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Original Article

Role Of Service Quality On Organizational Performance Among Telecommunication Employees In Southwestern States In Nigeria

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Abstract. The present study examined the role of service quality on organisational performance among telecommunication employees. A survey research design was used to conduct this study with a sample of 123 employees selected using a two-stage sampling technique in Lagos (62 participants) and Oyo state (61 participants). Data collection was through a self-reported questionnaire that measured service quality and organisational performance. Results indicate that there exists a significant positive relationship between service quality and organizational productivity of the Nokia telephone company ($r = .34$; $P < .01$). Service quality had significant joint influence on organizational productivity [$R = .54$; $R^2 = .29$; $F(1, 121) = 13.21$; $P < .01$]. The study concluded that service quality predicts organisational performance. The study, therefore, recommended that quality in service delivery be boosted by adding more value-added extra services to customers. This will give the customers the view that Nokia management values their customers.

Keywords: Service Quality, Organisational Performance, Telecommunication Employees.

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Introduction

Organizations have an important role in our daily lives and therefore, successful organizations represent a key ingredient for developing nations. Performance is a set of financial and non-financial indicators which offer information on the degree of achievement of objectives and results (Lebans & Euske, 2006). Thus, many scholars consider organizations and institutions similar to an engine in determining economic, social and political progress. Organisational Performance can be perceived as the indicator of measuring the success and progress of any living organization. Thus, every organisational success is made possible by the efforts of its workforce. Measuring performance is a vital part of monitoring an organization's progress. Generally, organizational performance is based upon the idea that an organization is the voluntary association of productive assets, including human, physical, and capital resources, to achieve a shared purpose (Alchian & Demsetz, 1972). Daft & Daft (2009) opine that organisational performance is the organisation's ability to attain its goals by using resources efficiently and effectively. Quite similar to Daft (2009), Ricardo & Wade (2001) defined organisational performance as the ability of the organisation to achieve its goals and objectives. The organizational performance comprises measuring the actual performance

outcomes or results of an organization against its intended goals. Organisational performance is very significant for any successful organization. Performance can result in firms profitability, increase in shareholder base as well as diversification into different areas of related businesses to have improved performance in the organisation employees in an organization are to perform their duties and make meaningful contributions to the success of the organizational goals, they need to acquire the relevant skills and knowledge to move the organisation to a greater height. One of such important determinants of organizational performance is job sharing. For many employees today both male and female lives are becoming more consumed with a host of family and other personal responsibilities and interests in addition to demands of the workplace (Grantol-Vallore & Donaldson, 2001; Mande, 2016). Nevertheless, organisational performance cannot be successfully achieved in a vacuum without the organisation making a serious commitment toward achieving it.

Globally, the performance of organisations across the world, especially in the developed world, has increased gradually, for instance about 45% of the U.S. retailers' inventory shortage was attributed to poor organisational performance in 2016 (Hollinger & Adams, 2017). It was also reported that in the year 2019, about 35% of adult Americans experienced low organisational performance (Workplace Institute, 2019). According to Muhammad (2019) the contribution of the manufacturing industry to Indonesia's Gross Domestic Product (GDP) was 20.51 per cent, in 2017 the industry's contribution to the national Gross Domestic Product (GDP) was 20.16 % based on these data, and there was a decrease in contribution to national GDP. This was caused as a result of low organisational performance. In Africa, the abysmal performance of firms and organisation have been poor. This is buttressed by Odhon'g and Omolo (2015) who reported that 70 per cent of manufacturing industries operating in Nairobi County are experiencing the poor organisational performance. In Nigeria, Many SMEs and firms productivity has dropped drastically as a result of low organisational performance (Akewushola & Elegbede 2018). Also in a developing country like Nigeria, 65 per cent of organisations have collapsed as a result of the organisation not doing well in terms of productivity (Ibrahim & Elumah 2016; Mawoli, 2016).

