

Determinants of Customer Satisfaction in Cellular Industry of Pakistan

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Abstract

This paper aims to identify the factors which contribute significantly towards customer satisfaction in the fast growing telecommunication and cellular industry of Pakistan. Low tariff rates, widespread network and good call quality have kept the Pakistani cellular networks' market growth escalating. Yet, great threats and serious challenges loom for existing clientele management and the attainment of higher growth. The golden solution for this dilemma is the retention of existing clientele via higher customer satisfaction. The aim of this research is to search for the factors which contribute to customer satisfaction for the cellular mobile service companies in Pakistan. A survey was conducted. Preliminarily a qualitative research, followed upon by a questionnaire providing quantitative data were used. Obtained results established a multidimensional assemble for customer satisfaction in the communication sector of Pakistan's cellular phone organizations hinting towards the conjecture that a cellular phone user's satisfaction in Pakistan comprises of (i) the tariff, (ii) quality of the call and (iii) services offered to the customer. These findings are in lieu of the previously conducted researches in numerous other countries.

Keywords: Customer satisfaction, customer service, call quality, tariff, telecom sector, Pakistan.

1. Introduction

The market of cellular phones is multiplying at an alarming rate. The urge to attract new customers as well as maintaining the existing ones is now more than ever. Hence, customer satisfaction is the quintessential ingredient in the success recipe for the cellular company bigwigs.

In these modern times, trade, commerce, research, education, health, agriculture and numerous other categories of socio-economic activities of the world are counting on access to telecommunication. Thus the telecommunications sector of any country contributes significantly to the socio-economic well-being of the nation. Cell phones are the typical and most convenient source of communication for the population living at great distances from each other within Pakistan. The advent of cell phones has escalated economic growth by means of widespread advertising for newborn businesses and has promoted overall quality of life among the masses. The infrastructure within the telecommunication industry can be a sturdy pointer of the development of the economy. It is an asset that has been multiplying economic growth by not only providing employment but also bringing about a great deal of improvement in overall efficiency of businesses, hence leading to foreign investments. Several operators popularized the cellular phone service of Pakistan by inaugurating a new means of communication for the general public. Obviously, the aspiration of any organization is to be involved with its customers in a lasting relationship, the question remains as to why a customer would want a lasting bond with an organization, services brand, the service quality or its merchandise? With growing awareness and needs of the customer regarding quality communication modes has also instigated the enormous growth in the whole telecom/cellular industry specifically in Pakistan.

The telecom sector has been chosen due to major upward shift in its growth rate. With the increase of its growth, the competition in the market has become tougher than earlier. Now the telecom service operators are confronting competition and the only way left for survival is to ensure customer satisfaction. However, customer satisfaction cannot be achieved unless they introduce exclusive value added services that would lead to long term bonding of the service provider with the customer.

The cellular phone density in Pakistan has shown a hike of almost 32% in 2007 i.e. 0.22% to 32.07% and now widened by 4.84 million in 2009-10. According to PTA, mobile density was noted as 59.80% in May, 2010 with 0.72% growth rate (Telechemy, s 10th WWW user survey (n,d)).

The telecom industry in Pakistan has shown sudden incline in last ten years yet very few studies have been conducted to identify and explore the parameters of customer satisfaction. The highly competitive market like telecom/cellular service providers, the customer perception is result of customer satisfaction. The customer's perception is antecedent of customer satisfaction in the market where competition is high such as telecommunication market there is need for ultimate so that customers can be retained (Cronin & Taylor, 1992; Parasuraman *et al.*, 1991).

