

JOB SATISFACTION AND CUSTOMER FOCUS OF MOBILE TELECOMMUNICATION FIRMS IN RIVERS STATE

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Abstract

This study examines the relationship between job satisfaction and customer focus of telecommunication firms in Rivers State. The study adopted the cross-sectional survey in its investigation of the variables. Primary data was generated through structured questionnaire. 15 copies each of the research questionnaire were administered to employees of the 4 major G.S.M firms in Rivers State making 60 respondents. 58 copies were retrieved and used for the analysis. The hypotheses were tested using the Spearman Rank Order Correlation Coefficient and the moderating variable Partial Correlation with the aid of Statistical Package for Social Sciences Version 25.0. The study findings revealed that there is a significant relationship between the two dimensions of job satisfaction and customer focus of telecommunication firms in Rivers State. The study concluded that there is a relationship between job satisfaction and customer focus. The study recommends that telecommunication firms in Rivers State should create a strong and positive relationship with its employees and direct them towards task fulfillment if the employees are not satisfied with their jobs and not motivated to fulfill their tasks and achieve their goals, the organization cannot attain success.

Keywords: Job Satisfaction, Customer Focus, Telecommunication, Pay, Organizational Commitment.

Introduction

In Nigeria today, the service sector is one of the most vibrant sector in the economy. This sector has been the fastest growing non-oil sector of the Nigerian economy and is projected to even grow more (Ovia, 2008). Three of the industries which are arguably the highest private sector, non-oil employers of labour and contributors to the nation's economy are the telecommunications, banking and

hospitality industry. The management of people at work is an integral part of the management process. To understand the critical importance of people in the organization is to recognize that the human element and the organization are synonymous. A well-managed organization usually sees an average worker as the root source of quality and productivity gains. Such organizations do not look to capital investment, but to employees, as the

fundamental source of improvement. Satisfied employees tend to serve their customers better. The way the workforce or employees view the services of the service provider they work for and the satisfaction they derive from it, ultimately affect their dealings with the customer. Mobile phone companies therefore have the task of satisfying their internal as well as external customers. This notion of not focusing exclusively on external customers is supported by Baker (1991), who makes mention of the fact that it is a gross mistake on the part of businesses to focus all their attention on 'external dimension of service, that is, customer perception'. He goes on to say that the 'internal dimension' is of equal importance.

Job satisfaction represents one of the most complex areas facing today's managers when it comes to managing their employees. Satisfied employees are the ones who are extremely loyal towards their organization and stick to it even in the worst scenario. It remains a primary factor in achieving an excellent system. Employees are the most important factor in the success and failure of any organization. Satisfied and committed employees are more likely to deliver better products and services, which results in better customer satisfaction and loyalty (Chi & Gursoy, 2009). Many studies have demonstrated an unusually large impact on the job satisfaction on the motivation of workers, while the level of motivation has an impact on productivity, and hence also on performance of business organizations. Unfortunately, in our region, job satisfaction has not still received the proper attention from neither scholars nor managers of various business organizations.

Since the past decade, the telecommunication industry has witnessed

a tremendous increase in subscriber growth rate for all the mobile telecom operators (Africa ICT indicators 2007). This growth trend could not be attributed to customer satisfaction; it is fundamentally due to the substantial growth in investment and expansion of network access during the last decade. However, there have been many complaints from customers about the quality of service delivery of the mobile telecom networks in Nigeria. Despite the fact that mobile telecommunications consumers in Nigeria have been ranked among the top ten consumers of mobile services in the World according to mobiThinking (2013), Nigerian mobile subscribers still groan under the poor performance in service delivery by the four telecommunications service providers in the Country. With over US\$ 5.750 billion investment recently ploughed into network expansion projects by operators in the market, Nigerians are yet to feel the impact in terms of improvements in network quality with drop calls, unsolicited text messages, sudden tariff deductions and incoherent voice transmission still prevalent in the industry (Uzor & Chiejina, 2013).

The purpose of this research is to examine the relationship between Job Satisfaction and Customer Focus of the Nigerian Mobile Telecommunication industry. In view of this, an attempt was made to address the following research questions:

- ✓ To what extent does Pay (Salary) affect Customer Focus?
- ✓ To what extent does Working Condition/Environment affect Customer Focus?
- ✓ To what extent does Organisational Commitment influence the relationship between Job Satisfaction and Customer Focus?

