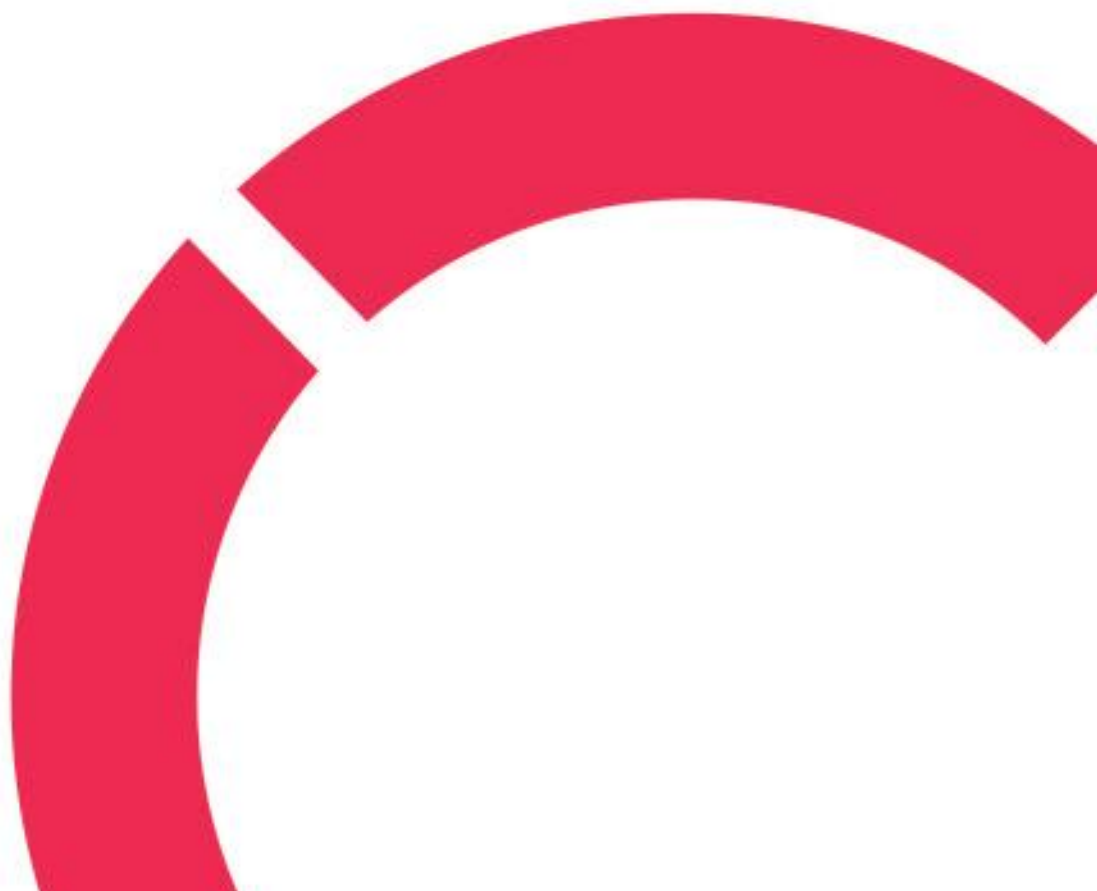Emilia Ngole

EFFECTS OF CUSTOMER SATISFACTION ON ORGANIZATIONAL PERFORMANCE OF TELECOM FIRMS IN BUEA, CAMEROON

Thesis
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ABSTRACT

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Customer satisfaction in recent years has had a great impact on the organisational performance of many businesses and companies, failure to know how to satisfy customers can be too costly especially for telecom firms due to advancements in technology and customer service competition.

This study titled The Effects of Customer Satisfaction on Organizational Performance, case study Telecom Firms in Buea, Cameroon evaluates the effects of customer decisions because of their satisfaction or disconfirmation on the organisational performance of telecom firms in Buea, especially its marketing organisational performance.

The expectancy disconfirmation theory and the Zeithaml and Bitner model were discussed to see how they describe customer satisfaction and how organisations deal with such satisfaction issues.