The increasingly competitive nature of the business environment occasioned by an increase in globalisation, global economic meltdown, advances in technology, competitors' actions and inactions, customers' wants and needs, political mayhem and government regulations have affected many organisations to perform. This development makes organizations seek ways of improving their performance amid these factors that have created extra challenges for them. These challenges have propelled organizations to look for ways that provide a competitive advantage (Weiss & Naylor 2010). The importance of technology adoption as a strategic and tactical resource is widely known as a source of competitive advantage in the business environment. Studies such as (Aduloju, Olowokudejo & Obalola 2014; Ghorbanzada & Beigb 2012; Mutuku & Nyaribo 2015; Abd-Elrahman, El-Borsaly & Hassan 2020) have identified various factors as antecedents of organisational performance but despite the importance of this study, little or no study has investigated service quality on organisational performance.

Service quality (SQ) is usually defined as a measure of how well the delivered services level matches the customer's expectations (Santos, 2003). Service quality is defined differently by Green Jr, Chakrabarty and Whitten (2007) as the 'feel good factor by the consumer during and after service delivery. That is, a form of attitude representing a long-run overall evaluation of an organization and its services (Cronin Jr & Taylor, 1994). SQ plays a critical role in achieving a firm's competitive advantage (Roberts, Varki & Brodie 2003) and affects significantly relationship quality with the customer and customer loyalty (Abdel-Rahman, 2012). Zeithaml, Berry and Parasuraman, (1996) suggested that satisfaction with SQ has a positive effect on customer loyalty to the organization, which leads to increased organizational profits. Research also shows that SQ leads to the attraction of new customers and customer loyalty, positive word-of-mouth, employee satisfaction and commitment, reduced costs, enhanced corporate image, and increased business performance (Berry, Bennet,

& Brown,1989). It is based on this that the study examined the role of service quality on organisational performance among telecommunication employees in southwestern, Nigeria.

Empirical Review

Abd-Elrahman, El-Borsaly and Hassan (2020) investigate the relationship between service quality (SQ) and organizational performance (OP) within the Egyptian mobile telecommunications setting. A valid research instrument was utilized to conduct a survey of 384 top-middle- and supervisory level managers from 3 Egyptian mobile telecommunications companies. The results indicate that service quality has a significant positive impact on organizational performance. Lebdaoui and Chetioui(2020) examine a model that uses customer service quality as an intervening mechanism in the relationship between customer relationship management (CRM) practices and organizational performance in two different banking structures. Findings demonstrate that customer service quality plays a mediating role between CRM practices (organizational and technological) and organizational performance in both conventional and Islamic banks. Our results confirm the positive impact of CRM practices on organizational performance in the two banking structures. Singh (2016) examine the influence of internal service quality (ISQ) on job performance in the public sector. Data was collected from 250 police personnel in PDRM in Kuching using a survey method with a questionnaire as the main tool. The results indicate that internal service quality is positively correlated with job performance. Aremu, Aremu and Mustapha (2018) examined the effect of enhancing service quality dimensions on sustaining customer satisfaction. A total of two hundred and fifty (250) customers of Nigerian Banks were given questionnaires. The study's findings show that there is a relationship between enhancing service quality and sustain customer satisfaction. Nazeer, Zahid, and Azeem (2014) examine internal service quality and job performance. Results indicated a significant positive effect of internal service quality on job satisfaction. Mawoli (2016) evaluate the internal service quality of a state university library in Nigeria. The study adopted a survey research method in which a questionnaire instrument was used to gather data from the internal customers of the library (e.g. the library staff) numbering 31 in all. The study found that the internal service quality of the library is poor for all service quality dimensions. Based on these reviews, the following hypothesis was postulated

1. There will be a significant positive relationship between service quality and organisational performance among telecommunication employees.
2. There will be significant predictors of service quality and organisational performance among telecommunication employees.

