

## COMPETITIVENESS IN TELECOMMUNICATION INDUSTRY: A NEED FOR SERVICE QUALITY AND CUSTOMER SATISFACTION

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### Abstract

*In a greatly competitive environment, telecommunication service providers compete sternly for new customers. Over time and with the escalation competition, telecommunication industry has come to enhance their performance through delivery of quality service in order to the satisfaction of customers. The purpose of this paper is to examine how competitiveness in Telecommunication Industry through service quality and customer satisfaction with reference to Airtel mobile network in Ilorin metropolis. The study surveyed 197 telecom customers in Ilorin, Kwara state to determine the key influential factors that significantly influence on their perception Using the five SERVQUAL dimension. The data analyses were conducted by single linear regression with SPSS to test the set out hypothesis. The results of the statistical analysis reflected that most of the telecom customers are highly concerned about service quality of the service provider in the telecommunication industry. The study findings revealed that only empathy and assurance made by the network company have their satisfaction predictability less than 50% on the influence they have on consumer satisfaction. The study concluded that the service quality gaps indicated that though the responsiveness, tangibility and reliability of the network company is satisfactory in Ilorin metropolis, they are failing to meet the expectations of their customers on the assurance and empathy dimension. This service provider gaps must be reduced. The study recommended that it is advisable that they should improve their knowledge and skills through direct marketing. This will provide a fast and reliable service to their customers. It further recommended that service enhancement through customer orientation should be provided by the company. This will lead to better opportunity, enhance competitiveness and enable the company to gain confidence from their subscribers.*

**Keywords:** *Ilorin Metropolis; Consumer perception; customers' satisfaction; service quality and Telecommunication Industry*

### 1.0 Introduction

The concepts of service quality and service satisfaction have been highly considered and used in marketing texts and activities, during previous decades. Marketing researchers have praised the advantages of satisfaction and quality, and have mentioned them as indices of an organization competitive benefit (Reynoso & Moore, 1995). On the other hand, service loyalty is one of the most important structures in service marketing, due to its final effect on customers' repeated purchases, and in fact, those loyal customers who purchase repeatedly are considered as the base of any business (Caruana, 2002). In today's global

competitive environment delivering quality service is considered as an essential strategy for success and survival (Parasuraman *et al.*, 1985; Zeithaml *et al.*, 1990).

Quality service is expected from every sector, even the public sector organizations have come under increasing pressure to deliver quality services (Randall and Senior, 1994) and improve efficiencies (Robinson & Leigh, 2003). Customer needs and expectations are changing when it comes to governmental services and their quality requirements. Unlike the public sector, more quality service is expected from private organization as they have numerous competitors striving to capture their market share. Managers in the service sector are under increasing pressure to demonstrate that their services are customer-focused and that continuous performance improvement is being delivered. Given the financial and resource constraints under which service organizations must manage it is essential that customer expectations are properly understood and measured and that, from the customers' perspective, any gaps in service quality are identified. This information then assists a manager in identifying cost-effective ways of closing service quality gaps and of prioritizing which gaps to focus on – a critical decision given scarce resources.

Customer perceptions of the quality of a service are traditionally measured immediately after the person has consumed the service. Crosby, DeVito, & Pearson, (2003) noted that an understanding of quality is not necessarily something that is perceived in the mind of the consumer upon the first impression. Omotayo and Joachim (2008) and Aremu and Lawal (2012) find the relationship between customers' services on customer retention in telecommunication industry in Nigeria. They reached that if retention is not managed, customer's loyalty may be lost. The hypotheses of their research were supported indicating strong relationship between customer service, satisfaction and retention in the communication industry in Nigeria. Besides that, in hypercompetitive environments like the wireless industry, keeping existing customers is one of the most effective ways to drive profitability, as it is more costly to attain a new customer than to retain an existing one (Mobile, 2005). Anderson and Olsen (2008) posited that customer service is an important driver of customer equity and as such should be a high priority when attracting and keeping the right profitable customers in order to remain competitive in the industry. While there have been efforts to study service quality, there has been no general agreement on the measurement of the concept. The majority of the work to date has attempted to use the SERVQUAL (Parasuraman *et al.*, 1985; 1988) methodology in an effort to measure service quality (e.g. Brooks *et al.*, 1999; Chaston, 1994; Edvardsson *et al.*, 1994; Reynoso and Moore, 1995; Sahney *et al.*, 2004). Therefore, based on the above background, this current study examines how to achieve competitiveness in Telecommunication Industry through service quality and customer satisfaction.