The methodology used involved simple descriptive analysis with the help of Webropol to analyse the effect of customer satisfaction on organisational performance. The finding constitutes the fact that customers are barely satisfied with the telecom firms in Buea, a CSAT score of 52.66% falls short of the required range of 75 % – 85 %. This affects their organisational performance and is seen as a reason for the recent changes in the organisational performance of telecom firms.

It concludes by suggesting that, telecom firms in Buea should re-evaluate their prices, sensitise and educate their customer service to know better how to handle customers and they should innovate their products and services.

Keywords
Customer satisfaction, Buea, organisational performance, telecom firms.

ABSTRACT

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1   INTRODUCTION

Businesses and organizations that are out to make profits must serve and deliver the best services and products to their clients and customers, for them to make profits. Hence, customers are the centre point of every organization and their satisfaction is of primary importance and at the core of every business model. Adirika, Ebue and Nnolim (2001) and Ndubisi and Nwankwo (2019) both explained that the provision of valuable products and services to customers at the right hour, place, and price and combination to solve the issues of needs they face is customer satisfaction.

Kotler and Keller (2016) suggest that the comparative judgment shown by individuals as a result of the performance they receive from a product in comparison to their expectations of the product's performance can be termed satisfaction. If their expectations of the product's perceived performance are below the actual performance, they are satisfied otherwise, they are dissatisfied.

Today, telecommunication firms are out to maximize their customer experience and to achieve objectives such as profit maximization, market share increase, and market domination. However, the challenge is the ever-changing dynamics of what customers want and need, leading to a problem of how to serve customers to maximize their experiences leading to satisfaction and while at the same time dealing with competition from other firms in the market. Data published by Emplifi (2023) on CMSWIRE, on customer experiences and satisfaction shows that 77% of companies believe customer experience is a key competitive differentiator in the market, 86% of consumers would leave a company just after two bad experiences, and 49% of consumers have left companies in 2022 due to poor customer experiences.

As such, this study aimed to evaluate the effects of customer satisfaction on the organizational performance of Telecom firms in Buea, Cameroon. The study focused on how customers feel about the services and products provided by telecom firms and, the effects of their satisfaction on the performance of these telecom firms using various customer satisfaction metrics. The study asked the following questions, are telecom firm customers

satisfied with the customer experience they are receiving? In addition, are telecom firms' performances witnessing changes because of the level of customer experience of clients?

The remainder of this study is structured as follows: chapter 2 presents literature on customer satisfaction, chapter 3 on organizational performance, chapter 4 outlines the theories backing up the study chapter 5 presents empirical studies, and chapter 6 covers the research methodology. Chapter 7 presents the results and discussion of the results and finally, chapter 8 covers the conclusion and recommendations.

2   CUSTOMER SATISFACTION

Paul (2010, p57), defines customer satisfaction as the number of customers, or percentage of total customers, whose reported experience with a firm, its products, or its services (ratings) surpasses the target satisfaction goals. Kotler and Keller (2016) cited customer satisfaction as a pivot for organizational success and performance. This chapter shall discuss the determinants of customer satisfaction and the variables used to measure customer satisfaction.

2.1 Determinants of customer satisfaction

The determinants of customer satisfaction are based on past studies. The studies include Suchanak and krayola (2015) on the effects of customer satisfaction on company performance, Kumbo (2015) who studied factors for customer satisfaction and customer dissatisfaction in commercial banks, and the report of KPMG (2014) on customer satisfaction surveys in the banking industry.

In their study, Suchanak and krayola (2015) found that experience with a product, purchase frequency, product quality (design and craftsmanship), product price compared to competition, and tradition compared to competition affect and determine customer satisfaction. Their studies found these variables significant. As such if a company takes these variables into account, its customers will be very satisfied. The more experience a customer has with a product, the more likely they are to acquire the product. Experience with the product can run from product identification amongst others to usage and effects of the product over the years. This factor affects customer satisfaction as confirmed by Suchanak and Krayola (2015).

The frequency of purchase here refers to the number of times they buy the products. The more products are bought, the more satisfied customers are with the product, and this ultimately leads to greater satisfaction. How often customers buy the product either for themselves or for others greatly affects customer satisfaction.

