts and the improvement of existing services in order to meet customer's evolving needs and preferences in the market (Durst, Mention & Poutanen, 2015). Thus, the foundation of service innovation is services' marketing, involving the introduction of new services' products and remodeling or improvement of current services' products in the market.

The services landscape is evolving as customers needs, preferences and expectations are changing with time. The proactive organizations are expected to match their services strategies with the dynamics in the market and earn customer retention and long-term business sustainability (Gabriel & marques 2020; Senbabaoglu, 2017; Woo et al, 2019). Hence, service innovation of an organization is the introduction of new service offerings in the market place of existing offerings.

According to Toivoneme and Tupminen (2009), service innovation could be defined as new services' offerings or remodeling of existing services' products. The advantage of services innovation to the market or customers is the provision of value added to customers and to the company, it helps the firm to be ahead of the competition (Witeel, et al, 2016). Hence, service innovation is the introduction of new services for all the business stakeholders; customers, suppliers/ distributors, agents, shareholders, community and the publics in order to satisfy the stakeholders and ensure business sustainability (Mentionm, 2011). This, service innovation leads to customer retention and enhance competitions and competitive advantages in the industry or market mention. The dimensions of services innovation in this study are; new customer interventions, new technological service delivery, system and new organizational service delivery system (Meigoruporory, Rezuami & Afshar, 2015).

2.3 The Concept of Customer Retention:

Customers or the market is the reason an entrepreneur or organization is in business, without the customers interface

with the firm there will be no business (Musumali, 2019). Hence,, absence of customers in the business eco-system and absence of their continuous patronage of the company's services results into the organization extinction in the market or industry (Musumali, 2019). The focus of all company is to develop provision of customer driven goods and services , enhance customer satisfaction and retention. It is therefore important to provide customer satisfying superior goods and services. This is the premise upon which the firm will earn loyalty and retention for the organization Kumar & Shah, 2004; Keiningham et al, 2008).

Customer retention is the road-map for the business success and sustainability of the firm in the market place is the customers and successful customer relationship management brings about customer retention in the market (Keiningham et al, 2008). Hence, customer retention is the major driver for profitable growth for the firm (Keiningham et al, 2008). Thus, customer retention simply means, the continuous patronage of a company or brand by the customers and this brings about customers' life time value advantages for company (Kahn & Singh, 2009). It is the emotional connections between customers and brands, which is manifested through the continuous patronage of purchase of the brand in contrast to the competition in the market or industry (Kahn & Singh, 2009). According to Jacobsen, Olsson and Sjobau (2004), customer retention could be defined as the long term continuous patronage of goods and services of a company by an identified customer, client or group of customers. This study operationalize customer retention into three measure; customer loyalty, perceived service quality, and customer commitment (Abu-Alhaja, et al, 2018)

innovation and customer retention in the context of Ghanaian telecommunication industry. The study employed quantitative research method with the help of descriptive statistics and the step wise or multiple regression analysis. The result of the study indicates that there is a positive and significant relationship between innovation and customer retention. Again, the study also revealed that service innovation, process innovation and marketing innovation constructs were the key determinant variables predicting customer retention. Service innovation significantly improves customer retention. The study concluded that organization wishing to improve on customer retention should make significant investment in marketing innovation, process innovation, including service innovation.

Service innovation is a laudable predictor of customer retention in the market. Since customers' services needs and wants changes in the market, coupled with competition intensity. The innovative service organization is the institution that can survive this ever-changing services landscape. Thi and Yang (2014) studied the effect of service innovation on customer retention with the mediating influence of customer satisfaction in the context of telecommunication companies in Vietnam. The study employed Confirmatory Factor Analysis (CFA) and the structural equation modeling (SEM) and the finding of the study is that the dimensions of service innovation; interactive and supportive service innovations significantly improves customer retention through the mediating influence of customer satisfaction a context specific of telecommunication companies in Vietnam. Service innovation implemented by service organizations improves customer retention of such organizations.

Innovation of services in the market influences both customer satisfaction and customer retention. This foregoing is highly supported with the empirical study of (Diaw & Asare, 2018). The scholars evaluated the effect of innovation on customer satisfaction and customer retention in the context of telecommunication industry in Ghana and from a customer's perspectives. The study employed quantitative research methods. Specifically, the study made use of both correlational study and multiple regression analysis. The finding of the study is that innovation has positive and significant relationship with customer satisfaction and customer retention. Again, it was also revealed that innovation has positive and significant impact on customer satisfaction and customer retention. The study concluded that telecommunication companies should invest in innovative services by researching into current trends and activities in the market in order to make proper forecast of products and services.

Companies which are into innovation of new services offering or incremental innovation of existing services improve the retention rates of both existing and new markets. Nemati (2010) studied the impact of innovation on customer satisfaction and brand loyalty of mobile phones users in the nation of Pakistan. The study employed quantitative research method and the finding of the study is that innovation has positive and significant impact on customer satisfaction and

Conceptual Framework of Study Variables and Hypothesis Development

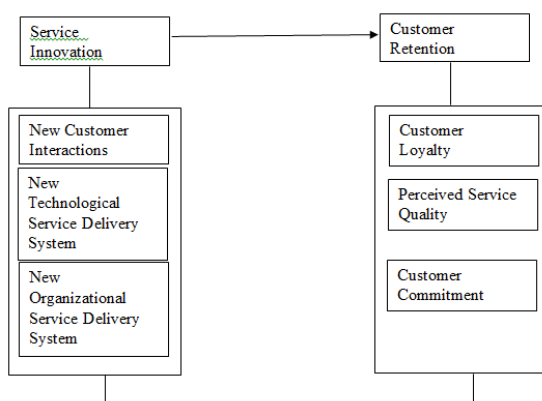


Fig. 1 Conceptual framework of the impact of service innovation on customer retention.

Source: Meigouporory, Rezuani & Afshar (2015); Abu-Alhaja, Yusof, hashin & Jaharuddin (2018)

2.4 Empirical Review

The management of an organizations policy to innovating its service offerings to suit changing market situations improves customer retention and leads to improved organizational performance. This foregoing is validated with studies. Kyei and Bayoh (2017) investigated the relationship between

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brand loyalty. In the same vein, Etale and Akpi (2022) studied the relationship between service innovation and customer satisfaction nexus of the transportation sector of Yenagoa, Bayelsa State. The study employed the Pearson product Moment Correlation and the finding is that service innovation has positive and significant relationship with customer satisfaction in a context specific of transportation industry in Bayelsa State, Nigeria.

Furthermore, the proactive improvement of services of an organization significantly enhances customer loyalty. Burg and Lukasen (2011) investigated the proactive improvement of logistics service providers as driver of customer loyalty. The study was carried out among 298 companies with the aid of structural equation modeling. The finding of the study is that improvement of service innovation positively and significantly enhances customer loyalty. This finding is corroborated with the empirical study of Suvittawat (2020), the scholar evaluated the nexus between logistics service innovation and business growth in the context of 44 logistics service entrepreneurs. The study employed quantitative research method and the finding is that logistics service innovation significantly improves business growth of logistics service entrepreneurs.