## 2.0 Literature Review

### Service Quality

The importance of service quality resulted in numerous researches which have been carried out to evaluate it. Bloemer, (1998) have presented a model to show how the mental picture, service quality, and customer satisfaction influence customer loyalty. Findings of this research show that the mental picture indirectly and through service quality, influences loyalty. On the other hand, service quality influences loyalty both directly and indirectly (through satisfaction). Service quality is a concept that has aroused considerable interest and debate in the research literature because of the difficulties in both defining it and measuring it with no overall consensus emerging on either (Wisniewski, 2001). There are a number of different "definitions" as to what is meant by service quality. One that is commonly used, defines service quality as the extent to which a service meets customers' needs or expectations (Dotchin and Oakland, 1994; Asubonteng *et al.*, 1999). Service quality can thus be defined as the difference between customer expectations of service and perceived service. If expectations are greater than performance, then perceived quality is less than satisfactory and hence customer dissatisfaction occurs (Parasuraman *et al.*, 1985).

There is a fundamental question that exists: why should service quality be measured? Measurement allows for comparison before and after changes, for the location of quality related problems and for the establishment of clear standards for service delivery. Edvardsson *et al.* (1994) state that, in their experience, the starting point in developing quality in services is analysis and measurement. The SERVQUAL approach, which is studied in this paper, is the most common method for measuring service quality. Service quality is a multi-dimensional and abstract concept. It is associated with some unique features e.g. inseparability of production and consumption, intangibility, and heterogeneity. In the absence of objective measures, the measurement of quality is a very complex issue and firms often need to rely on customers' perception of service quality (Parasuraman *et al.*, 1985). Gronroos (2000) proposed that customer compared their expectations to their experience of service quality in forming judgments. The author defined service quality as:

*"... the perceived quality of a given service will be the outcome of an evaluation process, where the consumer compares his expectations with the service he perceives he has received, i.e. he puts the perceived service against the expected service. The result of this process will be the perceived quality of the service"* (Gronroos, 1984)

Gronroos (1993) later developed the three dimensions in defining service quality;

- a. Functional quality: The dimension consists of the seven attributes that are process related – behaviour, attitude, accessibility, appearance, customer contact, internal relationship, service-mindedness;
- b. Technical quality: The dimension consists of five output-related attributes – employees' technical ability, employees' knowledge, technical solutions, computerized systems, and machine quality;

- c. Image of the service provider: The dimension described customer's general perception of the supplier.

The author stated –

*“...if the image of the firm is good in the mind of a given customer, problems with the outcome, or the process, which this customer may have, are likely to some extent to be excused by the image perception. If the problems continue to occur, the image will eventually suffer. If the image is negative, quality problems are more likely to be perceived as worse than they in reality are”* (Gronroos, 1994)

### Consumer Satisfaction

Customer satisfaction is an essential ingredient in formation of customer's desires for future purchase and achieving competitiveness in an organization (Aremu, Aun, Aremu, & Iorkyaa, 2015). Furthermore, the satisfied customers will probably talk to others about their good experiences. This fact, especially in Africa cultures, where the social life has been shaped in a way that social communication with other people enhances the society, is more important. This is also emphasized by Aremu, Mejabi and Gbadeyan (2011) that the essence of producing goods and services are to meet the needs and satisfaction of the customers. Although satisfaction has been defined as the difference between expectation and performance, but there are differences between quality and satisfaction. For example, Parasuraman et al. (1991) say that satisfaction is a decision made after experience, while quality is not the same. On the other hand, in satisfaction literature, expectations for goods is “would”, while in service quality literature, expectations for goods is “should”.