The product's qualities as design, features, contents, packaging, and efficacy affect customer satisfaction, if they are of greater quality compared to competitors, customers are bound to go for the products, hence increasing and proving their satisfaction. This factor plays a vital role in customer satisfaction especially as customers always demand product quality equivalent to their money's worth. (Kumbo 2015, Suchanak & Krayola 2015; KPMG 2014)

The price of a product is very vital when compared to competitors even when the product is of high quality. Customer satisfaction can be affected if a product price is relatively high to competitors who offer the same products or substitutes. Substitutes affect the price of products which invertedly affects customer satisfaction (Kumbo 2015, Suchanak & krayola 2015).

The tradition of the company in terms of the longevity of its service in the market affects the perception of customers, which in turn affects how they react to the product or company. Their satisfaction will be high for companies and products that have been longer in the market and still delivering what is vital, needed, and keeping up with changes in the market and most importantly technology too.

KPMG (2014) asserts that convenience is key to customer satisfaction. Convenience is at the heart of customer satisfaction despite what channels consumers are using, coming to the branch or online chatting with companies. When a company has many channels of contact with its customers, the is increased interaction as it creates ease of use and acquisition and or usage of company products.

Customer service is the communication between the customer of the product and the business that sells the product. It is paramount to the success of companies and helps build brand loyalty. KPMG (2014) asserts that excellent customer service accounts for 36% top reason for maintaining relationships in the retail sector of the banking industry, and 27% each for the SME and corporate banking sectors. For telecom firms to establish and succeed, they need to maintain excellent relationships with their customers since this aspect seriously affects customer satisfaction.

2.2 Customer satisfaction measurement in organizations

Customer satisfaction metrics are used to appraise the satisfaction of customers quantitatively. They are mostly acquired after surveys have been completed. According to Freshworks (2014), consumer satiety is measured using methods such as calculating the customer satisfaction score (CSAT), the net promoter score (NPS), and the customer effort score (CES).

The customer satisfaction score metric measures how happy a customer is with a company's products and services and the company in general concerning matters such as customer service, convenience, trust, and privacy. Dividing the total of positive responses in the survey by the total number of surveys gives the customer satisfaction score. Mostly, it is stated as a percentage with a good CSAT score ranging between 75% and 85%.

The net promoter score is a metric used in measuring customer loyalty in customer experience programs or surveys. It looks at the likelihood of customers endorsing a brand or company to others. Developed in 2003 by Bain and Company. It measures customer perception based on single questions and the responses vary been 0 and 10 with 0 being not likely at all and 10 meaning extremely likely.

The net promoter score classifies customers into 3, namely promoters (those who respond with scores of 9 or 10, are keen and loyal too), passive (customers who respond with a score of 7 or 8, they are quite satisfied with the company's products but not contented enough to promote the company) and detractors (those customers who respond with scores of 0 to 6. They are unhappy and the prospect of repeat purchase is zero, plus they may demotivate others from making purchases from a company) (Freshworks 2014; Bunker 2024).

The customer effort score measures how the resolves taken by a company make customers effortless. The lower the customer effort is, the higher the customer satisfaction. It usually takes the form of asking customers how easy or difficult a business dealing was. It mostly runs on scores of 1-5 or 1-10. The CES can be calculated by summing up all the business responses received and dividing it by the total number of respondents.

2.3 Importance of customer satisfaction

The section discusses the importance of customer satisfaction as an improvement in customer retention, improvement in customer loyalty and advocacy, easier making of business decisions, and creating a major differentiation in customer experience leading to competitive advantages.

Customer satisfaction, consumer satisfaction, or client satisfaction measures how delighted a customer is with a company's product or service and what value they have for that product, the higher the better. This measure can at times be assessed using what is referred to as customer satisfaction score or CSAT. The insights obtained from customer satisfaction scores and analysis are enormously useful. The importance of customer satisfaction to telecom firms can be summarised in the following points:

Customer satisfaction study and analysis can lead to improved customer retention. This retention leads to brand loyalty which causes repeat purchases which in turn increases revenue and goodwill. Telecom firms can benefit from customer satisfaction analysis in this way.