More so, service innovation and the retention of service quality in the market influence customer satisfaction and loyalty. Rantyanti and Halim (2020) studied the influence of service innovation and service quality on customer satisfaction and loyalty in the context of banks in Indonesia. The study employed structural equation modeling and the findings of the study are that service innovation has positive and significant influence on customer satisfaction and loyalty. Again, service quality has positive and significant impact on customer satisfaction, while customer satisfaction has positive influence on customer loyalty. However, the result does not support the effect of service quality on customer loyalty. The study concluded that, the implementation of service innovation and service quality significantly enhances customer satisfaction which in turn brings about loyalty of clients.

In addition, innovation of business activities and tailoring same to market dynamics brings about customer satisfaction and loyalty of the market. Pishgar *et al* (2013) evaluated the impact of product innovation on customer satisfaction and customer loyalty. The study employed qualitative research method and the finding is that product innovation positively and significantly impact customer satisfaction and customer loyalty. These findings are highly in agreement with the study findings of Usup and Vivy (2021), the scholars examined the effect of product innovation on business performance in the context of 300 local product business actors in Central Kalimantan and Bali in Indonesia. The study made use of structural equation modeling – Amos statistical tool. The finding of the study indicates positive and significant effect of product innovation on business performance.

Similarly, Wiyono, Khuzaini and Lestarningsih (2021), in the evaluation of the impact of service innovation and competitive

advantage on customer success in the context of health clinic in Surahaya's total life clinic Indonesia, the study employed a quantitative research method with partial least square regression analysis and the finding of the study is that patient safety had a significant effect on word of mouth, service innovation affect word of mouth, patient safety had no significant impact on competitive advantage, service innovation influence competitive advantage, word of mouth affect competitive advantage, patient safety had a significant effect on competitive advantage through word of mouth. Thus, service innovation and competitive advantage positively and significantly impact customer success in the context of Surabaya's total life clinic in Indonesia.

Service innovation requires exceptional organizational leadership to drive the innovation process at work. Good leadership in place is a requirement for excellent service innovation. Aali *et al* (2019) examined the role of organizational leadership in customer loyalty through the management of conflict between employees and customers in the context of Agricultural bank of Iran. The study employed structural equation modeling and the findings of the study showed that organizational leadership significantly improves customer loyalty through the mediating influence of conflict management. Again, the impact of service innovation on customer loyalty is significantly mediated by organizational leadership. These findings are corroborated with the works of Mohammad, Mehran and Manouchehr (2015) that discovered significant impact of service innovation on performance of service organizations in the context of Iranian government banks.

Service innovativeness at work brings about customer loyalty and customer value through the mediating influence of overall service quality. Senbabaoglu (2017) studied the impact of service innovativeness on perceived overall service quality, customer loyalty and perceived customer value in shopping sites in the context of 450 undergraduate students in Turkey. The study employed the confirmatory factor analysis and the structural equation modeling and the finding of the study is that service innovativeness positively and significantly impact service quality, customer loyalty and customer life time value. The study concluded that organizations should be innovative in their service delivery processes, this will bring about customer loyalty and achievement of customers life time value.

In the management of post office logistics services business, Kiumarsi *et al* (2020) investigated the effect of service innovation on service loyalty in the context of post offices. The study employed a quantitative research method with SMART-PLS statistical technique and the findings of the study are service innovation positively and significantly improve service loyalty through the mediating influence of customer satisfaction. Again, service quality also significantly improves service loyalty through the mediating influence of customer satisfaction. These findings are in agreement with the study findings of Ezenwakwelu, Ekom and Odera (2021), the authors x-rayed enabling service innovation through dynamic capabilities in the content of telecommunication

firms. The study employed a quantitative research design and the finding is that service innovation significantly improves customer loyalty through the mediating influence of dynamic capabilities.

The implementation of service innovation in the work organization requires the adoption of emerging technologies for innovation in the industry. Becker, Greve and Albers (2020) studied the impact of technological and organizational implementation of customer relationship management on customer acquisition, maintenance and retention. The study employed the regressions analysis and the findings of the study is that technological and organizational implementation of customer relationship management positively and significantly impact customer acquisition, maintenance and retention. From the expositions above, the implementation of service innovation by the telecommunication companies operating in Nigeria, Rivers state, Nigeria will bring about customer retention of such institutions.

3. Methodology

This study made use of the cross-sectional survey research design. The explanatory research design was employed with a casual study. The population of study was the four (4) mobile telecommunications' organizations in Nigeria which are MTN Nigeria Plc, Airtel Nigeria Limited, Globacom Nigeria Limited, and 9mobile Nigeria Limited. A census study was employed to fully study the entire population. Hence, seven (7) directors from each company constituted the respondent of the study. The respondents are; marketing director, operations director, human resource director, ICT director, finance director, corporate communications director and the general manager. Thus, twenty eight (28) directors were employed for the study. Primary data were collected from the respondents with a twenty eight (28) item questionnaire. Twenty eight (28) copies of the questionnaire were distributed to the respondents seven copies to each organizations. The study questionnaire was pilot tested, the instrument was also validated through Cronbach's Alpha Reliability coefficient and the confirmatory factor analysis. Item variables of the instrument were within recommended threshold. The study made use of both univariate and bivariate analysis with regression statistics and with the aid of the statistical package for social sciences (SPSS), version 25.0

4. Estimation of Results

4.1 Univariate Analysis

Table 4.1 Demographic Information of Respondents

Variables/ Factors	Frequency	Percentage (%)
Field Report		
Questionnaire Distributed	28	100
Questionnaire Returned	27	96
Questionnaire Used	25	89
Gender of Respondents:		

Male	15	60
Female	10	40
Total	25	100

Age Distribution of Respondents (years)		
39-49	12	48
50-59	13	52
Total	25	100

Marital status of Respondents;		
Married	21	84
Single	4	16
Total	25	100

Educational status of Respondents;		
HND/1 st Degree	15	60
Master's Degree	7	28
Ph.D	3	12
Total	25	100

Respondents' Years of working Experience;		
11-15	13	52
16-20	8	32
21-25	4	16
Total	25	100

Source: Research Data, 2023

Table 4.1 gives an illustration of the demographics of respondents. The field report indicates that, of the 28 copies of the questionnaire distributed to the directors of the companies, only 27 copies returned representing 96% of the total number of questionnaire distributed. Again, 25 copies representing 89% were validly used after data cleansing, editing. Coding. Gender distribution shows that, 15 respondents were male, representing 60% while 10 respondents were female, representing 40%. Thus, managerial level of the firms are most dominant by male directors. The age distribution of directors shows that, 12 respondents (48%) were within the age range of 39-49 years. 13 respondents (52) were within the age range of 50-59. This shows that, managerial level functions are executed by young executioners. The marital status of the directors shows that, 21 respondents (84%) were married while 4 respondents (16%) were single. This shows that, management level staff were made up of more married staff. Again, educational status distribution of the respondents revealed that, 15 respondents (60%) were HND/ 1st degrees. 7 respondents (28%) were with the master's degrees while 3 respondents (12%) were the Ph.D degrees. This shows that,

respondents are generally lightly educated. The directors years of working experience revealed that, 13 respondents (52%) has 11- 15 years working experience. 8 respondents (32%) has 16-20 years working experience. Again, 4 respondents 916% have 21-25 years working experience. Thus, respondents have reasonable years of working experience in the industry.