In this study, our independent variable is Job Satisfaction. It is viewed in the dimensions of Pay and Working Condition/Environment. The dependent variable on the other hand is Customer

Focus. The moderating variable is organizational commitment. It is expected to have influence, on the effects of the independent variable and the dependent variable.

Figure 1 depicts the researcher's conceptualization of the relationships that exist amongst the variables.

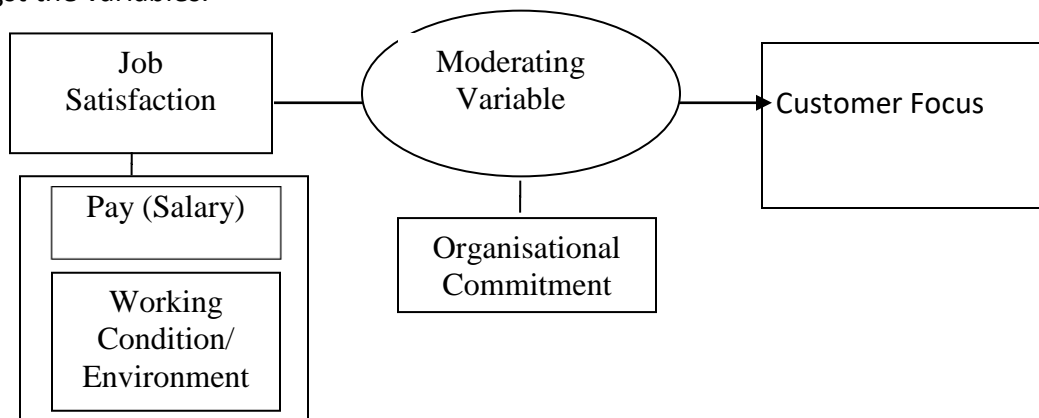


FIGURE 1 Conceptual Framework on the Relationship between Job Satisfaction and Customer Focus

Source: Desk, 2021

The conceptual framework in Figure 1 reveals the relationships amongst the three classes of variables of our study as depicted with the top arrow. The independent variable of Job Satisfaction which is made up Pay (Salary) and Working Condition/Environment will impact on the dependent variable of Customer Focus. These levels of impact are influenced by the moderating variable Organisational Commitment.

Literature

Concepts of Job Satisfaction

Employee satisfaction is the gratification or prosperity that the employees get from their job According to Cranny *et al.* (1992), job satisfaction is an effective reaction to one's job. Job satisfaction is described as pleasurable or positive emotional state as a result of evaluation of the job or job experiences (Locke, 1990).

Nwokah and Hamilton-Ibama (2016) stated that job satisfaction is a worker's sense of accomplishment and success on the job. It is linked to productivity and also to personal well-being. Job Satisfaction is a general expression of workers' positive attitudes built up towards their jobs. If the economic benefits, the social status, the job's own specific characteristics and the job expectation employees hoped, are appropriate for employees' desires, there is job satisfaction. Besides its answering the individual needs of physiology and security, if job also affects the person's feelings and values in positive way, then it can be said that there is a job satisfaction. Job satisfaction is a very important factor that mirrors the work environment and the characteristics of a job (Karsh *et al.*, 2005). Job satisfaction is so important in that its absence often leads to lethargy and reduced organizational commitment

(Moser, 1997). Lack of job satisfaction is a predictor of quitting a job (Alexander *et al*, 1998).

One of the most important theories which explain the job satisfaction is Lawler's theory. He (Lawler, 1973) explains job satisfaction in four basic conditions: According to the Fulfillment theory, the basic rule of the happiness of workers is to satisfy their demands and getting their wishes. That is, the more a worker earns the more he is satisfied and the less a worker earns the less he is satisfied. The Discrepancy theory is concerned with what the workers are expecting and what they are getting. The expectations, evaluations and hopes of workers about their works are more important than what they are having in real. According to the Equity theory, employees ponder about their qualifications, contribution to the work and the job's contribution to them. If the worker is paid over his work he will feel guilty but if he is paid under what he deserves his feeling for justice will rise. The Two-factor theory regards the elements of reasons of fulfillment. Negative elements are lower wages, no job guarantee and such factors. Fulfillment elements are, as Herzberg (1976) stated; realization of worker himself and reaching his goals (Lawler, 1973). By his two factor theory, Herzberg advanced Maslow's main, physiologic and self-realization theory and fortified it with his. Maslow's theory (Maslow, 1954) is based on the comparison of the best and worst conditions at work.

