

Application of Benchmarking As a Managerial Tool for Effectiveness of Communication Service Providers

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Abstract: The study therefore is intended to ensure the application of benchmarking as a managerial tool for effectiveness of organization with the following steps to: find out the quality of service MTN offers to the customers better than other system network and find out the extent of MTN affordability of service which act as an inducement in choosing other network. The study was to evaluate the application of benchmarking as a managerial tool for effectiveness of the communication Service providers. The population consists of 482 staff of MTN, GLO 9 Mobile, Airtel in Enugu metropolis, Enugu state. The study used the survey approach. The primary sources used were the administration of questionnaire to staff and distributors. 352 copies of the questionnaire were returned and accurately filled. The validity of the instrument was tested using content analysis and the result was good. The reliability was tested using the Pearson correlation coefficient (r). It gave a reliability co-efficient of 0.79 which was also good. The hypotheses were analyzed using f-statistics (ANOVA) tool. The findings indicated that the quality of service MTN offers has significant and positive effect to the customers than other system network $F(95,n=352)=724.975, P<0.05$; and that MTN affordability of service which acts as an inducement than choosing other network is to a great extent. $F(95,n=352)=699.755, P<0.05$; The study concluded that the quality and affordability of service MTN offers has significant and positive effect to the customers than other system network. The study Recommended that Quality of service is highly demanded of any organization that wants long-term sustainability to meet up with competitive advantage. Finally, affordability of service should be ensured for both the rich and poor at any point in time to increase market share.

Keywords: Benchmarking, Effectiveness, Communication, Service Providers.

INTRODUCTION

In the course of the most recent four years, urban communities the nation over have hurried to join the walk toward straightforwardness and open information. However the words convey numerous implications and significantly more methodologies. Urban areas shift extraordinarily on what information they open, how usable the data is, and the amount they work to help the general population utilize that information. Critical to those urban areas extremely dedicated to open information is their capacity to benchmark themselves against others [1]. Obviously, these benchmarking endeavors aren't coming solely from inside government; both the private and nonprofit divisions are likewise getting in on the activity. The consistently extending tool utilizes swarm sourcing to rank urban communities in light of the straightforwardness of their information, making an intelligent grid that enables clients to rapidly assess the

receptiveness of informational collections running from resource exposure to zoning.

Benchmarking is a method for finding what is the best performance being accomplished – whether in a specific organization, by a contender or by a totally unique industry. This data would then be able to be utilized to distinguish holes in an association's procedures keeping in mind the end goal to accomplish an upper hand. Along these lines it is essential for Six Sigma specialists to: Understand completely the reason and utilization of benchmarking. Comprehend the distinction amongst benchmarking and contender inquire about. Pick up understanding to guarantee that benchmarking is in arrangement with the organization's administration targets.

Benchmarking is a procedure for getting a measure – a benchmark. Essentially expressed,

benchmarks are the "what," and benchmarking is the "how." But benchmarking is definitely not a speedy or straightforward process tool. Before embraced a benchmarking opportunity, it is imperative to have a careful comprehension of the organization's rules. A few organizations have strict rules concerning what data can be assembled, and whom experts can contact to get that data. Contingent upon the extent of the organization, experts might be amazed at what is promptly accessible in-house. Benchmarking isn't simply a question of making request to different organizations or visiting and reporting another organization's offices or procedures. When making utilization of benchmarking, an organization ought not to confine the extension to its own industry, nor should benchmarking be a one-time occasion [2].

Benchmarking is utilized as a part of administration as a strategy in which associations assess different parts of their procedures in connection to best practice. This at that point enables associations to create anticipates how to embrace best practice. Benchmarking might be an erratic occasion, yet is often regarded as a ceaseless procedure in which associations constantly look to challenge their practices. Associations and organizations utilize benchmarking to figure out where inputs, yields, procedures, frameworks and capacities are fundamentally not quite the same as those of contenders or others. The regular inquiry is, the thing that the best practice for a specific action or process. Information acquired are then utilized by the association or organization to bring change into its exercises trying to accomplish the best practice standard. In the event that theirs isn't comparism with contenders and excellent associations is useful in deciding the association's quality and shortcomings. Critical positive information sources process and yield benchmark change turn into the reason for systems, destinations and objectives often a general thought that enhancements conceivable is the purpose behind benchmarking.