4.2 Bivariate Analysis

4.2.1 Test of Hypothesis

Ho₁: There is no significant impact of new customer interaction process on customer loyalty of telecommunications in Nigeria

H_{A1}: There is significant impact of new customer interaction process on customer loyalty of telecommunications in Nigeria

Table 4.2 Model Summary for New Customer Interaction Process and Customer Loyalty

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.978 ^a	.956	.954	.876

a. Predictors: (Constant), New Customer Interactions

Source: SPSS Version, 25.0

Hypothesis one shows the regression coefficient (R) of 0.978, which means new customer interactions process has positive and significant impact on customer loyalty. The coefficient of determination is 0.956 which means 96% of the changes of variations in customer loyalty is brought about by the independent variable, new customer interaction process. The remaining 4% changes or variation in customer loyalty cannot be explained by the independent variable, new customer interaction process but were due to stochastic variables or externalities.

Table 4.3 ANOVA for New Customer Interaction Process and Customer Loyalty

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	380.099	1	380.099	495.000	.000 ^b
Residual	17.661	23	.768		
Total	397.760	24			

a. Dependent Variable: Customer Loyalty

b. Predictors: (Constant), New Customer Interactions

Source: SPSS Version, 25.0

From the ANOVA table we have a probability value of 0.000 which is less than the critical value of 0.05. This means the null hypothesis was rejected and the research hypothesis accepted. Thus, there is significant impact of new customer

interaction process on customer loyalty of telecommunication firms in Nigeria metropolis.

Table 4.4 Coefficient for New Customer Interaction Process and Customer Loyalty

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.387	.652		2.127	.044
	New Customer Interactions	.884	.040	.978	22.249	.000

a. Dependent Variable: Customer Loyalty

Source: SPSS Version, 25.0

In table 4, the unstandardized coefficient indicate how much the dependent variable customer loyalty varies with the independent variable. As shown on the table, the intercept B₀ is 10387 indicating that the predicted value of customer loyalty without the contribution of new customer interaction process. I.e when new customer interaction process is equal to zero. However, the slope B₁ is 0.884 increase in customer loyalty. Furthermore, the standard error of the estimate is 0.040 which is the actual contribution of new customer interaction process in customer loyalty. Also, the probability value is 0.000 < 0.05, which means, new customer interaction process significantly predicts customer loyalty.

4.2.2 Test of Hypothesis 2

Ho₂: New Customer interaction process has no significant impact on perceived service quality of telecommunication firms in Nigeria.

H_{A2}: New Customer interaction process has significant impact on perceived service quality of telecommunication firms in Nigeria.

Model Summary for New Customer Interaction Process and Perceived Service Quality

Model Summary				
Model	R	Adjusted R Square	Std. Error of the Estimate	
1	.986 ^a	.973	.691	

a. Predictors: (Constant), New Customer Interactions

Source: SPSS, Version 25.0

Table 4.5 explained the second hypothesis which shows the regression coefficient (R) as 0.986. This means the independent variable, new customer interaction process has positive and significant impact on perceived service quality of telecommunication firms in Nigeria metropolis. The coefficient of determination (R²) is 0.973 which indicates that



97% of the changes or variations in the dependent variable, perceived service quality are brought about by the independent variable, new customer interaction process. The remaining 3% of the variations or changes in the perceived service quality were brought about by externalities or stochastic variables.

Table 4.6 ANOVA for New Customer Interaction Process and Perceived Service Quality

ANOVA ^a					
Model		Sum of Squares	df	Mean Square	F Sig.
1	Regression	397.992	1	397.992	834.581 .000 ^b
	Residual	10.968	23	.477	
	Total	408.960	24		

a. Dependent Variable: Perceived Service Quality

b. Predictors: (Constant), New Customer Interactions

Source: SPSS, Version 25.0

From the ANOVA table, we have a probability (p) value of 0.000, which is less than the critical value of 0.05. We therefore reject the null hypothesis and accept the alternate hypothesis which states; there is significant impact of new customer interactions process on perceived service quality of telecommunication firms in Nigeria.

Table 4.7 Coefficient for New Customer Interaction Process and Perceived Service Quality

Coefficients ^a					
Model		Standardized		t	Sig.
		Unstandardized Coefficients	Coefficients		
		B	Error Beta		
1	(Constant)	1.662	.514	3.234	.004
	New Customer Interactions	.905	.031	.986	.000

a. Dependent Variable: Perceived Service Quality

Source: SPSS, Version 25.0

Table 4.7, shows standardized coefficient of 0.986 and a corresponding probability value of 0.000 which is less than the critical value of 0.05. Therefore, we reject the null hypothesis and accept the alternate hypothesis which states; new customer interaction process has significant impact on perceived service quality of telecommunication firms in Nigeria metropolis.

Ho₃: New Customer Interaction process has no significant impact on customer commitment of telecommunication firms in Nigeria

H_{A3}: New Customer Interaction process has significant impact on customer commitment of telecommunication firms in Nigeria

Table 4.8 Model Summary for New Customer Interaction Process and Customer Commitment

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.973 ^a	.947	.945	1.109

a. Predictors: (Constant), New Customer Interactions

Source: SPSS, Version 25.0

Table 4.8 indicates the model summary for new customer interactions process and customer commitment. The regression coefficient (R) is 0.973 which reveals a significant impact of new customer interaction process on customer commitment. Again, the coefficient of determination (R²) is 0.947 which reveals that, 95% of the changes or variation in customer commitment are brought about by new customer interaction process. The remaining 5% of the changes or variations in customer commitment which cannot be explained by the model are brought about by external factors or stochastic variables.