Studies in service sector revealed that job satisfaction is of great significance for effective functioning of any service organization. It is very difficult to serve customers well when employees are unhappy with their job. The nature of job satisfaction implies that an individual would

tend to stay with a job which is satisfying and quit a job which is dissatisfying. Job satisfaction is especially important for service industry employees because it is assumed that only if employees are satisfied with their job, they can satisfy their customers (Moser, 1997).

Dimensions of Job Satisfaction

Many have contributed to the enrichment of Job Satisfaction concept like the studies of Cranny *et al* (1992). According to Cranny *et al*. (1992), the commonest way of measuring job satisfaction is the use of rating scales where employees report their reactions to their jobs, and satisfaction questions usually relate to rate of pay, work responsibilities, variety of tasks, promotional opportunities, the work itself and co-workers. Explaining the nature of job satisfaction, some researchers (Armentor and Forsyth, 1995; Flanagan, *et al*, 1996; Kadushin, and Kulys, 1995) tend to agree that job satisfaction is essentially controlled by factors described in Adeyemo (2000) perspectives as external to the worker. From this viewpoint satisfaction on a job might be motivated by the nature of the job, working condition, its pervasive social climate and extent to which workers peculiar needs are met (Oshagbemi, 2000). Others are the availability of power and status, pay satisfaction, promotion opportunities, and task clarity (Bolarin, 1993). In the same manner, Jernigan *et al* (2002) measured job satisfaction using five dimensions. They are autonomy, interaction, pay, professional status, organizational policies, and task requirement.

Other theorists like Rose (2001) have viewed job satisfaction as a bi-dimensional concept consisting of intrinsic and extrinsic satisfaction

dimensions, the work tasks performed and the post occupied by the person performing those tasks. Intrinsic sources of satisfaction depend on the individual characteristics of the person, such as the ability to use initiative, relations with supervisors, or the work that the person actually performs; these are symbolic or qualitative facets of the job. Extrinsic sources of satisfaction are situational and depend on the environment, such as pay, promotion, or job security; these are financial and other material rewards or advantages of a job. Employees who report high job satisfaction tend to achieve higher productivity. When employees feel the company has their best interests at heart, they often support its mission and work hard to help achieve its objectives. And, they may be more likely to tell their friends, which helps spread goodwill (Hirschfeld, 2000).

Pay (Salary)

Good wages aren't the only reason employees find satisfaction in their jobs, but they typically rank high on the list. Competitive pay generally makes employees feel valued, and gives them less reason to look elsewhere for work. Pay can be in the form of cash or benefits (e.g., health care, paid vacation etc). Akintoye (2000) asserts that money remains the most significant motivational strategy. Money possesses significant motivating power in as much as it symbolizes intangible goals like security, power, prestige, and a feeling of accomplishment and success. Katz, in Sinclair, *et al.* (2005) demonstrates the motivational power of money through the process of job choice. He explains that money has the power to attract, retain, and motivate individuals towards higher performance. For instance, if a librarian or

information professional has another job offer which has identical job characteristics with his current job, but greater financial reward, that worker would in all probability be motivated to accept the new job offer. Pay may be viewed as direct remuneration for time worked or performance, or it may be viewed as indirect remuneration in the form of fringe benefits or services.

Pay is an important motivator. The amount of money, or equivalents, distributed in return for service. Pay has long been considered one of the most important organizational rewards because it allows employees to obtain other rewards (Heneman & Judge, 2000). Pay plays a significant role in influencing job-satisfaction. This is because of two reasons. First, money is an important instrument in fulfilling one's needs; and two; employees often see pay as a reflection of management's concern for them. Employees want a pay system, which is simple, fair and in line with their expectations. When pay is seen as fair, based on job demands, individual skill level, and community pay standards, satisfaction is likely to result. Clearly, providing an employee with a satisfactory pay package is important to the operations of an organization. If employees do not feel they are being treated fairly, they will act to reduce the tension caused by inequity (Organ, 1994; Williams & Anderson, 1991). Considering pay as a dimension of job satisfaction is also in line with (Sprigg *et al*, 2000 and Green and Heywood, 2008).