Undertaking administration throughout the years has been an effective tool for actualizing change in associations. Associations have detailed the advantages got from utilizing venture administration tools and philosophies to execute change. To such an extent, openings are always being investigated to make it a more successful tool [3]. One of such open doors is the capacity to change or enhance undertaking's performance utilizing the administration exercises learnt from venture to extend. Benchmarking has been contended to be a productive tool which makes noteworthy change to performance. Benchmarking against driving organizations has brought about huge accomplishment for normal associations in enhancing their performance [4]. This paper proceeds with this induction and recommends that comparative changes in performance of overseeing organizations that happen

from benchmarking can likewise be accomplished by benchmarking ventures.

Statement of the Problem

In Enugu state, if associations are not benchmarked viably there will be decrease in profit since contenders may have more prominent piece of the pie. The circumstance may prompt laying off laborers and in the end crumple of the association or organization. Whenever association or organization are not benchmarked it will be dark and henceforth association quality will be poor. Such association won't make open doors for both individual and friends advancement and don't open new standards to the organization, henceforth don't encourage encounter sharing.

Association won't widens, no working point of view and this prompts minimal effort position when they are not benchmark. Benchmarking is relied upon to encouraged supervisors how to contend, and watch however it is principal to show that chief can't contend nor watch since they need learning expected of them which benchmarking give.

Objective of the Study

The study therefore is intended to ensure the application of benchmarking as a managerial tool for effectiveness of organization with the following steps:

- To find out the quality of service MTN offers to the customers better than other system network.
- To find out the extent of MTN affordability of service which act as an inducement in choosing other network.

Research Questions

This study is guided by the following research question:

- What is the quality of service MTN offers to the customers better than other system network?
- To what extent does MTN affordability of service which act as an inducement in choosing other network?

Research Hypotheses

- The quality of service MTN offers has positive significant effect to the customers than other system network.
- The extent of MTN affordability of service which act as an inducement in thanchoosing other network is great extent.

Significance of the Study

This research work is significant to:

- Manufacturing organizations because as goods and services become more sophisticated in content and production, the foundation of competition becomes intensively knowledge based, the focus on developing valuable, and hard-to-imitate

knowledge that yields sustainable competitive advantage.

- This research work is beneficial to managers who are interested in leveraging the knowledge of their organizations in order to improve innovative output and also financial performance. Not only does it provide solid information against which to benchmark a firm's performance, it also guides managers towards the key factors that affect the process of knowledge creation and innovation.
- The study is relevant to business organization, scholars and research fellows in such areas as strategic management, human resource management, business strategy, computer science, information technology, general management, and other related areas.

LITERATURE REVIEW

Benchmarking

Benchmarking is utilized to quantify performance utilizing a particular marker (cost per unit of measure, efficiency per unit of measure, process duration of x per unit of measure or deformities per unit of measure) bringing about a metric of performance that is then contrasted with others. Additionally alluded to as "best work on benchmarking" or "process benchmarking", this procedure is utilized as a part of administration which especially indicates VEMR vital administration, in which associations assess different parts of their procedures in connection to best practice organizations' procedures, as a rule inside a companion aggregate characterized for the motivations behind examination. This at that point enables associations to create anticipates how to make enhancements or adjust particular prescribed procedures, typically with the point of expanding some part of performance. Benchmarking might be a coincidental occasion, however is often regarded as a persistent procedure in which associations ceaselessly look to enhance their practices.

The source of benchmarks can be followed back a huge number of years prior in Egypt [5]. In development work, the Egyptians cut an indent in a stone at a precisely decided point, and a level portion of iron would be put evenly in the cut to go about as the help (seat), which would be utilized as the reference (check) to quantify extra statures and separations. In this way, "benchmark" originates from geographic reviewing and development, which intends to take a measure against a reference point to decide one's present position. In the 1970s, the idea of benchmarking developed past a specialized term speaking to a reference point. The utilization of benchmarking extended to the business world, where it started meaning the estimation procedures of directing correlations. In quality administration vocabulary, benchmarks are typically alluded as "industry guidelines". Benchmarks could be illustrative as well as