1.1 Objectives of the Study

This study intends to find out customer satisfaction in most revolutionary growing industry of Pakistan. From the satisfaction factor, this study aims to identify the crucial factors that are responsible in choosing the (telecom) service providers. Following are the objectives of this paper:

- To assess the effect of call quality on customer satisfaction
- To assess the effect of customer service on customer satisfaction
- To assess the effect of tariff on customer satisfaction

1.2 Limitations of the Study

- The internet information may be irrelevant
- The time will be a major constraint
- The respondents may be biased
- Effect of 3G technology has not been taken into consideration as its evolving in Pakistan

1.3 Scope of the Study

The scope of this study is to obtain the basic knowledge of the customer satisfaction on the basis of several factors that are contributing towards it.

2. Literature Review

As our research focus on customer satisfaction in cellular industry, some previous researches relating to this topic are discussed below:

Islam. M (2009) conducted research in Bangladesh in the telecom sector while focusing the several choices made by the customers in terms of several service providing brands shaping the customer's choice of brands in telecommunication sector. This helped to break into the important factors determines the choice of the customers in the fast growing telecommunication sector in Bangladesh through some statistical analysis. While probing into the services of telecom companies, it has also addressed the choices and selection of preferences made by customers and limitations of service providers while taking Aktel GSM as a case study. These variables were tested (i) Age of the respondents and length of phone use (ii) Occupation of the respondents and type of Sim card used. (iii) Age of the respondents Vs reasons for using the Aktel Sim (iv) Occupation of the respondents Vs per month expenditure of the subscribers (V) Length of phone use Vs cause behind for the intention to change the Aktel Sim. Through the analysis, some limitations of the mobile service providers were identified. The most important finding of the analysis is that customers claimed some problems in their network system. It was found that some of the customers of Aktel hardly got connected after calling more then 4 to 5 times. This problem occurs especially in case of connecting outside Dhaka.

According to Goode & Moutinho (1996) and Oliver (1989), the customer satisfaction holds a valuable place for consumer wherein expectation pertaining to the performance of the product or service is fulfilled. The previous studies also unveil that there are two separate concepts of customer satisfaction for the consumer. Some consumers conceptualize as transaction specific i.e. only one time evaluation after purchase (Oliver, 1977).

However, on the other way around, there is also overall evaluation after consumption of the product for certain time period (Anderson *et al.*, 1994; Fornell, 1992; Fornell *et al.*, 1996). The overall evaluation concept seems to be more relevant to the services specifically in case of cellular service providers. There are several indicators to determine customer satisfaction. The measurement of customer satisfaction through measuring quality of the service was introduced for the first time by (Parasuraman *et al.*, (1988). It was realized that the quality of the service is having unique nature and entirely different from the quality of the product. This resulted in generation of multidimensional service quality model known as SERVQUAL (Cronin & Taylor, 1992). The model explains that the quality of service is initially difference between the expectations possessed by the customers regarding service provider firm and the value of actual performance of the service provider within the same group (Parasuraman *et al.*, 1991).

The basic argument raised against this model is related to its adaptation of expectation rather than evaluating the

attitude (Cronin & Taylor, 1992). The critics argued that measuring the performance of service provider is more suitable dimension to identify and measure service quality as it is attitude of the customer/consumer in its real nature. (Sureshchandar *et al.*, 2001)

Yet, several researchers concluded that tangible services are key antecedents to customer satisfaction. As far as service sector is concerned, the previous studies are more focused towards service quality (Patterson *et al.*, 1997; Sharma & Ojha, 2004). According to the study conducted by Bolton & Drew (1991), the linkage between customer satisfaction and the quality of service seems to be reciprocal in its nature. Previous studies can also be bifurcated as under:

- i) “one considers a satisfied customer perceived high about service quality” (Bolton & Drew, 1991)
- ii) “the service quality leads to customer satisfaction” (Antreas & Opolos, 2003; Cronin & Taylor, 1992; Spreng & MacKoy, 1996).