Working Condition/Environment

Keeping employees engaged and satisfied takes more than just good pay and benefits. The work condition/environment is a major determinant in employee satisfaction. A study by Roelofsen (2002)

indicates that improving the working environment reduces complaints and absenteeism while increasing productivity. Work environment involves all of the administrative aspects of an organization, including company policies that should apply to everyone equally. Employees also require the equipment needed to do their jobs well, adequate work space and policies that facilitate positive interaction between staff members. Management is to create condition for work effectiveness by ensuring that employees have access to necessary information, support and resources that will allow them to accomplish their work as well as provide ongoing opportunities for employee development. Workplaces that are free from stress, morale issues, harassment and discriminatory practices can create a positive and healthy environment for the employees (Khokher *et al* 2009).

Employee job satisfaction is also influenced by the quality of the working environment both its physical attributes and the degree to which it provides meaningful work. Employees want certain conditions in their work they want to believe that what they do will ultimately make a difference to someone in some way. They want to participate in decision making, opportunities to grow and develop, and same opportunities for their coworkers regardless of race, sex, or age. Adam and Bond (2000) discovered that human relationships are the best predictors of job satisfaction, and that job satisfaction is significantly predicted by professional relationships in the work environment. Working conditions that are compatible with an employee's physical comfort and that facilitate doing a good job contribute to job-satisfaction. Temperature, humidity, ventilation, lighting, upgraded information

technology to help employees accomplish tasks more efficiently and noise, hours of work, cleanliness of the work place, and adequate tools and equipments are the features which affect job-satisfaction. Because employees spend so much time in their work environment, it's important for companies to try to optimize working conditions (Aswalhappa, 1996).

Concepts of Customer Focus

Customer focus has become a familiar slogan with pride of place in the strategy statements of many organizations - both in the public and private sector contexts. Customer focus is the sufficient understanding of target buyers to be able to continuously create superior value for them (Awwad & Agti, 2011). This creation of value is accomplished by increasing benefits to the customer while decreasing their costs. Value from a customer's point of view can be understood as the trade-off between benefits and sacrifices in buyer-supplier relationships. Nwokah and Hamilton-Ibama (2016) agreed with Narver and Slater (1990) that customer focus is the sufficient understanding of organisation's target market to be capable of creating superior value for buyers always.

It aims at building long-term relationships with customers, which, enables the company to increase customer satisfaction because customer satisfaction is the cornerstone of any customer-focused business. Putting customers at the heart of an organization's product-market definition is the first role of effective customer orientation management (Nwokah & Maclayton, 2006). Nwankwo (1995) asserted that customer focus is not a philosophy that can be developed through an emphasis on peripheral service attributes. Rather, organisations can truly

embrace customer focus only if they established it as a culture throughout their organisation (Kennedy *et al.*, 2002).

Organisational Commitment as a Moderating Factor

Organizational commitment refers to the sense of belonging employees have towards the company, which as a result influences their ability to perform above and beyond expectations in achieving the company's goals.

Researchers have categorized this commitment into three dimensions (Meyer & Allen, 1991). According to them, organizational commitment is made up of Affective commitment i.e the employee's emotional connection to, identification with, and association in the organization. Employees with strong affective commitment stay in the organization because they want to and are ready to make significant efforts for the organisation. Continuance commitment refers to the employees being mindful of there being some costs connected with leaving the organization. Employees with continuance commitment stay in the organization because they stand to lose a lot if they leave hence they are "forced" to stay. Normative Commitment constitutes the employee's feelings of responsibility to stay with the organization because they think it is the right thing to do.

Job Satisfaction and Customer Focus

It is well known that employees' attitudes toward the organization have a significant effect on how they approach their jobs and how they treat customers. Employees are the face of the business and sources of innovation and organizational knowledge. They interact with customers at every touch point and create lasting brand impressions. They personify the company's

service philosophy and are expected to live by its culture and values. While the products and services many companies offer can appear quite similar on the surface, exceptional service can be a competitive advantage. Competing through service is only possible when the organization treats its employees as a valuable resource.