Table 4.9 ANOVA for New Customer Interactions Process and Customer Commitment

ANOVA ^a					
Model		Sum of Squares	df	Mean Square	F Sig.
1	Regression	508.658	1	508.658	413.369.000 ^b
	Residual	28.302	23	1.231	
	Total	536.960	24		

a. Dependent Variable: Customer Commitment

b. Predictors: (Constant), New Customer Interactions

Source: SPSS, Version 25.0

From table 4.9, we have ANOVA for customer interaction process on customer commitment. The table revealed a probability (p) value of 0.000 which is less than the critical value of 0.05. We therefore reject the null hypothesis and accept the alternate hypothesis which states; new customer interaction process has significant impact on customer commitment of telecommunication firms in Nigeria

Table 4.10 Coefficient for New Customer Interaction Process and Customer Commitment

Coefficients ^a						
Model		B	Std. Error	Standardized Coefficient Beta	t	Sig.
1	(Constant)	-1.124	.825		-1.362	.186
	New Customer Interactions	1.023	.050	.973	20.331	.000

a. Dependent Variable: Customer Commitment

Source: SPSS, Version 25.0

From table 4.10, we have a standardized coefficient of 0.973 and a corresponding probability value of 0.000. Therefore, we reject the null hypothesis and accept the alternate hypothesis at the 0.05 level of significance. This means, new customer interaction process has significant impact on customer commitment of telecommunication firms operating in Nigeria metropolis.

Ho₄: There is no significant impact of new technological service delivery system on customer loyalty of telecommunication firms in Nigeria.

H_{A4}: There is significant impact of new technological service delivery system on customer loyalty of telecommunication firms in Nigeria

Table 4.11 Model Summary for New Technological Service Delivery System and Customer Loyalty

Model Summary				
Model	R	Adjusted R Square	Std. Error of the Estimate	
1	.979 ^a	.959	.957	.840

a. Predictors: (Constant), New Technological Service Delivery System

Source: SPSS, Version 25.0

Table 4.11 indicates the regression coefficient (R) of 0.976, which reveals significant impact of new technological service delivery system on customer loyalty. The R², which is the coefficient of determination (R²) is 0.959, which reveals that 96% of the changes or variations in customer loyalty are brought about by new technological service delivery system. However, the remaining 4% of the changes or variations in customer loyalty which cannot be explained by the model were brought about by stochastic variables or externalities.

Table 4.12 ANOVA for New Technological Service Delivery System and Customer Loyalty

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	381.533	1	381.533	540.794	.000 ^b
	Residual	16.227	23	.706		
	Total	397.760	24			

a. Dependent Variable: Customer Loyalty

b. Predictors: (Constant), New Technological Service Delivery System

Source: SPSS, Version 25.0

From the ANOVA table for new technological service delivery system and customer loyalty, we have a probability (p) value of 0.000 which is less than the critical value of 0.05. We therefore reject the null hypothesis and accept the alternate hypothesis at 95% confidence level. Thus, new technological service delivery system has significant impact on customer loyalty of telecommunication firms in Nigeria metropolis.

Table 4.13 Coefficient for New Technological Service Delivery System and Customer Loyalty

Coefficients ^a						
Model		B	Std. Error	Standardized Coefficient Beta	t	Sig.
1	(Constant)	2.187	.591		3.701	.001
	New Technological Service Delivery System	.871	.037	.979	23.255	.000

a. Dependent Variable: Customer Loyalty

Source: SPSS, Version 25.0

In table 4.13, we have the standardized coefficient of 0.979 and a corresponding probability value of 0.000 which is less than the critical value of 0.05. Therefore, the null hypothesis is rejected and the alternate hypothesis accepted at the 95% level of confidence. New technological service delivery system has significant impact on customer loyalty.

Ho₅: There is no significant impact of new technological service delivery system on perceived service quality of telecommunication firms in Nigeria metropolis

H_{A5}: There is significant impact of new technological service delivery system on perceived service quality of telecommunication firms in Nigeria metropolis.

Table 4.14 Model Summary for New Technological Service Delivery System and Perceived Service Quality

Model Summary				
Model	R	Adjusted R Square	Std. Error of the Estimate	
1	.986 ^a	.973	.699	

a. Predictors: (Constant), New Technological Service Delivery System

Source: SPSS version 25.0

Table 4.14 explained the model summary for new technological service delivery system and perceived service quality. The regression coefficient (R) is 0.986, indicating positive and significant impact of new technological service delivery system on perceived service quality of telecommunication firms in Nigeria metropolis. Again the coefficient of determination (R²) is 0.973, which revealed that 97% of the changes or variations in perceived service quality were brought about by the independent variable; new technological service delivery system. However, the remaining 3% of the changes which cannot be explained by the model were due to externalities or stochastic factors.

Table 4.15 ANOVA for New Technological Service Delivery System and Perceived Service Quality

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	397.733	1	397.733	814.776	.000 ^b
	Residual	11.227	23	.488		
	Total	408.960	24			

a. Dependent Variable: Perceived Service Quality

b. Predictors: (Constant), New Technological Service Delivery System

Source: SPSS version 25.0

Table 4.15 explained the ANOVA between new technological service delivery system and perceived service quality. From the model the probability (p) value is 0.000 which is less than the critical value of 0.05. We therefore reject the null hypothesis and accept the alternate hypothesis at the 95% level of confidence. Thus, new technological service delivery system has significant impact on perceived service quality of telecommunication firms in Nigeria metropolis.

Table 4.16 Coefficient for New Technological Service Delivery System and Perceived Service Quality

Coefficients ^a					
Model		Unstandardized Coefficients	Std. Error	Standardized	Sig.
				Coefficients	
1	(Constant)	2.510	.491		5.107
	New Technological Service Delivery System	.890	.031	.986	28.544

a. Dependent Variable: Perceived Service Quality

Source: SPSS version 25.0

Table 4.16 indicates the standardized coefficient of 0.986 and a corresponding probability value of 0.000 which is less than the critical value of 0.05. Thus, the null hypothesis is rejected and the alternate hypothesis is accepted at the 0.05 level of significance. Hence, there is significant impact of new technological service delivery system on perceived service quality.

H₀₆: There is no significant impact of new technological service delivery system on customer commitment of telecommunication firms in Nigeria metropolis.

H_{A6}: There is significant impact of new technological service delivery system on customer commitment of telecommunication firms in Nigeria metropolis.

Table 4.17 Model Summary for New Technological Service Delivery System and Customer Commitment

Model	R	Adjusted R Square	Std. Error of the Estimate
1	.989 ^a	.978	.710

a. Predictors: (Constant), New Technological Service Delivery System

Source: SPSS Output, Version, 25.0

Table 4.17 shows model summary of the impact of new technological service delivery system on customer commitment in a context specific of telecommunication firms in Nigeria metropolis. In the model we have the regression coefficient (R) at 0.989, this means, new technological service delivery system positively and significantly impact customer commitment of telecommunication firms in Nigeria metropolis. Again, the coefficient of determination (R²) is 0.978 indicating that 98% of the changes or variations in customer commitment were brought about by the independent variable, new technological service delivery system. However, the remaining 2% changes or variations in customer

commitment which cannot be explain by the model were due to external factors or stochastic variables.