Besides, Liljander, and Roos, (2002) and Aremu and Ajayi, (2014) posited that experience is not needed for evaluating service quality, and service can be evaluated on the basis of the knowledge about service provider, while satisfaction is an inner view, resulted from customer's own experience from the service. Finally, several researches have been done on the relation between service quality and satisfaction: findings of some of these researches show that satisfaction results in service quality (Parasuraman et al., 1988). Also, Sureshchandar, Chandrasekharan, and Anantharaman, (2003) posited that, there is a two-way relation between satisfaction and service quality in order to remain competitive.

### Service Loyalty

Many service organizations have developed customer loyalty programs as a part of relations development activities. Customer loyalty is a complicated concept. Oxford Dictionary defines loyalty as a state of true to allegiance. But the mere repeated purchase by customers has been mixed with the above mentioned definition of loyalty. In service domain, loyalty has been defined in an extensive form as “observed behaviors” (Bloemer et al., 1999). Caruana (2002) argues that behavior is a full expression of loyalty to the brand and not just thoughts. However, behavior standards (such as repeated purchase) have been criticized,

due to the lack of a conceptual basis of a dynamic process (Caruana, 2002). For example, the low frequency of repeated purchase of a special service may be resulted from different situation factors, such as non-availability or absence of a provider.

It is believed that loyal behavior cannot offer a comprehensive conception of fundamental causes of loyalty. Additionally, repetition may be due to different restrictions resulted from the market. Consequently, the loyalty of this type of customers mainly differs from the loyalty of those customers who seriously support a product, and do have psychological bond with a product and a company.

Therefore, customer's loyalty was considered as an attitudinal structure. For example, this issue appears in the tendency to advise the service offer to other customers. Finally, in addition to behavioral and attitudinal approaches, another approach to customer's loyalty, called cognitive approach, was introduced. The operational definition of this approach often refers to the first product or service which comes to the mind of a person, while making decision for purchase. Meanwhile, in their definition of this approach, Ostrowski, O'Brien, and Gordon, (1993) and Bloemer (1999) refer to the first product or service that a person chooses among products and services.

### Service Quality Measurement

It must be noted that, from a Best Value perspective the measurement of service quality in the Telecommunication Industry should take into account customer expectations of service delivery as well as perceptions of service. However, as Robinson (1999) concludes: "It is apparent that there is little consensus of opinion and much disagreement about how to measure service quality". One service quality measurement model that has been extensively applied is the SERVQUAL model developed by Parasuraman et al. (1985, 1988, 1991, 1994; Zeithaml et al., 1990). SERVQUAL is the most often used approach for measuring service quality has been used to compare customers' expectations before a service encounter and their perceptions of the actual service delivered (Gronroos, 1994;

Parasuraman et al. 1985). The SERVQUAL instrument has been the predominant method used to measure consumers' perceptions of service quality. It has five generic dimensions or factors and are stated as follows (Van Iwaarden et al., 2003).

1. *Tangible*: Physical facilities, equipment and appearance of personnel.
2. *Reliability*: Ability to perform the promised service dependably and accurately.
3. *Responsiveness*: Willingness to help customers and provide prompt service.
4. *Assurance* (including competence, courtesy, credibility and security). Knowledge and courtesy of employees and their ability to inspire trust and confidence.

5. *Empathy* (including access, communication, understanding the customer). Caring and individualized attention that the firm provides to its customers.

#### Airtel Mobile Network

In recent times Mobile telecom operators play an important role which enhance social interactions between and among individuals, groups, organizations, and the governments alike and which ultimately create a strong network of global environment. That is why Deutsch (1953) states this trend as “a web of nations”. Today's development of communication technology ignores the global border and makes the world as “global village” (McLuhan, 1964). This was further buttressed by Aremu, Mustapha, Nageri, and Aremu. (2015) that success and competitiveness in recent time will depend on the ability of the organization to used latest technology to deliver their products and services to the customers.