Rogers *et al* (1994) observed that a low level of job satisfaction can reduce the level of service performance. According to them, there is a significant correlation between employees' job satisfaction and service performance which implies that the higher the level of job satisfaction, the more likely the employee is to show customer-oriented behaviours, resulting in an increase in customer satisfaction.

Pay (Salary) and Customer Focus

Newman *et al* (2001) suggested that pay motivates behaviour only if valued by the employee or if pay allows individuals to obtain some other highly valued outcome. The benefits of customer focus practice had been confirmed in various types of firms, such as manufacturing (Mojtahedzadeh and Arumugam, 2011), retail (Chotekorakul and Nelson, 2013; Tajeddini *et al.*, 2013), service (Alam, 2013), hospitality and tourism (Sun and Kim, 2013), and public service (Fonseca *et al.*, 2010). Although the bottom line of this practice is to attain customer satisfaction and customer focus. Its effect on other firm performance measures, such as financial results and employee satisfaction, also reportedly exist (Anaza & Rutheford, 2012; Chotekorakul & Nelson, 2013).

Within literature, the practice of customer focus has been identified as pivotal for any organization seeking to reach a level of sustainable performance

(Cai, 2009; Mokhtar, 2013). In other words, becoming a customer focused firm requires the organization to continuously improve all the processes involved (Tajeddini *et al.*, 2013). As a consequence, the benefits of this practice to a firm had been reported to have direct or indirect impacts on various performance measures such as employee satisfaction, innovation, and cost benefits (Alam, 2013; Krivokapic *et al.*, 2013). The relationship between customer focus and employee satisfaction can be gauged due to the strategy of customer focus that requires high involvement and participation from employees, especially the front-line human resource that have consistent and mutual interaction with the customers. To achieve the objective of customer focus, managers need to work closely with the employees. As It is also an essential attribute that contributes to high levels of employee satisfaction (Aziz & Ennew, 2013).

Newman *et al* (2001) outlines a clear interrelationship between pay as a dimension of employee job satisfaction and customer focus. The main assumption underlying these activities is that increased pay leads to employee satisfaction which ultimately leads to increased customer satisfaction (Heskett *et al*, 1997). Academically speaking, customer focus and employees' job satisfaction are two of the most widely studied constructs in marketing research. However, there is little systematic research relating the two constructs to each other (Fomell, *et al* 1996; Oliver 1997).

H₀₁: There is no significant relationship between Pay (Salary) and Customer Focus.

Working Condition/Environment and Customer Focus

There is a need to create a work environment that encourages employees to give quality response to customer needs.

This is the key to pull service-profit chain of business. In other words, becoming a customer focused firm requires the organization to continuously improve all the processes involved (Tajeddini *et al.*, 2013). As a consequence, the benefits of this practice to a firm had been reported to have direct or indirect impacts on various performance measures such as employee satisfaction, innovation, and cost benefits (Alam, 2013; Anaza & Rutheford, 2012; Krivokapic *et al.*, 2013). Cai (2009) argued that customer focus has a positive effect on the working condition/environment dimension of job satisfaction. Ott and van Dijk (2005) provide a unique study which combined data on employee and customer satisfaction. Their findings suggest that employees' satisfaction with their organization is a better predictor of customer focus and ultimately customer satisfaction.

Numerous empirical studies show a strong positive relationship between the dimension of employee job satisfaction and customer focus (Brill, 1990; Anaza & Ruthford, 2012). As suggested by this wealth of findings, positive changes in employee attitudes lead to positive changes in customer satisfaction. Results indicated the presence of a positive relationship between working condition and customer orientation, and this relationship is found to be particularly strong (Brown & Peterson, 1994). Loveman (1998) study within the banking sector does not provide empirical support for the suggested positive impact of employee satisfaction on customer focus. Weiss (1999) stated that workplace satisfaction has been associated with job satisfaction. In recent years, employees comfort on the job, determined by workplace conditions and environment has been recognized as an important factor for

measuring their productivity.

As suggested by Govindarajulu (2004), in the twenty-first century, businesses are taking a more strategic approach to environmental management to enhance their productivity through improving the performance level of the employees. It is evident in the research findings of Newman *et al* (2001) that the more satisfied workers are with their jobs, the better the company is likely to perform in terms of subsequent profitability and particularly productivity.