quantitative. Engaging benchmarks are "any work procedure made up of information sources, a repeatable arrangement of steps in light of an arrangement of practices or techniques, and yields Quantitative benchmarks are additionally called "performance estimations", which are the transformation of benchmarking practice to operational measures. Benchmarks are more than conventional norms; they are "best-in-class" accomplishments, which turn into a perceived standard of perfection against which comparative procedures are estimated, thought about, and assessed. Benchmarks are the estimation to check a performance that can show performance holes, yet they don't clarify why these holes exist. In this manner, a deliberate examination is expected to decide the purposes for the holes. This includes the use of the system of benchmarking.

Benchmarking is likewise characterized as "... a procedure for recognizing and bringing in best practices to enhance performance" [6]. Fischer [7] alludes benchmarking as "contrasting the performance of your organization and that of others with exceptional performance to discover new methodologies and new thoughts". Bruder and Gray [8] see benchmarking as "a thorough yet handy process for estimating your association's performance and procedures against those of best-in-class associations, both open and private, and after that utilizing this examination to enhance services, activities, and cost drastically".

In spite of the fact that the above definitions are somewhat unique, the embodiments of these definitions are the same. There are a few qualities of benchmarking. Benchmarking is estimating and contrasting against "the best". Benchmarking focuses on accomplishing prevalent performances. "It is just this view will guarantee prevalence instead of equality". Benchmarking is a constant procedure, and it's anything but a one-time action. Benchmarking ought to be joined into the way of life of an association and it requires steady refresh since the outer accepted procedures may change after some time. Also, benchmarking is an efficient procedure. Benchmarking is an organized strategy that requires efficient information gathering and examination. It is a coordinated, efficient, estimated approach. Another normal component about benchmarking is that benchmarking has both inner and outer measurements [9]. Inside, an association should basically inspect itself keeping in mind the end goal to recognize the holes between its task and the prescribed procedures. All the more essentially, benchmarking has an outer measurement where an association looks inside or outside the business to recognize outside and focused benchmarks and practice, which might be actualized in one's own operational condition. Along these lines, benchmarking enables associations to center around the outer condition to stay aware of changes in a quickly changing world to survive [5].

In reality, the perfect sort meaning of benchmarking, the "world class item, services, or work process" may should be adjusted in light of the fact that such items or services may never be found because of restricted asset, costs, time, and different variables. Here and there, just relative or nearby optima might be found as benchmarks. Benchmarking is a procedure that grants defining reasonable performance objectives with regards to the outside business condition by consolidating best, as well as achievable practices into activities. So also, the working meaning of benchmarking by the American Productivity and Quality Center's International Benchmarking Clearinghouse is "... the procedure of constantly contrasting and estimating an association and business pioneers anyplace on the planet to pick up data which will enable the association to make a move to enhance its performance"

Advantages of Benchmarking

Benchmarking is a typical practice and sensible exercise to build up baselines, characterize best practices, recognize change openings and make an aggressive situation inside the association. Benchmarking helps organizations:

- Gain an autonomous viewpoint about how well they perform contrasted with different organizations
- Clearly recognize particular territories of chance
- Validate suppositions
- Prioritize change openings
- Set performance desires
- Monitor organization performance and oversee change

Incorporating benchmarking into the association will bring about profitable information that energizes talk and starts new thoughts and practices. Notwithstanding, the way to deal with benchmarking can be similarly as essential as the information. The best organizations join benchmarking into the way of life by drawing in key chiefs and work force all through the procedure. A benchmarking procedure with group center:

- Improves comprehension of the genuine openings and their need at all levels
- Minimizes protection from change and collects bolster for activity
- Fosters a soul of eagerness to improve the situation than the outside benchmark
- Promotes exchange in light of information instead of suppositions or feeling

Benchmarking taking care of business is utilized as a tool to enable organizations to assess and organize change openings.

Why your association should benchmark.