Table 4.18 ANOVA for New Technological Service Delivery System and Customer Commitment

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	525.371	1	525.371	1042.705	.000 ^b
	Residual	11.589	23	.504		
	Total	536.960	24			

a. Dependent Variable: Customer Commitment

b. Predictors: (Constant), New Technological Service Delivery System

Source: SPSS Output, Version, 25.0

Table 4.18, we have the ANOVA for new technological service delivery system and customer commitment. In the model, we have the probability (p) value of 0.000 which is less than the critical value of 0.05, we therefore reject the null hypothesis and accept the alternate hypothesis which states, there is significant impact of new technological service delivery system on customer commitment in the context of telecommunication firms in Nigeria metropolis.

Table 4.19 Coefficient for New Technological Service Delivery System and Customer Commitment

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.418	.499		-.837	.411
	New Technological Service Delivery System	1.022	.032	.989	32.291	.000

a. Dependent Variable: Customer Commitment

Source: SPSS Output, Version, 25.0

Table 4.19, shows the coefficient for news technological service delivery system and customer commitment. In the model the standardized coefficient is 0.989 with a corresponding probability (p) value of 0.000, which is less than the critical value of 0.05. We therefore, reject the null hypothesis and accept the alternate hypothesis at the 95% level of confidence. Thus, new technological service delivery system significantly impact customer commitment in a

context specific of telecommunication firms in Nigeria metropolis.

Ho₇: New organizational service delivery system has no significant impact on customer loyalty of telecommunication firms in Nigeria

H_{A7}: New organizational service delivery system has significant impact on customer loyalty of telecommunication firms in Nigeria

Table 4.31 Model Summary for New Organizational Service Delivery System and Customer Loyalty

Model	R	Adjusted R Square	Std. Error of the Estimate
1	.989 ^a	.978	.610

a. Predictors: (Constant), New Organizational Service Delivery System

Source: SPSS, Version 25.0

Table 4.20, illustrates model summary for new organizational service delivery impact on customer loyalty in a context specific of telecommunication firms in Nigeria metropolis. In the model we have the regression coefficient (R) as 0.989, indicating a very strong positive and significant impact of new organizational service delivery system on customer loyalty in the context of telecommunication firms in Nigeria metropolis. Again, the coefficient of determination (R²) is 0.978 which means 98% of the changes or variations in customer loyalty were due to new organizational service delivery system. However, the remaining 2% changes on variations in customer loyalty which could not be explained by this model were due to external factors or stochastic variables.

Table 4.21 ANOVA for New Organizational Service Delivery System and Customer Loyalty

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	389.188	1	389.188	1044.217	.000 ^b
	Residual	8.572	23	.373		
	Total	397.760	24			

a. Dependent Variable: Customer Loyalty

b. Predictors: (Constant), New Organizational Service Delivery System

Source: SPSS, Version 25.0

Table 4.21 indicates ANOVA for new organizational service delivery system and customer loyalty. From the model we have a probability (p) value of 0.000 which is less than the critical value of 0.05. We therefore, reject the null hypothesis and accept the alternate hypothesis which state new organizational service delivery system has significant impact on customer loyalty in the context of telecommunication firms in Nigeria metropolis.

Table 4.22 Coefficient for New Organizational Service Delivery System and Customer Loyalty

Coefficients ^a					
Model		Unstandardized Coefficients	Standardized Coefficients	t	Sig.
1	(Constant)	.877	.465	1.888	.072
	New Organizational Service Delivery System	.943	.029	.989	32.314 .000

a. Dependent Variable: Customer Loyalty

Source: SPSS, Version 25.0

From table 4.22, we have standardized coefficient of 0.989 and a corresponding probability value of 0.000, which is less than the critical value of 0.05. Thus, we reject the null hypothesis and accept the alternate hypothesis which states; new organizational service delivery system has significant impact on customer loyalty of telecommunication firms in Nigeria metropolis.

H₀: There is no significant impact of new organizational service delivery system on perceived service quality of telecommunication firms in Nigeria

H_A: There is significant impact of new organizational service delivery system on perceived service quality of telecommunication firms in Nigeria.

Table 4.23 Model Summary for New Organizational Service Delivery System and Perceived Service Quality

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.984 ^a	.968	.967	.750

a. Predictors: (Constant), New Organizational Service Delivery System

Source: SPSS, Version 25.0

Table 4.23, explained the model summary for new organizational service delivery system and perceived service quality. The model revealed the regression coefficient (R) at 0.984 which means new organizational service delivery system has positive and significant impact on perceived service quality in a context specific of telecommunication firms in Nigeria metropolis. Again, the coefficient of determination (R²) is 0.968, which implies, 97% of the changes or variations in perceived service quality were brought about by changes in new organizational service delivery system. The remaining 3% changes or variations in perceived service quality which were not accounted for by the independent variable, new organizational service delivery system were due to externalities or stochastic variables.

Table 4.24 ANOVA for New Organizational Service Delivery System and Perceived Service Quality

ANOVA ^a					
Model		Sum of Squares	df	Mean Square	Sig.
1	Regression	396.006	1	396.006	703.122 .000 ^b
	Residual	12.954	23	.563	
	Total	408.960	24		

a. Dependent Variable: Perceived Service Quality

b. Predictors: (Constant), New Organizational Service Delivery System

Source: SPSS, Version 25.0

Table 4.24 shows the ANOVA for new organizational service delivery system and perceived service quality. From the model we have a probability (p) value of 0.000 which is less than the critical value of 0.05. We therefore, reject the null hypothesis and accept the alternate hypothesis which states; there is significant impact of new organizational service delivery system on perceived service quality in a context specific of telecommunication firms in Nigeria metropolis.

Table 4.25 Coefficient for New Organizational Perceived Service Quality

Coefficients ^a					
Model		Unstandardized Coefficients	Standardized Coefficients	t	Sig.
1	(Constant)	1.351	.571	2.366	.027
	New Organizational Service Delivery System	.951	.036	.984	26.516 .000

a. Dependent Variable: Perceived Service Quality

Source: SPSS, Version 25.0

Table 4.25 explained the coefficient for new organizational service delivery system and perceived service quality. In the model, we have a standardized coefficient of 0.984 and a corresponding probability value of 0.000, which is less than the critical value of 0.05. Thus, the null hypothesis is rejected at the 95% level of confidence. New organizational service delivery system has significant impact on perceived service quality of telecommunication firms in Nigeria metropolis.

H₀₉: There is no significant impact of new organizational service delivery system on customer commitment of telecommunication firms in Nigeria

H_{A9}: There is significant impact of new organizational service delivery system on customer commitment of telecommunication firms in Nigeria.