Customer satisfaction from businesses Improves customer loyalty and advocacy. Customer loyalty is a long-term assurance to buyback, that involves a good perceptive attitude towards repeat company sales, it can also be seen as a leaning of customers to stay with brands and not change (Keramati, Mehrabi & Mojr 2010; Khadka & Maharjan 2017). According to Freshworks (2024), 69% of customers recommend a business to others and about 50% will use the company more often than before. Customer loyalty and advocacy can increase sales.

Another benefit of studying customer satisfaction is easy decision-making. Telecom firms will benefit from making decisions easier when they conduct customer satisfaction surveys. Knowing what customers want and need will help them align their organizational goals to be customer-focused. Studying customer satisfaction will enable them to know patterns that will help product advancement, marketing, and customer service too.

Customer satisfaction tracking and measuring creates a differentiator factor that telecom firms in Buea can use to have a competitive edge in the market. This helps them gather information on customers' feedback concerning satisfaction levels, which they can use to identify where to improve their services or products, build benchmarks, and compare their service to industry standards. Doing all this will enable telecom firms that pay attention to beat the competitors in Buea. (Rajeev 2018)

3   ORGANIZATIONAL PERFORMANCE

Performance originates from the Latin word "preficiere" meaning "to complete a proposed action". An organization throughout its being is characterized by compound phenomena and results that come about to form performance. Some authors say performance signifies the ability of an organization to attain its goals efficiently and effectively (Dănilă, 2014; Liu & Yang, 2016; Tannebum & Schmidt, 2009).

Lebans and Euske (2006) define organizational performance as a set of financial and non-financial indicators that give information on the level of achievements of an organization's objectives based on results attained. As a result, organizational performance can be said to be the actual output of a business in response to its stated objectives and goals.

3.1 Approaches to measuring organisational performance

In assessing and gauging organisational performance, Taouab and Zineb (2019) confirmed that efficient and effective results are the goals of every business and organisation involved in the activity. And as such it is in management's interest to make sure that they always follow up. Stakeholders have received added value from recent measurements of organization performance due to improved financial and non-financial information provided. Chi and Gursory (2009), posit that organisational performance can be divided into two, financial organisation performance and marketing organization performance.

The measure of an organization's ability to use its available assets and resources to generate revenue and income can be referred to as financial performance. It can also be regarded as an organization's actual output measured against its projected output. Azar and Ciabuschi, (2017), used return on assets, return on investment, and cash flow as measures of an organization's performance. Hussein, Sahbaa and Dalia (2020) refer to certain indicators as working capital, equity debt, accounts payable and receivables, current ratio, and turnover. Hussein et al (2020) define financial performance as the level of organizational accomplishments in terms of profits and losses over a period and they concluded that

evaluation of an organisation's financial performance will enable management to judge the results of its activities and strategies in monetary objective terms.

According to Namjoyan, Esfahani and Haery (2013), marketing performance can be explained with the 3Es, that is efficiency, economy and effectiveness; And Olivier (1999) corroborates by saying the 3Es gives an actual level of the performance of a business. Efficiency relates to the use of the given quantity by the resource and is taken from the highest result achieved by the resource or the reduction in the number of resources to achieve a predetermined result. The economy is seen from the availability of facilities used by resources to carry out an activity (buying and selling) with a minimum cost. Then adequate is determined by achieving predetermined results (Peppard 2000).

The relationship between marketing activities and business performance can be used as an assessment of the performance of marketing organisations (Ringle, Henseler & Sinkovics, 2004). Such activities are marketing communications, promotions, and other activities representing buying and selling transactions. Rossomme (2003) asserts that these activities affect the results of customer thoughts, feelings, knowledge, and behaviour, which in turn affects the company's financial organisation.

In this study, the marketing performance shall be used to measure the organisational performance of telecom firms in Buea.

3.2 Marketing performance in telecom firms in Buea

Marketing performance refers to increasing the organisation's status in market share, increasing customer perceptions of the organisation and its products, and increasing customer loyalty to the organisation. Marketing performance in organisations can be captured using variables such as market share, sales volume, customer retention, customer acquisition, and new product innovation to measure the marketing organisational performance of telecom firms in Buea.