- Recognize the regions of intrigue – this will require some arranging and time; draw in your staff to center your endeavors to 1 or 2 things i.e. enhance business forms or enhance level of service
- Build up an arrangement of performance measures or targets – counsel professional stop offices, stop administration affiliations or built up stop specialists
- Contrast or benchmark your office with industry best practices or guidelines utilizing set up performance measures. Keep in mind this will enable you to enhance – not a yearly to-do movement yet rather how to persistently screen and enhance your business forms.
- Don't benchmark for telling your association that you benchmark – this is genuine work and requires time and exertion yet there is a genuine payoff toward the end.
- Break down your outcomes – select regions to enhance and start to evaluate the main drivers for the outcomes.
- Contact the offices that have solid outcomes in that particular region. The greatest advantage has been the new connections that we made with agents from various nations – they have comparative issues and diverse arrangements.
- Decide practical activities from your outcomes – these can be utilized to distinguish work needs for the following business year. This can spur your staff to center around particular things instead of a wide range approach i.e. on the off chance that we improve, our parks will look better.
- Convey your outcomes and change design with your staff – they should be effectively included else, you will experience numerous hindrances to changing your business culture and procedures.
- Benchmarking comes about enable you to contrast your work and the norms performed by different offices yet don't show the interior procedures including objectives/targets that they are working under.
- Benchmarking is the beginning of your promise to move forward. There is little advantage to benchmarking except if joined by an arrangement to change or enhance your business forms. Todd [10], information@nesta.org.uk.

Empirical framework

Falilat, abdulrasaq and oluwayom [11] did an examination on the effect of consumer loyalty on portable telecommunication service supplier. One of the foundation of telecommunication industry is to make fulfillment for the utilization of the services in all circles of life while understanding the profit intentions. Be that as it may, there had been protests from clients about the nature of service conveyance of the portable telecom arrange (MTN) in Nigeria. Despite the calculable development and extension recorded in the

business, "the nature of service is as yet poor". Along these lines, this investigation is intended to look at the impact of client mind service on consumer loyalty and inspect the impact of system quality on consumer loyalty. Essential information were utilized, the essential were gotten through the organization of poll. Multi arrange examining was utilized; to begin with, stratified inspecting was utilized to fragment Ilorin advertise into three (3) based on financial thought. Recurrence appropriation and various relapse strategy were utilized to break down the information. The aftereffect of the examination uncovered that quality client mind service and nature of system influences consumer loyalty, and that there is critical connection between valuing strategy of telecommunication association (MTN) and consumer loyalty. The examination reasoned that MTN ought not to simply depend on profit edges as a decent marker of business performance; rather, they ought to create methodologies that will catch clients' impression of their service. In light of these, the investigation prescribes that charging, client mind service, quality service conveyance and decrease of tax ought to be engaged upon by the service supplier with the goal that the piece of the pie and the profit of the association can be figured it out.

Tobacco has been smoked for in any event the thousand years. Christopher sections discovered it when he arrived in the Americans in 1492, yet ancient sanctuary carvings demonstrate tobacco being smoked in Central America as long as 1,000. Oghojafor, Akpoyomare, Ladipo, Patrick, Ighomereho And Odunewu [12], Carried Out A Study on Determinants of Customer Satisfaction And Loyalty In the Nigerian Telecommunications Industry, Lagos, Nigeria. Customer fulfillment and dependability have been distinguished as basic achievement factors in any business association. Late improvements in the Nigerian telecommunications industry show that the administrators take part in a few advertising exercises to guarantee that their endorsers are fulfilled and mark steadfast. In any case, most endorsers whine about the nature of service and some change from one administrator to the next or utilize a few lines. Thus, this paper analyzed the advertising exercises that impact consumer loyalty and the elements that decide client steadfastness in the business. In light of a contemporary meaning of advertising, five develops (item, value, circulation, advancement and client service) were recognized and tried. With the end goal of the examination, an example size of one thousand (1000) respondents was chosen from Lagos State, Nigeria through purposive testing strategy and information were acquired utilizing an organized close-finished poll. The outcomes uncovered that item (center service), advancement and dissemination higherly affect the level of consumer loyalty. It was likewise discovered that, aside from consumer loyalty, trust is a noteworthy determinant of client faithfulness in the telecoms

advertise. On the bases of these discoveries, various proposals for telecom opera BVIMSR's Journal of Management