Previous studies also show that these both factors are strongly correlated. The research on this relation is still in its primary phase in spite of fast growth in the telecom industry (Aydin & Özer, 2006; Sharma & Ojha, 2004; Woo & Fock, 1999). According to a survey conducted in Hong Kong by Woo & Fock (1999), transmission quality and coverage of the network are most important factors contributing toward customer satisfaction. It is, however, equally emphasized that customer satisfaction increases loyalty in the mind of customers and help the company to sustain its revenues. On the other hand, the manufacturing concerns are dependent upon the continuity of service with an objective to strengthen relation with the customer (Sharma & Ojha, 2004). Moreover, ensuring the provision of quality to satisfy customers is more critical for retention of customers (Brown & Gulycz, 2001).

Another study conducted by R. Buvaneswari (2013) reveals that upon launching of the cellular service in Mannargudi Town, the subscription by the people becomes satisfactory and steady. A large number of subscribers have expressed that Aircel is providing better service in comparison to other cellular companies. The market of the town is continuously expanding and not stagnant or saturated. On the other hand, the slight change in tariff rates and lack of awareness among masses has made it difficult for the company to maintain its growth. It has been identified that the company can increase its current subscribers by enhancing its quality and area of coverage.

Kalavani (2006) have analyzed that a large number of users have shown positive response towards quality of the service as majority of the respondents have given a favorable opinion towards the services including some problems that requires attention of the service providing companies. The author has also analyzed that there is also dire need to linkup the gap that exists between expected services quality in the mind of customers and the actual performance to attain customer satisfaction.

Kumar (2008) has stated as far as services are concerned the telecom and cellular industry is most vibrant and attractive as it is growing rapidly. In India, the telecom density is not as wider as it is in the world as a major part of the market is yet to be covered.

Seth *et al.* (2008) also analyzed the importance of service quality and its attributes. The authors have concluded that responsiveness is the main anchor which is also followed by quality perceived by the customer, convenience and reliability. This would enable the service providers to focus their resources in the areas of importance. This research also resulted in development of valid instrument to asses perceived service quality for cellular services.

Fernandez (2007) analyzed that value added services provided by the cellular companies proved to be a rising star in the industry. The person can also observe the nature of the bargaining powers between mobile network operators and content aggregators.

According to E. Samuel (2006), the telecom/cellular companies in Nigeria have identified the importance of customer satisfaction and also adopted it as a prime objective. This study investigated the overall customer satisfaction and its linkage between factors that are having influence on it. The results of the study indicated that around 57% of the sample population was satisfied and only 5% were highly satisfied. It has also pointed out that the combination of the billing, quality of network and customer support has strong relationship with customer satisfaction. On the other hand, the demographic attributes have weak relationship with customer satisfaction.

2.2 Reasons for Growth and the Future of the Cellular Industry in Pakistan

Khalid (2006) analyzed that there is immense potential of growth in Pakistan’s telecom/cellular industry. The

author discussed several factors which are key determinants of growth in telecom/cellular industry like attractive call charges/ improving quality of services/increasing number of subscribers and wide network coverage. For the purpose of the study, data from both consumers and service providing companies was collected through interviews and primary surveys. It also helped to get awareness of consumer insight in comparison to cellular services. The findings of the research established the most important factors amongst quality, tariff and additional services provided by the companies. The second part of the research focused on the cellular companies themselves. In-depth interviews of key personnel at the cellular companies were conducted to gather information such as the future trends in call charges, introduction of new value added services etc. The results of these interviews were subjective and were achieved through qualitative judgmental methods such as expert opinion and past experience. The research looked at two aspects of the cellular industry. It first tried to establish the consumer psyche and the factors that affect the decisions of the consumers. Factors such as price, quality of service, network coverage etc. was looked upon.

Butt. M, Cyril. E (2009) conducted another research on telecom/cellular sector of Pakistan. The authors identified that competition and urge to get better value and service quality makes the customers to switch their networks. The dilemma of switching one network to another gives birth to challenging environment for the operating firms in managing their existing clientele. The author has aimed to expand the knowledge while exploring the factors that are contributing to customer satisfaction in Pakistani mobile cellular services. It can be said for sure that the future prospects of the growth in the mobile service providers are very bright and the current scenario is very welcoming for new advances. The people of Pakistan are also taking up the habit of using the mobile phone services in their day to day affairs and appreciating the new services being provided by the service providers. The market is also full of innovative second hand mobile phones with innovative features and youngsters are buying it in great numbers.