Market share refers to the percentage of an industry gained by a particular business in a given time. Market share is seen to play a pivotal role in setting the price of products in the market.

Some studies have shown that factors such as the forming of joint ventures and dynamic marketing methods greatly influence market share. (Shen & Cheung 2018; Davcik & Grigoriou 2016).

The customer's intention to repurchase a good or service from the supplier or business shows their intentions to stay. As such customer retention is regarded as a non-stop process of finding prospective customers, turning them into actual customers, and keeping them away from being snatched by competitors in the long run while maintaining a perfect and beneficial relationship with them. (Edward & Sahadev 2011; Alshurideh 2016a; Danesh, Nasab & Ling 2012; Alshurideh 2016b; Alshurideh 2016c; Ammari, Al & Alshurideh 2017).

Customer acquisition is the process of finding, appealing, and retaining prospective clients. Worrell (2012), cites seven pivotal steps in securing new customer acquisition, namely know, like, trust, try, buy, repeat, and refer. Customer relationship management tools and technologies are used to turn prospective customers into actual buyers. Worthy to note is that, in the process of acquiring new customers, the business target decides those to target, how to satisfy them, and what to deliver (Nasir 2015.)

According to Faizal (2022), sales are defined as a process whereby businesses supply customers with what they need and want and both parties achieve mutually beneficial outcomes, profitability for the business, and satisfaction for the customers. Sales volume refers to the number of sales of a particular product or group of products achieved by a business in a particular item, it is said to be affected by factors such as market conditions, service quality, and the price of the products being sold (Faizal 2022.)

New product innovation according to Maier (2014) is the development of products with characteristics that are completely different from previous business products and have the intention for consumption or further utilization. This process introduces new products with unique characteristics that satisfy customer needs and wants in the marketplace. Through differentiation, and growth in demand for new products due to improved quality, businesses gain more competitive advantage which in turn affects their organizational productivity. Product innovation drives the growth opportunities for enterprises (Maier 2018.)

3.3 Importance of organizational performance to telecom firms in Buea

This section discusses the importance of organizational performance to telecom firms in Buea municipality, it answers questions as to why telecom firms should monitor their organizational performance, how often, and what data insights it could reveal to management and help in decision making.

Atkinson, Waterhouse and Wells (1997), list four important aspects of organizational performance. According to them, it helps the business assess if the contributions from employees and suppliers are what is expected and desired. Secondly, it evaluates the various stakeholder groups in a company and how each group is helping the organization achieve its set goals.

In addition, organisational performance helps the business in designing and implementing measures that help the achievement of strategic goals set by top management and carried out by operational units within the organisation. Finally, organisational performance helps the top management of a business to evaluate and monitor the progress of strategies put in place during the planning stage if they are in line with agreements entered into by the business and its stakeholders.

Valuable information helps to complete management follow-up and monitoring of performance, evaluation of reports and progress and such data can be obtained when organizational performance is scrutinized and measured.

4 THEORETICAL REVIEW

The expectancy disconfirmation theory of Richard L Oliver and, the Zeithaml and Bitner model are used to back up this study. These theories throw light on customer satisfaction and its effects on the organizational performance of telecom firms in Buea, Cameroon.

4.1 The Expectancy disconfirmation theory

Propounded by Richard L Oliver in 1990, this theory explains customer satisfaction or dissatisfaction. It compares performance received against expected performance.
The expectancy disconfirmation theory states that satisfaction or dissatisfaction is a result of a customer's comparison of a product or service's performance against expected or pre-set performance. The difference in the satisfaction obtained from the satisfaction expected is called disconfirmation of expectation. Elkhani and Bakri (2012). It also says that based on the results achieved, customers can either have positive or negative disconfirmation.

Positive disconfirmation of expectation occurs when the customers' experienced satisfaction surpasses their expected satisfaction for the products and services of a firm. Yi (1990), cites that positive disconfirmation leads to customer satisfaction and therefore improves the organization's well-being. Negative disconfirmation of expectation is a deficit when the perceived performance of the products and services of the business is not on par with what the customer's expectations were. They derived less satisfaction than they initially hoped. Thus, the business has failed to capture their satisfaction which leads to negative customer satisfaction. Yi (1990) says this leads to negative customer satisfaction and can lead to customer loss.