Sulaimon, Hamed, Olanrewaju [13] did an investigation on determinants of client inclination and fulfillment with Nigerian versatile telecommunication services in osogbo, Osun State, Nigeria. Versatile telecommunication industry in Nigeria had become over 10 years in Nigeria and one of the fundamental worries of the service providers is to expand the quantity of clients, holding the current ones and keeping some from clearing out. This investigation surveyed of client inclination and fulfillment in portable telecommunication industry in Nigeria, utilizing engaging insights, relationship and relapse examination. Essential information were gathered utilizing an arrangement of very much organized survey from two hundred versatile system supporters who were understudies of tertiary organizations of learning in Osun state. The discoveries uncovered that lion's share of the respondents are impacted by service quality, limited time exercises, value/charging, client mind service and fulfillment got from the different versatile service providers. The relapse investigation demonstrated that the telecommunication services have on consumer loyalty accordingly prompt their inclination and proceeds with support of telecom service providers.

Otherwise known as, Okorie and Kehinde [14] did an examination on advert presentation on purchaser buy choice; an exact investigation on MTN Nigeria. This examination researched the impact of promoting on customer buy choice utilizing MTN for instance. The particular destinations of the investigation were to: (i) Establish the connection between advert introduction and clients' support of MTN services; (ii) Find out whether presentation to MTN advert effectsly affects shopper attention to such items and services; (iii) Examine the connection between MTN's advert introduction and purchasers' inclination for MTN services Competing brands, among others. The examination utilized review look into technique with three theories. In light of the idea of the speculations, the investigation utilized connection and Analysis of Variance (ANOVA) test Statistics to test the theories. The Results demonstrated that ($r = 0.425^{**}$) between advert introduction and shoppers' support of MTN items and services is huge and positive at the 0.05 level, the relationship ($r = 0.373^{*}$) between advert presentation and customers inclination for MTN service is decently noteworthy and positive at the 0.05 level, among others.

Amuche [15] completed an investigation on the level of disarray/figment and household income wastages by GSM endorsers because of GSM limited time items increment yearly. The investigation utilizes Scheffe's Method of Pair Wise Multiple Comparison

Techniques to distinguish the noteworthy contrasts between the supporters' information and rank the Alternatives to decide the best advancement and connected the multivariate examination in assessing the last discharges to enable us to enhance the procedures. The framework analyzes the Potential and profitable GSM advancement memberships drawn from twenty states over. The investigation of the information demonstrates a sensibly solid connection between's the information Variables. The outcome demonstrates that over 87% of the yields were exact. From the Result that has been delivered, multivariate investigation and Scheffe's Method of Multiple Comparison can possibly be utilized for looking at GSM advancement memberships. Ogwo, Sunny [16] completed an investigation on Spearman rank connection and different relapses were utilized to test the theories. The 'model' in light of experimental discoveries uncovered that service quality, client esteem, mark picture/notoriety each emphatically and altogether impacts goal to utilize. The directing impact of fulfillment is unexpected, fundamental and adequate upon the level of these precursor builds' effect on goal to utilize. The ramifications of this work to the two specialists and experts is talked about.

Okechukwu, Ukenna, Ede [17] did an examination on factors affecting students' decision of portable telecom arranges in southeast Nigeria Instead of exchanging brands when endorsers end up disappointed, students in the South-East area, switch between versatile systems freely with reasons apparently unique. The investigation is, in any case, intended to decide the components affecting students' decision of versatile telecom arranges in South-East, Nigeria. The examination covers Federal, State and Private Universities in the district. Because of high populace and in addition contrast in enlistment figure among colleges, Stratified Simple Sampling Technique was utilized. The example estimate was 300. Factors utilized as a part of the review include: clients' socioeconomics and survey things which were ordered under four develops, specifically: service quality, value, service accessibility and advancement. Pearson's connection was utilized to test the relationship proposed in the speculations. Discoveries from 95.3% reaction proportion demonstrated that new innovation and social variables were students' critical decision criteria. In view of the discoveries, we suggest that portable service providers should, on standard premise, enhance their service offerings and furthermore utilize promotion to do the situating.