There is lack of studies and hence, relevant scales to measure customer satisfaction in mobile communication services. This research aims to expand the body of knowledge by exploring the determinants which contribute to satisfy the Pakistani mobile cellular service users.

3. Theoretical Framework

Our research revolves around three independent variables, customer service, call quality and tariff and one dependent variable, customer satisfaction as described below:

- Customer service (Independent Variable)
- Call quality (Independent Variable)
- Tariff (Independent Variable)
- Customer satisfaction (Dependent Variable)

The reason for choosing these three independent variables was to find how they affect the level of customer satisfaction. After going through different researches on customer satisfaction, we found out that in order to retain existing customers, the cellular industry needs to keep up with customer demands in order to keep them satisfied.

3.1 Customer Service

Customer service is the provision of service to customers before, during and after a purchase. According to Turban *et al.* (2002), “customer service is a series of activities designed to enhance the level of customer satisfaction – that is, the feeling that a product or service has met the customer expectation”.

According to Susan, Ward (2004) customer service is “an organization's ability to supply their customers' wants and need. The quality customer service depends on retaining customers and taking steps to satisfy as per their requirements and expectations.” Susan, Ward (2004) explained several rules to maintain good customer relating through quality service as cited below:

1. Be patient and listen to customers;
2. Respond to all queries;
3. Make commitment that can be fulfilled;
4. Handle complaints;
5. Provide help and overlook the immediate profit;
6. Training and development of staff;
7. Take an edge with extra effort;

8. Offer something that adds value.

3.2 Call Quality

Call quality is identified and measured on the basis of listening, conversation and transmission quality of the call. It can have adverse impact of distortion through noise, level of signals, and echo gaps in speech. While measuring the call quality, following factors are considered:

- **Listening quality:** It depends on rating of customer regarding “what they "hear" during a call.
- **Conversational quality:** It depends on rating of quality based on listening of voice and communicating the same to the other person during a phone call. It includes difficulties related to any echo- or delay in reception of voice.
- **Transmission quality:** It depends on the networking of the service provider and quality of connection that transmits signals from sender to receiver. It is a measure of service quality of network which different from specific call quality (Telechemy’s 10th WWW user survey n.d).

3.3 Tariff

Generally tariff is the amount charged by the Government on imports and exports. A telecommunication tariff is an open contract between a customer and the service provider. It is usually regulated by the public utility commission. It includes fees and charges that are made up of following two factors:

- **Standing charges:** The cost that is being charged from the customer for maintaining connection to the closest exchange and the cost of equipment that is used for monitoring the line and service of the customer. These are also known as rental charges and paid on monthly basis.
- **Call charges:** The cost of equipment and technology that a company bears to route customer’s call from one end to the destination are generally known as call charges. These charges are not constant and vary from time to time. Call charges can be determined with fixed pattern per call. However, a variable pattern is depending on duration and distance of the call or combination of both. These charges may also be different during day and night. (Wikipedia, 2010)

3.4 Customer Satisfaction

Customer satisfaction is the degree of repeated buying of a product. Customer satisfaction creates value for customers, in short managing their expectations and to fulfill their needs (Guzzo, 2010). Customer satisfaction is defined as meeting one’s criteria or satisfying one’s expectations or we can say that a satisfied customer has a particular feeling or attitude towards a service or product it has used Maiyaki *et al.* (2011). They further explained customer satisfaction is one of the major goals of marketing activity/marketers whereby it serves as a link between what customer buy and how they behave. It is obvious that if someone is satisfied with particular offering or product they will get themselves involve in repeated buying.