Table 4.26 Model Summary for New Organizational Service Delivery System and Customer Commitment

Model	R	Adjusted R Square	Std. Error of the Estimate
1	.987 ^a	.975	.974

a. Predictors: (Constant), New Organizational Service Delivery System

Source: SPSS, Version 25.0

Table 4.26 illustrates the model summary for new organizational service delivery system and customer commitment. In the model we have the regression coefficient (R) at 0.987 which reveals that new organizational service delivery system has positive and significant impact on customer commitment. Again, the model also shows the coefficient of determination (R²) at 0.975 which shows that 98% of the changes or variations in customer commitment were brought about by new organizational service delivery system. However, the model could not explain 2% of the changes or variations in customer commitment which were due to externalities or stochastic variables.

Table 4.27 ANOVA for New Organizational Service Delivery System and Customer Commitment

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	523.338	1	523.338	883.598	.000 ^b
	Residual	13.622	23	.592		
	Total	536.960	24			

a. Dependent Variable: Customer Commitment

b. Predictors: (Constant), New Organizational Service Delivery System

Source: SPSS, Version 25.0

Table 4.27 indicates the ANOVA for the impact of new organizational service delivery system on customer commitment. The model reveals the probability (p) value of 0.000 which is less than the critical value of 0.05, we therefore, reject the null hypothesis and accept the alternate hypothesis at the 95% level of confidence. Thus, new organizational service delivery system has very strong positive and significant impact on customer commitment of telecommunication firms in Nigeria metropolis.

Table 4.28 Coefficient for New organizational Service Delivery System and Customer Commitment Coefficients^a

Model	Unstandardized Coefficients	Std. Error	Standardized Coefficients	t	Sig.
1	(Constant)	-1.754	.586	-2.996	.006
	New Organizational Service Delivery System	1.093	.037	.987	.000

a. Dependent Variable: Customer Commitment

Source: SPSS, Version 25.0

Table 4.28 illustrates the coefficient for new organizational service delivery system and customer commitment. In the model we have the standardized coefficient of 0.586 and a corresponding probability value of 0.006 which is less than the critical value of 0.05. We therefore reject the null hypothesis and accept the alternate hypothesis at the 95% level of confidence. Thus, new organizational service delivery system has significant impact on customer commitment in the context of telecommunication firms in Nigeria metropolis.

5. Discussions of Findings

This study investigated the impact of new customer interaction process on the measures of customer retention; customer loyalty, perceived service quality and customer commitment in the context of telecommunication firms in Nigeria metropolis. The study employed a causal investigation and it was revealed that new customer interaction process positively and significantly impact customer loyalty, perceived service quality and customer commitment respectively. Again, new customer interaction process significantly account for changes of these foregoing variables. Thus, new customer interaction processes positively and significantly impact customer retention of telecommunication firms in Nigeria metropolis.

The findings above are highly supported with the works of Nasir (2017), the scholar investigated the association between customer retention strategies and customer loyalty in the context of companies in Instabael. The study employed qualitative research methodology and the findings revealed that customer retention strategies such as service innovation, relationship marketing, customer relationship management positively and significantly associate with customer loyalty. Thus, our empirical findings are also in agreement with the study of Boadu (2019), the author studied the relationship between customer relationship management and customer retention in a context specific of insurance companies in Ghana. The study employed mixed research methods and the findings is that customer relationship management positively

and significantly correlates with customers retention of Ghana insurance companies.

Furthermore, our empirical findings are also corroborated with Ghavami and Olyaei (2006), the scholars studied the impact of customer relationship management on customer retention in the context of service organizations in Lucea. The study employed mixed research methods and the findings are that customer relationship management positively and significantly impact customer retention. This is also in line with the study of Lilik and Mohamad (2020), the scholars evaluated the enhancement of customer retention using customer relationship management approach in a car loan businesses. The study employed structural equation modeling and the findings of the study are that customer perceived value, corporate image and service quality have significant effect on customer satisfaction. However, switching barriers have significant effect on customer retention.

Moreso, this study findings are in agreement with the study of Behravan and Rahman (2012), the authors examined customer relationship management constructs under social networks towards customers' retention. The study employed chi-square statistical tool and the findings revealed that customer relationship management positively and significantly relates with customer retention. This is also in line with Chuang *et al* (2012), the scholar investigated the impact of customer interactions on customer loyalty in the context of Taiwan's international tourist hotels. The study employed structural equation modeling and the findings indicates that customer interactions positively and significantly impact customer loyalty of Taiwan's international tourist hotel. Importantly, service quality and trust positively and significantly mediate the impact of customer interactions on customer loyalty in the context of Taiwan's international tourist hotels.

In addition, the findings of this study is associated with Barrack *et al.* (2013), the study investigated the impact of organizational customers retention strategies on customer satisfaction in the context of equity bank in Kenya. The study employed qualitative research methods and the findings indicates that organizational customers' retention strategies positively and significantly impact customer satisfaction in the context of equity bank in Kenya. This findings are corroborated with the works of Natukunda (2011), the study evaluated the nexus between customer relationship management and customer retention in the context of capital shoppers supermarkets. The study made use of correlational research design with the help of the Pearson Product Moment Correlation. The findings of the study shows that customer relationship management positively and significantly correlates with customer retention in the context of capital shoppers supermarkets in Uganda.

The empirical study is also supported with the study findings of Muhamad and Waqas (2016), the authors studies the correlation between customer focus and organizational performance in the context of telecommunication organization Pakistan. The study employed confirmatory factor analysis

(CFA), the Pearson Product Moment Correlation and the multiple regression analysis. The study finding revealed that customer focus has positive and significant relationship with organizational performance through the mediating influence of competitive advantage. It was also revealed that customer focus has significant and positive impact on organizational performance. Thus, customer focus has both relationship and influence on organizational performance in the context of telecommunication companies in Pakistan. This is also corroborated with Torsten (2014), who discovered that customer orientation of firms positively and significantly impact customer satisfaction. The author employed quantitative research methods.

This study findings are also validated with empirical works. Gilanninia and Mousavian (2011), study is in agreement with our findings. The scholars examined the role of the relationship industry with focus on customer loyalty in a context specific of the banking industry in Iran. The study employed mixed research methods and the findings of the study is that, relationship marketing improves customer orientation which in turn significantly enhance customer loyalty of banks in Iran. This is also in line with Yaacob (2014) who studied the direct and indirect effect of customer focus on performance in the context of public institution. The study employed confirmatory factor analysis (CFA) and the chi-square statistical tools. The findings is that customer focus has significant impact on business performance of public institutions. Again, customer focus has significant impact on business performance through the mediating influence of customer satisfaction. The study concluded that customer interactions has a significant effect on customer satisfaction, employee satisfaction, innovation and customer retention.