Chintan [18] huge rivalries, progression in innovation prompts fast development in portable services in India. Portable administrators view their clients as the vital resource. This investigation utilizes

the specialist alongside the grouping systems of information mining innovation. The keen specialists help in distinguishing the bunches naturally. The perception operator is utilized to see the outcomes in multidimensional ways. Visual operator is utilized to produce different reports and demonstrates the examples to be shown. The reports in light of the bunch investigation are justifiable by the client. A software specialist can start screen occasions communication, sifting data, caution age work process administration, individual help and perform undertakings without the immediate mediation of people or others.

In summary of the findings of the study, benchmark as managerial tool for effective performance in mobile telecommunication network in Nigeria, the benchmarking process helps managers to find gaps in performance and turn them into opportunities for improvement. Benchmarking enables companies to identify the most successful strategies used by other companies of comparable size, type or regional location, and then adopt relevant measures to make their own programs more efficient. Most companies apply benchmarking as part of a broad strategic process. For example, most companies apply benchmarking in order to find breakthrough ideas for improving process, to support quality improvement programs, to motivate staffs to performance, and to satisfy management's need for competitive assessments. Benchmarking focuses on company-to company comparison of how well basic functions and process are performed. Among many possibilities, it may look at how material are purchased, suppliers are paid, inventories are managed, employees are trained, or payrolls are processed; at how fast the company can get new products to market; at how the quality control function is performed; at how customer orders are filled and shipped; and at how maintenance is performed

METHODOLOGY

The study was to evaluate the application of benchmarking as a managerial tool for effectiveness of the communication Service providers. The population consists of 482 staff of MTN, GLO 9 Mobile, Airtel in Enugu metropolis, Enugu state. The study used the survey approach. The primary sources used were the administration of questionnaire to staff and distributors. 352 copies of the questionnaire were returned and accurately filled. The validity of the instrument was tested using content analysis and the result was good. The reliability was tested using the Pearson correlation coefficient (r). It gave a reliability co-efficient of 0.79 which was also good. The hypotheses were analyzed using f-statistics (ANOVA) tool.

DATA PRESENTATION AND ANALYSIS

Table-1: Response on MTN has better quality of service offered to the customers than other networks

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	77	21.8	21.8	21.8
	Agree	177	50.1	50.1	72.0
	Neutral	65	18.4	18.4	90.4
	Disagree	29	8.2	8.2	98.6
	Strongly disagree	5	1.4	1.4	100.0
	Total	353	100.0	100.0	

From Table-1, 77 respondents representing 21.8 percent strongly agree that MTN has better quality of service offered to the customers than other networks in Enugu state. 177 respondents representing 50.1

percent agree, 65 respondents representing 18.4 percent were neutral, 29 respondents representing 8.2 percent disagree while 5 respondents representing 1.4 percent strongly disagree.

Table-2: Response on MTN has affordability of service which acts as an inducement than other system networks.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	101	28.6	28.6	28.6
	Agree	127	36.0	36.0	64.6
	Neutral	32	9.1	9.1	73.7
	Disagree	46	13.0	13.0	86.7
	Strongly disagree	47	13.3	13.3	100.0
	Total	353	100.0	100.0	

From Table-2, 101 respondents representing 28.6 percent strongly agree that MTN has affordability of service which act as an inducement than other system networks in Enugu state.. 127 respondents

representing 36.0 percent agree, 32respondents representing 9.1 percent were neutral, 46 respondents representing 13.0 percent disagree while 47respondents representing 13.3 percent strongly disagree.

Test of Hypotheses
Hypotheses One

Ho: The quality of service MTN offers has no positive significant effect to the customers than other system network.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.945 ^a	.893	.892	.16980
a. Predictors: (Constant), TPT,TIE,TGC,ATL				

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	83.615	4	20.904	724.975	.000 ^b
	Residual	10.034	348	.029		
	Total	93.649	352			
a. Dependent Variable: QSOC.						
b. Predictors: (Constant), TPT,TIE,TGC,ATL						

Where:

QSOC = MTN offers Quality service to the customers than other any particular system mobile network.

TIE = There is effective distribution of MTN air time than others.