Airtel mobile network is one of the major telecommunication companies operating in Nigeria, they are competing with MTN, Glo, and Etisalat network. All this company make use of several marketing mix to entice there subscribers and win their loyalty. In other for Airtel to gain more market shares, they create some marketing strategy which can be observed in their mission statement among other branding statement. Some common statement of the company includes;

1. At airtel, we always put you at the heart of what we do. We strive to enhance your experience with us and build a lasting relationship with you by delivering better results every time. And this, reflects in our mission too.
2. Mission: Hunger to win customers for life.
3. Vision: Our vision is to enrich the lives of our customers. Our obsession is to win customers for life through an exceptional experience.
4. We aim to work towards our vision, driven by our values of AIR - Alive, Inclusive & Respectful.
5. Alive: We are alive to the needs of our customers. We act with passion, energy and a can-do attitude to help the customers realise their dreams. Innovation and an entrepreneurial spirit drive us - if it can't be done, we'll find a way.
6. Inclusive: Airtel is for everyone - we champion diversity, recognizing the breadth and depth of the communities we serve. We work with them, anticipating, adapting and delivering solutions that enrich their lives. We do this by having an open mind and embracing change.
7. Respectful: We live the same lives as our customers, sharing the same joys and the same pains. We never forget that they are why we exist. We act with due humility, always open and honest, to achieve mutual respect.

#### 3.0 Methodology

In other to deduce the competitiveness in Telecommunication Industry through **service quality and customer satisfaction** of Airtel mobile network, data were collected through self-administrated questionnaires from the residents of Ilorin

metropolis. The statistical population of this research is customers of Airtel mobile network branch in Ilorin metropolis, Nigeria. The population is unknown, therefore hypothetical sample size was used for the study. This is supported by Attewell and Rule (1991) that, it is permissible to use hypothetical sample for undefined population. Therefore, 50 questionnaires were administered each to customers of Airtel in Taiwo area; Tanke area, Muritala Area, Offa Garage area and Gere Alimi area all in Ilorin metropolis. Since there was a probability that some of questionnaire would not be returned, 250 questionnaires were distributed, out of which 197 questionnaires were collected and analyzed. In order to achieve the study objective, the study tested the following hypothesis.

$H_1$ : Service quality has a significant influence on consumer satisfaction in order to remain competitive in the Telecommunication Industry

#### 4.0 Data Presentation and Analysis

Linear regression was used in testing respondents' satisfaction against the five dimensions of service quality. Consumer satisfaction is tested as independent variable while the five dimension of service quality is each tested as dependent variables. From the result, it was observed that:

**Table 2: Model Summary on consumer satisfaction against Service reliability**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.749 <sup>a</sup>	.562	.123	19.42222

a. Predictors: (Constant), reliability  
The regression result shows consumer satisfaction against Service reliability is  $r=0.749$  and  $r^2=0.562$ , this implies that 56% of consumer satisfaction can be predicted by the reliability of the service quality.

**Table 3: Model Summary on consumer satisfaction against Service assurance**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.663 <sup>a</sup>	.440	-.120	21.95197

a. Predictors: (Constant), assurance  
The result of regression revealed consumer satisfaction against Service assurance is  $r=0.663$  and  $r^2=0.440$ , this implies that 44% of consumer satisfaction can be

predicted by the assurance given to them by the telecommunication company personnel.

The regression revealed that consumer satisfaction against customer care responsiveness is  $r = 0.96$  and  $r^2 = 0.924$ , this implies that consumer satisfaction can be 92% predicted by the satisfaction in responsiveness of the network service, through their customer care agents.

**Table 4: Model Summary on consumer satisfaction against customer care responsiveness**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.961 <sup>a</sup>	.924	.848	8.07962

a. Predictors: (Constant), responsiveness

The regression revealed that consumer satisfaction against customer care responsiveness is  $r = 0.96$  and  $r^2 = 0.924$ , this implies that consumer satisfaction can be 92% predicted by the satisfaction in responsiveness of the network service, through their customer care agents.