Similarly, our empirical findings are in support with studies. Nwokah and Maclyton (2006) studies on customer focus and business performance is highly supportive. The authors investigated the impact of customer focus on business performance in the context of good and beverage organizations in Nigeria. The study employed quantitative research method with the aid of regression analysis and the findings revealed weak impact of customer focus on business performance. This weak impact on business performance may be due to Nigeria government policy, new product development, diversification, innovation and the devaluation of the Nigerian currency. Again, our study findings are corroborated with the study of Boamah (2014), who examined the impact of customer service on performance in a context specific of telecommunication companies in Ghana. The study made use of quantitative research methods and findings indicates that customer service positively and significantly impact business performance of telecommunication companies in Ghana.

Importantly, the findings of our study are validated with the empirical works of Cavaliene, Khan and Sundram (2021) the scholars investigated the impact of customer relationship management on customer satisfaction and retention with the mediating influence of service quality in the context of Lebanese banking industry. The study employed quantitative

research methods and the findings indicates that customer relationship on customer satisfaction. Again, customer relationship management has significant impact on customer retention. Service quality significantly mediate the impact of customer relationship management on customer satisfaction and retention. This is also supported with Etim *et al.* (2021), the scholars examined the effect of relationship marketing on customer retention in the context of telecommunication industry in Nigeria. The study made use of qualitative research design and the findings of the study indicates that relationship marketing positively and significantly influence customer retention in the context of telecommunication industry in Nigeria. Thus, new customer interaction process of telecommunications firms in Nigeria metropolis significantly improves customer retention of such companies.

This study investigated the impact of new technological service delivery system on the measures of customer retention; customer loyalty, perceived service quality and customer commitment in the context of telecommunication firms in Nigeria metropolis. The study made use of causal investigation and it was revealed that, new technological service delivery system positively and significantly impact customer loyalty, perceived service quality and customer commitment respectively. New technological service delivery system significantly account for the variations or changes of the dependent variables. Thus, new technological service delivery system positively and significantly impact customer retention of telecommunication firms in Nigeria metropolis.

The foregoing findings corroborates previous studies in the empirical literature. The findings of our study are supported with the works of Didia and Akani (2020), the scholars examined the association between service delivery strategies and customer loyalty in the context of online retailers in Rivers State. The study employed the Spear Man Rank Order Correlation and the findings revealed that service delivery strategies positively and significantly associate with customer loyalty. The study conclude that service delivery strategies such as timelines and responsiveness significantly associate with customer loyalty. Service delivery strategies significantly enhance customer retention. This is also supported with the empirical study of Wasike, Calebb and Otiso (2016), the scholars investigated the effect of technological innovations on customer loyalty in the context of commercial banks in Eldoret town. The study employed multiple linear regression model and the findings indicates that technological innovation significantly improves customer loyalty.

Furthermore, Kucia *et al.* (2021), studied the nexus between technology implementation and customer value management in the context of sustainable development. The study was conducted with individual respondents from Poland with a sample of 1134 and the research employed quantitative research method. The findings of the study revealed that new technological adoption significantly enhance customers' value in a context specific of customers in Poland. Thus, our empirical findings are also corroborated with Becker, Greve and Albers (2019), the authors evaluated the impact of technological and organizational implementation of customer

relationship management on customer acquisition, maintenance and retention. The study employed a quantitative research methods and the findings revealed that, both technological innovation and organizational processes significantly enhance customer acquisition.

Moreso, our empirical evidences through this study are corroborated with the study of Christian and Titus (2020), the authors examined the impact of self-service technology on customer retention in the context of retail bank customers in Nigeria. The study made use of multiple regression analysis and the findings of the study indicates that new technologies improves customer loyalty in the context of deposit money banks in Anambra State Nigeria. This is also supported with Wasike (2016), the scholar evaluated the effect of technological innovations on customer retention in the context of commercial banks in Eldoret town. The study made use of multiple regression analysis and the correlational analysis. The findings of the study are technological innovation significantly and positively impact customer loyalty. Again, the introduction of new technologies improves customers' services and brings about their loyalty.

In addition, the findings of this study is highly supported with the empirical works of Wagner (2021), the author studied the nexus between technology adoption and customer service. The study employed a quantitative research design and the findings of the study indicates that technology adoption positively and significantly improves customer service. Our findings are also in agreement with Karthikey and Soniya (2016), the scholars investigated the relationship between information technology adoption and customer satisfaction in the context of banking technological services in India. The study employed F and T test statistical tools and the findings results that information technology adoption significantly improves customer satisfaction in the context of deposit money banks in India.

Importantly, the findings of our study are corroborated with Wickbom (2017), the author studied the association between digitalization and customer service. The study employed qualitative research methodology and the findings of the study indicates that adoption of digitalization improves customer service. Again, our study findings corroborates with Kumar, Syed and Pandey (2021), the authors studied the impact of online resource/technology adoption on small and medium enterprise performance. The study adopted a quantitative research methods with a causal investigation. The findings of the study revealed that, online resource and technology adoption significantly and positively impact SMEs' performance. Embracing the use of online resources and digital technologies significantly improves the performance of business organization.

More importantly, the findings of our empirical study is in agreement with previous studies. Alsiehemy (2019), carried out an assessment of customer retention with self-service technologies, a model of development. The study employed a qualitative research method and the finding of the study is that self-service technologies positively and significantly correlate

with customer retention. This is also supported with Thi and Yang (2014), the scholars investigated the effect of service innovation on customer retention, an integration of customer satisfaction. The study was domesticated in the telecom sector in Vietnam with the aid of the confirmatory factor analysis (CFA) and the structural equation modeling. The findings of the study indicates sufficient influence of service innovation on customer retention.

The findings of our study is strongly validated with the works of Akaninyene (2022), the author examined the relationship between customer service delivery and customer retention in the context of MTN Nigeria Plc. The study employed the Pearson Product Moment Correlation for the test of significance. The findings of the study revealed positive and significant relationship between customer service speed and customer service quality and customer retention. There is positive and significant relationship between effective communication and customer retention. Importantly, there is significant relationship between commitment to service and customer retention. The researcher concludes that good customer service delivery mediated by service technologies significantly improves customer retention. This is highly supported with the works of Muamad and Kalthom (2014), the scholars investigated the impact of technology CSF's on customer satisfaction and the role of trust in the context of the banking industry in Malaysia. The study made use of confirmatory factor analysis and the structural equation modeling and the findings of the study revealed that technology CFS positively and significantly affect customer satisfaction.

The research findings of our work are corroborated with Kempers (2020), the author studied the effect of new technologies on customer satisfaction in the context of the aviation sector in the United Kingdom. The study employed a quantitative research methods and the finding of the study is that, new technological service delivery system positively and significantly enhance customer satisfaction. Again, our findings are also in agreement with Okoya *et al.* (2018), the scholars investigated technology based financial services delivery and customer satisfaction in the context of Nigerian banking industry. The study made use of regression analysis and the finding of the study is that technology based financial services delivery system significantly improves customer satisfaction in the context of Nigeria's banking industry. This is also in line with Arshad and Su (2015), the scholars studied the inter-linking service delivery innovation and service quality in a context specific of China's service organizations. The study made use of qualitative research method and the findings of the study shows that service delivery innovation significantly improves service quality. Again, service delivery innovation significantly improves customer retention through the mediating influence of service quality. Thus, new technological service delivery system significantly enhances customer retention in the context of telecommunication firms in Nigeria metropolis.