This theory is suited for this study as the study evaluates the customer satisfaction of telecommunication customers in Buea. That is what they expect from the products and services of the companies what they are receiving or not, if they are satisfied or dissatisfied at the end of the day. It evaluates satisfaction from the time they have the information about a product to the quality after the product's consumption.

4.2 The Zeithaml and Bitner model

This model suggested by Zeithaml and Bitner in 2003 suggests that customer satisfaction is solely not influenced by service quality alone but by other factors such as personal factors, price, situational factors, product quality, and customer perception of service quality too (Rajeev 2018).

Tanner and Raymond (2012) define situation factors as temporary conditions that affect how customers make buying decisions. These factors can include both physical and intangible factors such as the location of businesses, the layout of the stores, the music being played, the lighting style, and even the time of purchase itself, not to mention the reason for purchase, and customers' social situation and mood.

Personal factors according to Ramya and Mohamed (2016) that affect the buying decisions of customers leading to customer satisfaction include the age of customers, their income level, lifestyle, and their occupations. As customers move through the age cycle, their taste changes and preferences as well and they buy different products at each stage of their life. Income refers to the purchasing power of the customer, as their income levels keep changing, so too do their spending patterns and satisfaction desired.

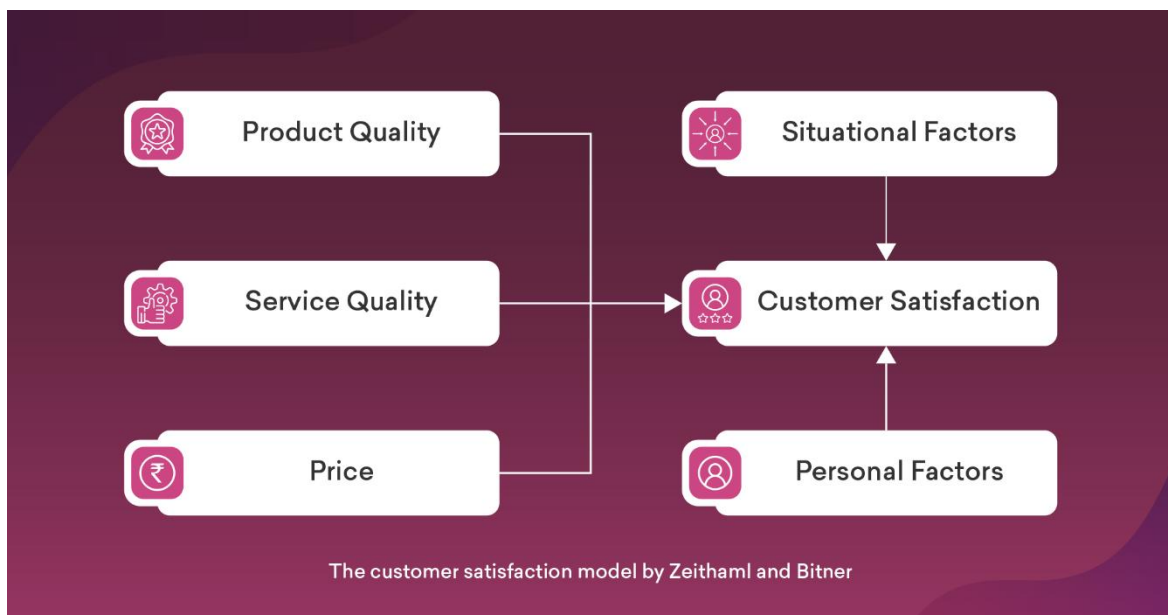The customer satisfaction model by Zeithaml and Bitner

Figure 1: The customer satisfaction model by Zeithaml and Bitner (adapted from Rajeev 2018)

This theory is important for this study since it evaluates not just service quality's effect on customer satisfaction but also other factors that are responsible for building a customer's consumption habits that lead to satisfaction. The price of a product or service is an important determinant in decision-making for customers, the product's quality as well is a major concern, since it affects the satisfaction derived by a customer.