**Table 5: Model Summary on consumer satisfaction against empathy**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.347 <sup>a</sup>	.121	-.759	27.51095

a. Predictors: (Constant), empathy

The regression results revealed coefficient of consumer satisfaction against empathy of the company is  $r = 0.3474$  and  $r^2 = 0.121$ , this implies that consumer satisfaction can be 12% predicted by the empathy of the Airtel telecom company

#### Discussion of Findings

Only empathy and assurance made by the network company have their satisfaction predictability less than 50% on the influence they have on consumer satisfaction. This corroborate with the work of Anderson and Olsen (2008) that emphasis that customer will be attracted if they are assure of quality of the service. This will make the service remain competitive. The tangibility, reliability and

responsiveness of the telecommunication company according to majority of the respondents and the result of the regression as facilitate subscribers to be loyal to the telecommunication company. This led to the acceptance of the hypothesis that "Service quality has a significant influence on consumer perception in selecting a mobile telecom operator. This is in line with the study of Philip and Hazlett (1997). Some respondents' response to the open ended questions which buttress the result of the regression is that despite using other sim from other telecommunication company they make used of Airtel sim specifically because it has one or more edge over other sim. e.g. low cost tariff plan, cheap internet subscription etc. They further identify some challenges affecting their derivation of satisfaction to the company services. These challenges are itemized as follows: unequal service quality across locations; incessant reception of unwanted messages and high rate of consumption of data bundles among others.

#### 5.0 Conclusion and Recommendations

From a practical aspect, the study attempted neither to test existing theory nor to develop new research instruments. The study tried to present the findings of assessing the relationship between service quality and customer satisfaction of Airtel mobile network in Ilorin metropolis. The assessing competitiveness in telecommunication industry through service quality expectations and customer satisfaction investigated in this study has brought to light some deficiency perceived by respondents in quality of Airtel service in Ilorin metropolis. The service quality gaps indicated that though the responsiveness, tangibility and reliability of the network company is satisfactory in Ilorin metropolis, they are failing to meet the expectations of their customers on the assurance and empathy dimension. The results of this analysis provide evidence that service provider gaps must be reduced. An important step in minimizing service provider gaps is to measure customer expectations and communicate these expectations to the Telecommunication Company. This will enable the service provider in Ilorin to provide competitive services. If Airtel Telecommunication Company does not fully understand the needs of customers, they cannot be expected to meet or exceed these needs and must factor the environment it is operating into consideration (Aremu, Gbadeyan, & Aremu, 2016). The larger the gap is, the more serious the service quality shortfall. In fact, the service quality shortfalls in the telecommunication service in Ilorin and Nigeria in general are related to a number of constraints, such as unstable power supply, so many rural areas, and unexpected mechanical or technical faults among others.

Based on the conclusion, the study recommended that in order to maintain competitiveness and bridge the gap between customers' perceptions of service delivery of Airtel service in Ilorin metropolis, the telecommunication service provider needs to engage in more training opportunity to enhance their service skills to customers. This will enable them to attend to customer satisfactory and remain competitive in the industry. The training should focus on ability to help customers resolve their queries and problems quickly. In the

process of resolving such problems, they should show a caring, courteous attitude and a sincere interest in helping customers. Furthermore, the study also recommended that it is advisable that they should improve their knowledge and skills through direct marketing. This is in line with suggestion of Aremu (2006). This will provide a fast and reliable service to their customers. When they promise to do something for the customer within a certain time, they must fulfill that promise. It further recommended that service enhancement through customer orientation should be provided by the company. This will lead to better opportunity, enhance competitiveness and enable the company to gain confidence from their subscribers.

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Model	Variables Entered	Variables Removed	Method
1	Airteltangibility <sup>a</sup>		. Enter

a. All requested variables entered.

b. Dependent Variable: Are you satisfy with Airtel network

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.894 <sup>a</sup>	.800	.599	13.13228

a. Predictors: (Constant), airteltangibility

**ANOVA<sup>b</sup>**

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	688.210	1	688.210	3.991	.295 <sup>a</sup>
Residual	172.457	1	172.457		
Total	860.667	2			

a. Predictors: (Constant), Airtel tangibility

b. Dependent Variable: Are you satisfy with Airtel network

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-4.113	19.757		-.208	.869
	Airtel tangibility	1.163	.582	.894	1.998	.295