H₀₂: There is no significant relationship between Working Condition/Environment and Customer Focus.

Job Satisfaction - Organizational Commitment - Customer Focus

According to Jones *et al* (2003) customer focus in addition to job satisfaction creates a sense of organizational commitment pride in employees'. In this context Ruekert (1992) found a positive relationship between customer focus and employee satisfaction and job commitment. Also Kennedy *et al* (2002) have a same approach. The effect of organizational commitment on both job satisfaction and customer focus variables have been studied in several researches.

Jaworski and Kohli studies (1993) and Jones *et al* (2003) is an example of research that have emphasized on the impact of organizational commitment on the two most important factors related to employees job. Based on the Jaworski and Kohli (1993) studies organizational commitment is a result of market orientation that is created according to the increased teamwork and create a sense of pride in employees due to belonging to this organization. The conclusion of this relationship is that customer focus

increases employee morale, job satisfaction and organizational commitment, because all parts of the organization are trying to achieve a common goal. As part of a successful team employee believes that they are playing an important role that will increase the level of organizational commitment.

Cichy *et al* (2009) also examined the impact of customer focus implementation on job satisfaction and organizational commitment that these studies indicate the positive impact of customer orientation on these two factors. The results of these studies is consistent with Siguaw *et al* (1994) studies and Jones *et al* (2003) studies that have been done in the commercial sector. Several studies have proven that there is a strong connection between customer focus, job satisfaction and organizational commitment. Siguaw *et al* (1994) in their study found that there is a positive organization's market oriented and job satisfaction and organizational commitment relationship.

Methodology

This study adopted the cross-sectional survey in its investigation of the variables. Primary data was generated through structured questionnaire. 15 copies each of the research questionnaire were administered to employees of the 4 major G.S.M firms in Rivers State making 60 respondents. 58 copies were retrieved and used for the analysis. The hypotheses were tested using the Spearman Rank Order Correlation Coefficient and the moderating variable, Partial Correlation with the aid of Statistical Package for Social Sciences Version 25.0.

Results of Analysis

Test of Hypothesis One

There is no significant relationship between Pay (Salary) and Customer Focus.

Table 1: Indicates the Correlations Analysis on Pay and Customer Focus

			Pay	Customer Focus
Spearman's rho	Pay	Correlation Coefficient	1.000	.982**
		Sig. (2-tailed)	.	.000
		N	58	58
	Customer Focus	Correlation Coefficient	.982**	1.000
		Sig. (2-tailed)	.000	.
		N	58	58

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

Source: SPSS Output, 25.0

The empirical result of the Spearman Rank Correlation Coefficient (ρ) in Table 1 shows that the rank value of ($\rho = 0.982$) and a (P-value at 0.000) which is at $P < 0.05\%$ result indicate a very strong positive and statistically significant

relationship between pay and customer focus in the Nigerian mobile telecommunication industry.

Test of Hypothesis Two

There is no significant relationship between Working Condition and Customer Focus.

Table 2: Indicates the Correlations Analysis on Working Condition and Customer Focus

			Working Condition	Customer Focus
Spearman's rho	Working Condition	Correlation Coefficient	1.000	.963**
		Sig. (2-tailed)	.	.000
		N	58	58
	Customer Focus	Correlation Coefficient	.963**	1.000
		Sig. (2-tailed)	.000	.
		N	58	58

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

Source: SPSS Output, 25.0

The empirical result of the Spearman Rank Correlation Coefficient (ρ) in Table 2 shows that the rank value of ($\rho = 0.963$) and a (P-value of 0.000) which is at $P < 0.05\%$ indicate a very strong positive and statistically significant relationship between the working condition and customer focus in

the Nigerian mobile telecommunication industry.

Test of Hypothesis Three

Organizational Commitment does not influence the relationship between Job Satisfaction and Customer Focus.