Method

Participants

The study adopted a descriptive survey design. Since data was gathered from a sample of a population at a point in time, this design was satisfactory. The population of the study consist of all Nokia employees in Lagos and Oyo state.

Sampling Procedures

The study uses a sample size of one hundred and twenty three (123) respondents. The study used a two-stage sampling technique. At the first stage, simple random of the balloting type was used to select two states from the six states in south-western Nigeria. At the second stage convenient sampling technique was used to select respondents in the study.

Materials and Apparatus

The data was gathered using a three-section questionnaire. The first segment of the questionnaire asked about socio demographic factors of respondents. The second and third sections contained measures of service quality and organisational performance respectively.

Procedures

The researcher sought research permission from relevant authorities before embarking on the study. Two research assistants were pre-trained in the study's methods and helped with data administration and collection. Participants were duly informed of the aim of the study on individual basis. Participants were also assured of utmost confidentiality. Only participants who gave their verbal consent either were allowed to participate in the study. Each participant was given a copy of the questionnaire to read and complete honestly after deciding to participate. A total number of one hundred and fifty questionnaires (150) were initially distributed but only one hundred and twenty-three (123) were retrieved from the participants. Data collection of the questionnaires lasted for almost three weeks.

Design or Data Analysis

The data in this study was analysed using the IBM Statistical Package for Social Sciences (IBM Corp, Chicago IL) version 24. Demographics were described using descriptive statistics, while inferential statistics such as zero order correlation and multiple regressions were used to test the hypotheses in the study.

Table 1: Demographic Information

SN	Variable	Response	Frequency	Percentage
1	Gender	Male	72	58.5
		Female	51	41.5
2	Age	Less than 30 years	12	9.8
		30-34 years	34	27.6
		35-39 years	27	22
		40-44 years	32	26
		45 years and above	18	14.6
3	Marital status	Single	55	44.7
		Married	61	49.6
		Divorced	2	1.6
		Separated	5	4.1
4	Job status	Permanent	81	65.9
		Contract	42	34.1
5	Work experience	Less than 5 years	2	1.6
		5-10 years	85	69.1
		11-15 years	18	14.6
		Above 15 years	18	14.6
6	Average monthly income	Less than N50,000	13	10.6
		N50,001-N100,000	55	44.7
		N100,001-N150,000	42	34.1
		Above N150,000	13	10.6
Total			123	100

Table 4.2 presents results on the demographic information of respondents. It is shown that more of the respondents 72 (58.5%) indicated to be male, while the other 51 (41.5%) were females. Age distribution revealed that more of the respondents 34 (27.6%) were between 30 and 34 years old, 32 (26%) were between 40 and 44 years old, 27 (22%) were between 35 and 39 years old, 18 (14.6%) were 45 years old and above, while the other 12 (9.8%) were less than 30 years old. As regards marital status distribution, more of the respondents 61 (49.6%) indicated that they are married, 55 (44.7%) were single, 5 (4.1%) were separated, while the other 2 (1.6%) were divorced. Job status revealed that more of the respondents 81 (65.9%) indicated to be permanent staffs, while the other 42 (34.1%) were contract staffs. As regards work experience, more of the respondents 85 (69.1%) had between 5 and 10 years of work experience, 18 (14.6%) had between 11 and 15 years of work experience, another 18 (14.6%) had above 15 years of work experience, while the other 2 (1.6%) had less than 5 years of work experience. Average monthly income revealed that more of the respondents 55 (44.7%) earn between N50,001 and N100,000 per month, 42 (34.1%) earn between N100,001 and N150,000 per month, 13 (10.6%) earn above N150,000, while the other 13 (10.6%) earn less than N50,000 per month.

Hypothesis One

There will be significant positive relationship between service quality and organisational performance among telecommunication employees.