Model	Variables Entered	Variables Removed	Method
1	reliability <sup>a</sup>		Enter

- a. All requested variables entered.  
 b. Dependent Variable: Airtel subscribers satisfaction

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.749 <sup>a</sup>	.562	.123	19.42222

- a. Predictors: (Constant), reliability

**ANOVA<sup>b</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	483.444	1	483.444	1.282	.461 <sup>a</sup>
Residual	377.223	1	377.223		
Total	860.667	2			

- a. Predictors: (Constant), Airtel tangibility  
 b. Dependent Variable: Are you satisfy with Airtel network

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-4.113	19.757		-.208	.869
	Airtel tangibility	1.163	.582	.894	1.998	.295

- a. Dependent Variable: Are you satisfy with Airtel network

**Variables Entered/Removed<sup>b</sup>**

Model	Variables Entered	Variables Removed	Method
1	reliability <sup>a</sup>		Enter

- a. All requested variables entered.  
 b. Dependent Variable: Airtel subscribers satisfaction

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.749 <sup>a</sup>	.562	.123	19.42222

- a. Predictors: (Constant), reliability

**ANOVA<sup>b</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	483.444	1	483.444	1.282	.461 <sup>a</sup>
	Residual	377.223	1	377.223		
	Total	860.667	2			

- a. Predictors: (Constant), reliability  
 b. Dependent Variable: Airtel subscriber satisfaction

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.552	26.180		.212	.867
	reliability	.828	.732	.749	1.132	.461

- a. Dependent Variable: Airtel subscribers satisfaction

**Variables Entered/Removed<sup>b</sup>**

Model	Variables Entered	Variables Removed	Method
1	responsiveness <sup>a</sup>		Enter

- a. All requested variables entered.  
 b. Dependent Variable: Airtel subscribers satisfaction

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.961 <sup>a</sup>	.924	.848	8.07962

- a. Predictors: (Constant), responsiveness

**ANOVA<sup>b</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	795.386	1	795.386	12.184	.178 <sup>a</sup>
Residual	65.280	1	65.280		
Total	860.667	2			

- a. Predictors: (Constant), responsiveness  
 b. Dependent Variable: Airtelsubscribersatisfaction

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.065	9.595		.319	.803
	responsiveness	.905	.259	.961	3.491	.178

- a. Dependent Variable: Airtelsubscribersatisfaction

**Variables Entered/Removed<sup>b</sup>**

Model	Variables Entered	Variables Removed	Method
1	assurance <sup>a</sup>		.Enter

- a. All requested variables entered.  
 b. Dependent Variable: Airtelsubscribersatisfaction

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.663 <sup>a</sup>	.440	-.120	21.95197

**ANOVA<sup>b</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	378.778	1	378.778	.786	.538 <sup>a</sup>
Residual	481.889	1	481.889		
Total	860.667	2			

- a. Predictors: (Constant), assurance  
 b. Dependent Variable: Airtelsubscribersatisfaction

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-4.704	43.656		-.108	.932
	assurance	1.145	1.292	.663	.887	.538

- a. Dependent Variable: Airtelsubscribersatisfaction

**Variables Entered/Removed<sup>b</sup>**

Model	Variables Entered	Variables Removed	Method
1	empathy <sup>a</sup>		.Enter

- a. All requested variables entered.  
 b. Dependent Variable: Airtelsubscribersatisfaction

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.347 <sup>a</sup>	.121	-.759	27.51095

- a. Predictors: (Constant), empathy

**ANOVA<sup>b</sup>**

Model	Sum of Squares	Df	Mean Square	F	Sig.	
1	Regression	103.815	1	103.815	.137	.774 <sup>a</sup>
	Residual	756.852	1	756.852		
	Total	860.667	2			

- a. Predictors: (Constant), empathy  
 b. Dependent Variable: Airtelsubscribersatisfaction

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	20.705	35.186		.588	.661
	empathy	.360	.971	.347	.370	.774

- a. Dependent Variable: Airtelsubscribersatisfaction