This study investigated the impact of new organizational service delivery system on the measures of customer

retention; customer loyalty, perceived service quality and customer commitment in a context specific of telecommunication firms in Nigeria metropolis. The study employed a causal investigation and it was revealed that, new organizational service delivery system positively and significantly impact customer loyalty, perceived service quality and customer commitment respectively. New organizational service delivery system significantly account for changes or variations of the foregoing dependent variables. Thus, new organizational service delivery system positively and significantly impact customer retention of telecommunication firms in Nigeria metropolis.

The findings of this study is in agreement with previous research works in the empirical literature. The findings of our study is highly supported with Chandrashekar *et al.* (2007), which is also validated with Peko, Agbaru and Feglo (2014), the authors evaluated the nexus among services delivery, customer satisfaction and customer delight in the context of real estate business in Ghana. The study made use of quantitative research methods and the findings indicates service delivery system has positive and significant relationship with customer satisfaction and customer delight. Again, there is positive correlation between service delivery and customer satisfaction. Our findings are also in line with Akani (2020), the scholar investigated service delivery strategies and customer loyalty in a context specific of online retailers in Rivers State. The study employed the Spear man Rank Order Correlation and the findings of the study revealed that service delivery strategies positively and significantly associate with customer loyalty.

The empirical results of this study is corroborated with the works of Anning-Dorson, Christian and Nyamekye (2020), the scholars examined the relationship between organizational culture and customer service delivery. The study employed a qualitative research design and the finding is that organizational culture improves customer service delivery. Again, organization with effective service delivery improves service quality and enhance customer satisfaction and loyalty. This is also supported with Abdulfataw (2015), the scholar investigated the association between quality service delivery and customer retention in the context of banking industry in Ghana. The study adopted a qualitative research strategy and the finding of the study revealed positive and significant association between quality service delivery and customer retention of banks in Ghana. Again, customer relationship management positively moderates the association between quality, service delivery and customer retention of banks in Ghana.

Furthermore, our findings are supported with Preko, Agbanu and Feglo (2014), the scholars evaluated the relationship among service quality, customer satisfaction and customer delight in the context of real estate industry in Ghana. The result of the study indicates that, service delivery system in an organization lead to customer satisfaction and customer delight in a context specific of real estate companies in Ghana. The findings of our study is also in agreement with Arshad and Su (2015), the study evaluated the link between

service delivery innovating in the workplace and service quality. It was revealed that organizational service delivery innovation significantly improve service quality which leads to customer satisfaction, loyalty and retention.

Moreso, this study findings are corroborated with Trengganaan et al. (2021), the scholars studied the effectiveness of strategies to achieve customer loyalty, the mediating role of relationship marketing and customer retention in the context of online retailers. The study employed path analysis model and the findings indicates that innovative organizational service delivery system enhance customer loyalty and customer retention through the mediating influence of relationship marketing. Again, our empirical works is supported with Wallenburg and Lukassen (2011), the scholars evaluated the proactive improvement of logistics service providers as driver of customer loyalty. The study employed structural equation modeling and the findings of the study revealed that logistics services positively and significantly impact customer loyalty.

In addition, the findings of this empirical works are highly validated with studied. Obed (2022), is highly supportive. The scholar investigated the relationship between customer service delivery and organizational performance in the context of service organization. The study employed mixed research methods and the findings of the study is that customer service delivery significantly improves organizational performance through the mediating influence of customer relationship management. Again, our study findings are in agreement with Mills and Parny (2011), the scholars evaluated the multi-organizational approach to service delivery. The study employed qualitative research methods and the findings revealed that, multi-organizational approaches such as new customer interactions, new technological service delivery and new organizational service delivery system significantly improve service delivery and bring about customer satisfaction to loyalty and retention. Multi-organizational service approaches enhance customer retention.

Importantly, our empirical study findings are in agreement with Kostopoulos, Lodorfos and Kaminakis (2019), the scholars studied the impact of service delivery system effectiveness on service quality in the context of hotel services sector in Greece. The study employed a quantitative research method and the findings of the study revealed that service delivery system positively and significantly impact service quality in a context specific of hotel services industry in Greece. Thus, new technological service delivery system significantly enhance customer retention of telecommunication firms in Nigeria metropolis.

6. Conclusions

This study investigated the impact of service innovation and customer retention in a context specific of telecommunication firms in Nigeria. From the empirical results we conclude that, service innovation and its dimensions; new customer interaction process, new technological service delivery system and new organizational service delivery system significantly enhance customer retention and its measures; customer

loyalty, perceived service quality and customer commitment in the context of telecommunication firms in Nigeria. Again, organizational culture significantly mediates the impact of service innovation on customer retention of telecommunication firms in Nigeria.

7. Recommendations

The following recommendations are made;

- i. The telecommunication firms in Nigeria should design and develop new customer interactions interfaces and processes in the market. This will drive customer loyalty, enhance service quality and customer commitment and significantly improve customer retention of telecommunication firms in Nigeria.
- ii. The institutions in the telecommunication industry in Nigeria should adopt new technological service delivery system in the market. This will enhance customer loyalty, service quality and customer commitment and significantly improve customer retention of telecommunication firms in Nigeria.
- iii. Telecommunication companies operating in Nigeria should periodically take stock of developing new and innovative organizational service delivery system to enhance customer service and loyalty, perceived service quality and customer commitment. This will significantly improve customer retention and bring about customer life time value advantages for the telecommunication firms in Nigeria.
- iv. The telecommunication companies in Nigeria should institute service innovation culture throughout their value delivery chain. This will significantly enhance customer satisfaction and loyalty and improve customer retention in the telecommunication market in Nigeria.

8. Contribution to knowledge

Several studies have been carried out by scholars linking service innovation with business performance outcomes in different cultures, industries and methodologies context (Woo et al., 2019; Gabriel & Marques, 2020; Obrahim & Yusheng, 2020; Bligin & Adiguzel, 2021; Makgopa, 2019; Mahmoud, Hinson & Anim, 2017). However, the causal relationship between service innovation and customer retention in the context of telecommunication industry in Nigeria was neglected by previous studies. Again, investigating the moderating influence of organizational culture on the impact of service innovation on customer retention was also omitted by previous scholars. This study was able to fill these gaps in the existing literature and the results.

9. Suggestion for Further Studies:

Further researchers and scholars should replicate this research work in other industries in Nigeria, other nations and cultures. Researchers can also introduce technology as a mediating variable on how best it can drive service instructions impact on customer retention. This is to find out whether consistency or difference in future research efforts will be achieved compared to our existing research results.

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