Table 2: Pearson r Summary Showing the Service Quality and Organizational performance

Variable	Mean	SD	r	Df	P
Service quality	11.43	2.67			
			.34	122	<.01
Organizational performance	13.76	2.13			

Table 2 presents results on the relationship between service quality and organizational productivity of Nokia Telephone Company. It is shown that there exists significant positive relationship between service quality and organizational productivity of Nokia telephone company ($r = .34$; $P < .01$); this implies that the higher the service quality, the higher the organizational productivity.

Hypothesis Two

There will be significant prediction of service quality and organisational performance among telecommunication employees.

Table 3: Multiple Regression Summary Table Showing Service Quality as predictors of Organizational performance

Dependent	Predictor	β	t	P	R	R ²	F	P
	Service quality	.43	5.32	<.01				
Organizational productivity					.54	.29	13.21	<.01

Table 3 presents results on the joint and independent influence of service quality as predictors of organizational productivity. It is shown that service quality had significant joint influence on organizational productivity [$R = .54$; $R^2 = .29$; $F(1, 121) = 13.21$; $P < .01$]. Independently, service quality accounted for about 29% variance in organizational performance.

Discussion

The study examined the predictive role of service quality on organisational performance among the telecommunication sector in the southwest, Nigeria. As hypothesized, the findings revealed that there was a significant positive relationship between service quality and organisational performance among telecommunication employees. The study finding was in line with Abd-Elrahman, El-Borsaly and Hassan (2020) investigate the relationship between service quality (SQ) and organizational performance (OP) within the Egyptian mobile telecommunications setting. The results indicate that service quality has a significant positive impact on organizational performance. The study findings also conform with the work of Nazeer, Zahid, and Azeem (2014) examine internal Service Quality and Job Performance.

The results are also conforming with the work of (Branine, 2003) which confirms that the job-sharing option allows two employees to alternate work responsibilities. Each employee works on a half time basis, for instance, one employee reporting in the morning and the other in the afternoon. However, the employees need to have complementary skills (Kossek & Lee, 2005). Organizations practising this form of flexibility have the advantage of sourcing employees skills and experience in one job; enables tapping of employees talents; learning from each other; reliefs employees while away; Job sharers can maintain their jobs on a full-time basis (Miller, 2007) and all paves way for better organizational job performance.

The findings above are also in line with the findings of the work on the relationship between OC: organizational culture; SCM: supply chain management which is also dimensions of service quality and OP: organizational performance. SCM practices and OP, Chong et al.,²² Arif-Khan et al.,⁴¹ Miguel and Brito²⁴ and Okongwu et al.²⁵ found a positive effect of SCM practices and OP. Consistent with Quinn and Spreitzer,⁵⁰ this study found a significant relationship between customer partnership and operational performance

Results of the present study indicated a significant positive effect of internal service quality on Job satisfaction. The second hypothesis found that service quality has a joint influence on organisational performance among the telecommunication sector in the southwest, Nigeria. The study findings were in line with Mawoli (2016) who found that the internal service quality of the library is poor for all service quality dimensions. The study finding was also similar to Nazeer, Zahid, and Azeem (2014) who found that there is a significantly positive effect of internal service quality on job satisfaction.

Acknowledgements

Based on the findings of the study, it was concluded that service quality has a significant positive relationship with organisational performance. This implies that an increase in service quality tends to increase organisational performance. The study also concluded that there was a significant prediction of service quality on organisational performance among telecommunication employees. Based on the study, it is recommended that quality in service delivery be boosted by adding more value-added extra services to customers. This will give the customers the view that Nokia management values their customers. This will subsequently increase organizational productivity. The study is also without its limitation; firstly, the study only used employees working in Nokia Nigeria Limited. Also, the sample size is relatively small. Due to time constraints and the hectic schedule of employees some time it was difficult to interact with employees. Finally, it was difficult in getting proper information as most of the employees to keep their data and information confidential. The study, therefore, recommended that future studies should increase the sample size of study of this nature. Also, more states should be used in future studies. Also, qualitative methods of collecting data with more variables should be investigated by future studies.

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