TGC = MTN has good customer care service

ATL = MTN Air time last more than others

Statistical criteria {first order test}

Coefficient of multiple determinants {r²}

The R² {R-Squared} which measures the overall goodness of fit of the entire regression, shows the value as .893 and adjusted to .892. This means that R² accounts for 89.3 percent approximately 89 percent. This indicates that the independent variables accounts for about 89 percent of the variation in the dependent

variable. Which shows goodness of fit? From the result, f-calculated {724.975} is greater that the f-tabulated {2.7858}, that is, f-cal > f-tab. Hence, we reject the null hypothesis {H0} and accept Alternative hypothesis which means that the overall estimate has a good fit which also implies that our independent variables are simultaneously significant. We now conclude from the analysis that the quality of service MTN offers has positive significant effect to the customers than other system network.

Hypotheses Two

Ho: The extent of MTN affordability of service which acts as an inducement than choosing other network is not to a great extent.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.943 ^a	.889	.888	.17595
a. Predictors: (Constant),TIB,TAC,THD,TEA				

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	86.650	4	21.663	699.755	.000 ^b
	Residual	10.773	348	.031		
	Total	97.423	352			
a. Dependent Variable: TAOS						
b. Predictors: (Constant),TIB,TAC,THD,TEA.						

Where,

TAOS = MTN has affordability of service which act as an inducement in choosing its network than others

TAC = MTN has data mining and intelligent agents that help people in the decision making process

THD = MTN is elaborate with decisional models compare to others

TEA =MTN accessories are cheap and affordable

Statistical criteria {first order test}

Coefficient of multiple determinants {r²}

The R² {R-Squared} which measures the overall goodness of fit of the entire regression, shows the value as .889 and adjusted to .888. This means that R² accounts for 88.8 percent approximately 89 percent. This indicates that the independent variables accounts for about 89percent of the variation in the dependent variable. Which shows goodness of fit? From the result, f-calculated {699.755} is greater that the f-

tabulated {2.7858}, that is, $f\text{-cal} > f\text{-tab}$. Hence, we reject the null hypothesis {H0} and accept Alternative hypothesis which means that the overall estimate has a good fit which also implies that our independent variables are simultaneously significant. We now conclude from the analysis that the extent of MTN affordability of service which acts as an inducement than choosing other network is to a great extent.

DISCUSSION OF FINDINGS

In the literature review, Aka, Okorie and Kehinde [14] carried out a study on advert exposure on consumer purchase decision; an empirical study on MTN Nigeria. The Results showed that ($r = 0.425^{**}$) between advert exposure and consumers' patronage of MTN products and services is significant and positive at the 0.05 level, the correlation ($r = 0.373^*$) between advert exposure and consumers preference for MTN service is moderately significant and positive at the 0.05 level, among others. This assertion was supported from the result of hypotheses one, the R^2 accounts for 89.2 percent approximately 94 percent and f -calculated {724.975} is greater than the f -tabulated {2.7858}, that is, $f\text{-cal} > f\text{-tab}$. This implies that the quality of service MTN offers has positive significant effect to the customers than other system network.

From the result of hypotheses one, the R^2 accounts for 88.9 percent approximately 89 percent and f -calculated {699.775} is greater than the f -tabulated {2.7858}, that is, $f\text{-cal} > f\text{-tab}$. This implies that MTN affordability of service which acts as an inducement than choosing other network is to a great extent. The result was supported by Falilat, abdulrasaq and oluwayom [11] in the literature review who carried out a study on the impact of customer satisfaction on mobile telecommunication service provider. The result of the analysis revealed that quality customer care service and quality of network affects customer satisfaction, and that there is significant relationship between pricing policy of telecommunication organisation (MTN) and customer satisfaction.

CONCLUSION

The quality of service MTN offers has significant and positive effect to the customers than other system network and MTN offers affordability of service which acts as an inducement than choosing other network is to a great extent. Benchmarking focuses at firm to firm or company-to company comparison of how well basic functions and process are performed. Among many possibilities, it may look at how material are purchased, suppliers are paid, inventories are managed, employees are trained, or payrolls are processed; at how fast the company can get new products to market; at how the quality control function is performed; at how customer orders are filled and shipped; and at how maintenance is performed.

RECOMMENDATIONS

- Quality of service is highly demanded of any organization that wants long-term sustainability to meet up with competitive advantage.
- Finally, affordability of service should be ensured for both the rich and poor at any point in time to increase market share.

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