4. Schematic Diagram



4.1 Hypothesis Statements

- H₁:** Call quality is positively affecting customer satisfaction
- H₂:** Customer service is positively affecting customer satisfaction
- H₃:** Tariff is positively affecting customer services

5. The Methodology

The study design consisted of a small interaction with a target population. A survey was conducted with an aim to reveal consumer's inclination towards the service providers in telecom/cellular industry. The target populations were customers/consumers/users of the target population. Since it was difficult to determine the actual number of the target market, therefore, a **non-probability sampling technique** was used to collect the data from the respondents.

During this study, data was collected through **convenience sampling** procedure which is based on the general perception of the customer/consumer/user regarding their service providers. While collections of the data traditional demographics of the customers/consumers/users were also considered and measured. The survey was designed keeping in view the dimensions used in the previous studies. It initially consisted of multiple choice statements instead of open ended questions to give answers. After collection of the data, different statistical techniques were used through SPSS. Thereafter, in order test hypothesis different techniques like ANOVA, regression and cronbach alpha tests were used as statistical tools.

6. Measures/Instruments

The instrument consisted of 25 questions directed towards measuring the variables. The scale, which we have used in our research, is Likert's rating scale.

7. Data Analysis

The table 1.1 shows we have 125 respondents in total whereas every questionnaire was filled as per requirement. The frequency table 1.2 shows that there were 50 females and 75 male respondents while the table 1.3 shows the frequencies and percentages of different connections being used by the respondents. We found out that majority of the respondents were using Ufone connection, Telenor on the second place and Mobilink secured third place then Warid and Zong at fourth and fifth position respectively. This is further illustrated in figure 1.4 through a histogram.

In descriptive statistics evaluation illustrated in table 1.5, it is noticed that the independent variable customer services deviates by **6.143** from its mean, whereas, call quality deviates by **3.139** from its mean. Tariff deviates by **2.678** and customer satisfaction deviates by **2.801** from its mean. Table 1.6 tests reliability giving the case processing summary furthermore testing between customer satisfaction (D.V) and call quality (I.V) we obtain table 1.7 which shows **the value of Cronbach Alpha that is .624 which is greater than .6 which shows that the instrument used is reliable.**

Testing between customer services (I.V) and customer satisfaction (D.V), we obtain table 1.8 which gives us the value of Cronbach Alpha that is **.638** which is greater than .6 which denotes that our instrument is reliable. Further, in **table 1.9 we test the relationship between customer services and customer satisfaction and call quality and tariff and obtain the value of Cronbach Alpha that is .703 which is greater than .6 which shows that our instrument is reliable.** Then, we develop an inter-co relational matrix where the significant relationship of 0.551@ between call quality and customer satisfaction is obtained. **Between customer services and customer satisfaction, the significant relationship of 0.666@ is obtained** and a very little significant relationship of 0.078(r) is obtained between tariff and customer satisfaction which means that tariff and customer satisfaction are not closely linked to each other.

Table 2.1 evaluates the regression analysis presenting forth the model's summary which gives us the R^2 value. The value of **R square** shows that by **41%** the independent variable is changing the dependent variable. Table 2.2 shows an ANOVA analysis and denotes the **Beta (β)** value of customer services **.443** which means that individually customer services variable is contributing **44.3%** to customer satisfaction. Whereas, call quality is **25.4%** contributing to customer satisfaction and tariff is contributing **2.5%** to customer satisfaction.

In Table 2.3 we conduct **Post- Hoc Multiple comparisons**, it mentions the connections being used, with reference to customer's satisfaction on priority basis, from this table, it is clear that **Telenor** is most reliable to the customers at first; second one is **Mobilink**, then **Zong**, after that **Ufone**, and least reliable is **Warid**.