Table 3: Showed the Moderating Effect of Organizational Commitment on the relationship between Job Satisfaction and Customer Focus

Control Variables			Customer Focus	Job Satisfaction	Org. Commitment
-none ^a	Customer Focus	Correlation	1.000	.986	.978
		Significance (2-tailed)	.	.000	.000
		Df	0	56	56
	Job Satisfaction	Correlation	.986	1.000	.981
		Significance (2-tailed)	.000	.	.000
		Df	56	0	56
	Commitment	Correlation	.978	.981	1.000
		Significance (2-tailed)	.000	.000	.
		Df	56	56	0
Commitment	Customer Focus	Correlation	1.000	.651	
		Significance (2-tailed)	.	.000	
		Df	0	55	
	Job Satisfaction	Correlation	.651	1.000	
		Significance (2-tailed)	.000	.	
		Df	55	0	

a. Cells contain zero-order (Pearson) correlations.

Source: SPSS Output, 25.0

The empirical result in Table 3 indicates that there is a very strong and positive partial correlation between job satisfaction ($r_v = 0.986$) and customer focus while controlling for organizational commitment ($r_v = 0.978$), at $P_v < 0.000$. The empirical result indicates that there was a very strong and positive influence of organizational commitment on the relationship between job satisfaction and customer focus. However, the result of the zero-order correlation yielded that there was a strong and positive relationship between job satisfaction and customer focus, ($n=58$), $r=0.651$, at $P_v = 0.000$ thus; indicating that controlling for organizational commitment had a strong influence on the relationship between job satisfaction and customer focus in the Nigerian mobile telecommunication industry.

Discussion of Findings

Pay (Salary) and Customer Focus

The findings of this study indicate that there is a very strong relationship

between pay and customer focus ($\rho = 0.982$). This corroborates earlier findings of Newman *et al* (2001), Alam (2013), Krivokapic *et al* (2013), Aziz and Ennew (2013), Heskert *et al* (1997). According to Heskert *et al* (1997) increased pay leads to employee satisfaction which ultimately leads to increased customer satisfaction.

Working Condition and Customer Focus

The analysis of this study revealed a very strong positive relationship between working condition and customer focus. This is in line with the study of Alam (2013), Anaza and Rutheford (2012) and Krivokapic *et al* (2013). This also agrees with the findings of Cai (2009). He argued that customer focus has a positive effect on the working condition dimension of job satisfaction. Furthermore, Ott and van Dijk (2008) provided a unique study which combined data on employee and customer satisfaction. Their findings suggest that employee's satisfaction with their organization is a better predictor of

customer focus and ultimately customer satisfaction. Other researchers indicated that positive changes in employee attitudes lead to positive changes in customer satisfaction (Brill, 1990; Brown & Peterson, 1994; Weiss, 1999). In recent years, employees comfort on the job determined by workplace condition and environment has been recognized as an important factor for measuring their productivity.

In contrast, Loveman (1998) study within the banking sector contradicts this study finding. According to him there is no empirical support for the suggested positive impact of employee satisfaction on customer focus.

Moderating Effect of Organisational Commitment on Job Satisfaction and Customer Focus

The empirical results of this study indicate that there is a very strong and positive correlation between job satisfaction and customer focus while controlling for organizational commitment. That is, there is a very strong and positive influence of organizational commitment on the relationship between job satisfaction and customer focus.

This agrees with earlier findings of Jones *et al* (2003). According to them customer focus in addition to job satisfaction creates a sense of organisational commitment pride in employees. Also, Ruekert (1992) and Kennedy *et al* (2002) and Jaworski and Kohli (1993) found a positive relationship between job satisfaction, customer focus and organizational commitment. This study results is also consistent with the studies of Cichy *et al* (2009) and Siguaw *et al* (1994) that have been done in the commercial sector.

Conclusion and Recommendation

This study examines the relationship between Job Satisfaction and Customer Focus of mobile telecommunication firms in Nigeria. On the basis of the findings of this study we draw the conclusion that there is a very strong positive relationship between Job Satisfaction and Customer Focus of mobile telecommunication firms in Rivers State.

Based on the findings and conclusion, we can include in that when employees are more satisfied, customers have better experiences. In order to overcome these challenges, mobile telecommunication firms should create a strong and positive relationship with its employees and direct them towards task fulfillment if the employees are not satisfied with their jobs and not motivated to fulfill their tasks and achieve their goals, the organization cannot attain success. To survive in Nigeria highly competitive and dynamic business environment, telecommunication service providers need to constantly evaluate the extent of satisfaction of employee that can influence customer focus.

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