8. Results and Discussion

Since the services provided by all the companies are more or less the same, in order to create a differentiation in the eyes of the customer, special branding strategies have to be implemented. This is a major challenge for the companies and they are continuously putting in their efforts to solve the issue. This is evident from the fact that most of the companies have undergone major branding shifts. Ufone has tried to position itself as a service for the new generation with its new PrePay, while Zong has come up with the lowest rates for international calls to

position it differently. However still, branding the service in the right way has become a major challenge for the marketers in the mobile telecommunication industry.

This research has filtered out key variables among several variables pertaining to customer satisfaction. The findings will also be helpful for the service providers to devise new strategy in order to attain customer satisfaction of the existing clientele. It has also identified that there is significant linkage between tariffs/ prices and customer satisfaction. The study shows that the tariffs/prices have significant impact on the loyalty of the customer as it ensures customer satisfaction.

It has also been analyzed that the call quality has a significant impact on customer satisfaction and it plays an important aspect that helps the company to maintain its clientele because if primarily a customer opts a service provider due to low tariffs but the clarity of voice in communication does not exist then eventually customer would prefer to switch to a different network. It has also been observed that customer satisfaction is strongly correlated with the customer services. It also verifies that better customer services lead to higher customer satisfaction. The companies have to ensure provision of 24/7 customer services to its clients through its call centers/ franchises and support staff. It will also ensure the increase in number of existing clientele as people learn through experiences of other people and adapt products accordingly.

The statistical analysis has shown that Telenor is most reliable to the customers; second one is Mobilink, then Zong, after that Ufone, and at last Warid. These results would help the service providers to design their products keeping in view the above discussed factors. This would certainly ensure the maximisation of customer satisfaction at the part of users and market share/profitability at the part of service providers hence creating a win-win situation in the long run.

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List of Tables

Table 1.1

Statistics

		Gender	Which connections you are using
N	Valid	125	125
	Missing	0	0

Table 1.2

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	50	40.0	40.0	40.0
	Male	75	60.0	60.0	100.0
Total		125	100.0	100.0	

Table 1.3

Which connections you are using

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Mobilink	15	12.0	12.0	12.0
	Telenor	23	18.4	18.4	30.4
	Ufone	63	50.4	50.4	80.8
	Warid	13	10.4	10.4	91.2
	Zong	11	8.8	8.8	100.0
	Total	125	100.0	100.0	

Figure 1.4
 Histogram of “Which connections are you using”

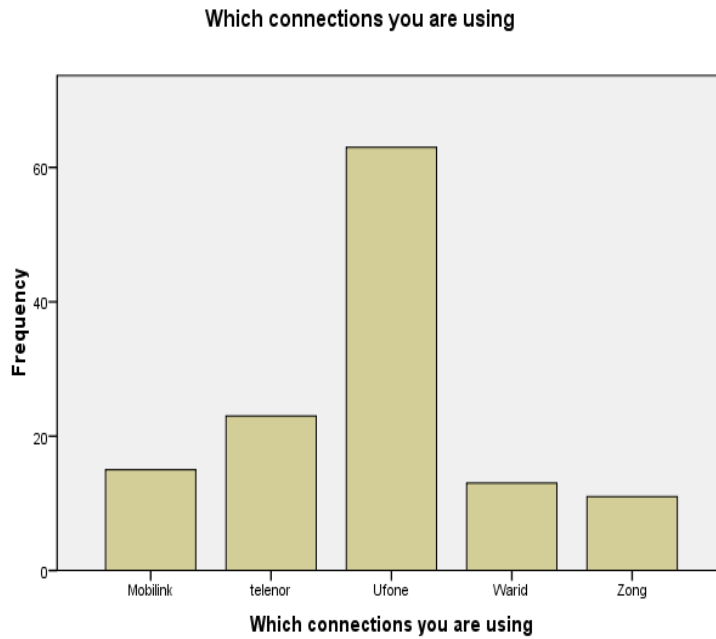


Table 1.5
 Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Customer Service	125	23.00	52.00	37.0000	6.14345
Call Quality	125	5.00	24.00	16.5760	3.13992
Tariff	125	7.00	22.00	16.3360	2.67890
Customer Satisfaction	125	6.00	19.00	13.5200	2.80150
Valid N (list wise)	125				

Table 1.6
 Case Processing Summary

		N	%
Cases	Valid	125	100.0
	Excluded ^a	0	.0
	Total	125	100.0

Table 1.7
 Reliability Statistics

Cronbach's Alpha	N of Items
.624	2

Table 1.8
Reliability Statistics

Cronbach's Alpha	N of Items
.638	2

Table 1.9
Reliability Statistics

Cronbach's Alpha	N of Items
.703	4

Table 2.0
Inter correlation Matrix
Correlations

		Call Quality	Customer Services	Customer Satisfaction	Tariff
Call Quality	Pearson Correlation	1	.666**	.551**	.067
	Sig. (2-tailed)		.000	.000	.459
	N	125	125	125	125
Customer Services	Pearson Correlation	.666**	1	.614**	.078
	Sig. (2-tailed)	.000		.000	.386
	N	125	125	125	125
Customer Satisfaction	Pearson Correlation	.551**	.614**	1	.077
	Sig. (2-tailed)	.000	.000		.393
	N	125	125	125	125
Tariff	Pearson Correlation	.067	.078	.077	1
	Sig. (2-tailed)	.459	.386	.393	
	N	125	125	125	125

** . Correlation is significant at the 0.01 level (2-tailed).

Table 2.1
Model Summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.643 ^a	.414	.399		1.80676

a. Predictors: (Constant), tariff, call quality, customer services

Table 2.2
ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	279.057	3	93.019	28.495	.000 ^a
	Residual	394.991	121	3.264		
	Total	674.048	124			

ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	279.057	3	93.019	28.495	.000 ^a
	Residual	394.991	121	3.264		
	Total	674.048	124			

a. Predictors: (Constant), tariff, Call Quality, Customer Services

b. Dependent Variable: Customer Satisfaction

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.666	3.418		.780	.437
	Customer Services	.206	.043	.443	4.749	.000
	Call Quality	.133	.049	.254	2.722	.007
	Tariff	.063	.172	.025	.365	.716

a. Dependent Variable: Customer Satisfaction

Table 2.3
Post Hoc-Multiple Comparisons
 Customer Satisfaction
 Tukey HSD

(I) Which connections you are using	(J) Which connections you are using	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Mobilink	Telenor	-.83188	.77312	.819	-2.9732	1.3094
	Ufone	.27302	.66926	.994	-1.5806	2.1267
	Warid	.42564	.88272	.989	-2.0192	2.8705
	Zong	.00606	.92471	1.000	-2.5551	2.5672
Telenor	Mobilink	.83188	.77312	.819	-1.3094	2.9732
	Ufone	1.10490	.56752	.299	-.4669	2.6767
	Warid	1.25753	.80831	.529	-.9812	3.4963
	Zong	.83794	.85397	.863	-1.5273	3.2032
Ufone	Mobilink	-.27302	.66926	.994	-2.1267	1.5806
	Telenor	-1.10490	.56752	.299	-2.6767	.4669
	Warid	.15263	.70962	1.000	-1.8128	2.1181
	Zong	-.26696	.76122	.997	-2.3753	1.8414
Warid	Mobilink	-.42564	.88272	.989	-2.8705	2.0192
	Telenor	-1.25753	.80831	.529	-3.4963	.9812
	Ufone	-.15263	.70962	1.000	-2.1181	1.8128
	Zong	-.41958	.95433	.992	-3.0628	2.2236
Zong	Mobilink	-.00606	.92471	1.000	-2.5672	2.5551
	Telenor	-.83794	.85397	.863	-3.2032	1.5273
	Ufone	.26696	.76122	.997	-1.8414	2.3753
	Warid	.41958	.95433	.992	-2.2236	3.0628

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