In conclusion, this theory and model both present customer satisfaction as a response to customer experiences, when expectations encounter realism and what happens.

5 CUSTOMER SATISFACTION AND ORGANIZATIONAL PERFORMANCE STUDIES

This chapter presents a review of studies already carried out in the field concerning the topic being researched. The study reviewed other studies in terms of the title of the study, objective, research methodology, results, conclusions, and recommendations.

Haq, Soomro, Mazhar, Ullah, Shloul, Ghadi, Ullah, Saad and Tolba (2023) carried out a study on the impact of 3G and 4G technology performance on customer satisfaction in the telecommunications industry in the Punjab region of Pakistan. They aimed to investigate what impacts customer satisfaction and its effects on the revenue stream of telecom firms in the region. The study utilized a questionnaire to gather data which was analysed using regression, correlation, and descriptive analysis. The results indicated that customer service, amongst others, impacted customer satisfaction and as such they recommended that Telcom firms in the region increase the satisfaction levels of their clients to capture new customers which will increase their revenue stream.

Fang, Li, Lioa, Liu and Syed (2023), studied the influence of factors on customer satisfaction in Malaysia's mobile telecom sector. Their focus was on investigating the factors that influenced the level of customer satisfaction. Using price, service quality, and brand image as independent factors, adopting a descriptive analysis method and questionnaires to gather data which was analysed using both explanatory factor analysis and multiple regression analysis. Their study found that price and quality of service significantly influenced customer satisfaction. Their study recommended that for customer share of mobile telecom services to be increased, they must make the prices of their services and internet packages to be affordable for customers.

In addition, in their study on the impact of customer satisfaction on the business performance of SMEs in Nigeria, Zakari and Ibrahim (2021). Utilizing the survey design, both primary and secondary data were gathered and analysed for the relationship between customer satisfaction and SME performance. Their study showed that business performance and customer satisfaction are positively correlated, and they recommended that SMEs should be giving financial support as it would impact their businesses positively.

Ndubisi and Nwankwo (2019), carried out a study on customer satisfaction and organisational performance in the Southeast banking sector of Nigeria. They assessed the connection between bank performance and customer satisfaction. Their study was of survey design which used Likert-Scale questionnaires. They found out that customer satisfaction and bank performance shared a significant positive relationship and, as a result, they recommended two solutions, improving the quality of their financial services and meeting customer expectations.

In an analysis of customer satisfaction and customer loyalty, based on brand image and perceived service quality, Genoveva (2015), carried out a study to determine customer satisfaction and customer loyalty based on brand image and perceived service quality in the motorcycle market in Indonesia. Using questionnaires and analysing data via LISREL 8.7. their study revealed that brand image, perceived service quality, and customer satisfaction concurrently influence customer loyalty.

To conclude, most of the studies point to service quality as a major determinant of customer satisfaction. The mobile telecom sector has had a couple of studies targeting its customers in an ever-changing atmosphere where customer satisfaction has become the focal point of every business existence, followed by profits and market share objectives.

Most of the studies use descriptive analysis and questionnaires to gather data used in deciding the effect of customer satisfaction on organisational performance. The performance of telecom firms according to the studies above is greatly influenced by customer satisfaction.

6 METHODOLOGY

This chapter discusses the area and scope of the study, the data sources, the type, and the collection method. It also describes the method of analysis.

6.1 Area and scope of the study

The study area was limited to telecom firms in Buea. Several telecom firms exist in Buea, the prominent ones being MTN Cameroon, Orange Cameroon, CAMTEL, and Nextel Cameroon. These companies are in the telecom industry of Cameroon, regulated by the Telecommunications Regulatory Agency (TRA), and provide both products and services such as internet, calls, mobile, and electronic banking services all over the 10 regions of the country. The services of these firms are directed to all the customers located in Buea and its environs. Buea shares a boundary with other towns such as Tiko, Muyuka, and Idenau (Baboucar 2015 and CVUC Buea 2018).

6.2 Research choice

The study was descriptive. Primary data was used and was gathered from the customers of telecom firms in Buea. The research instrument used to gather data was a five-scale Likert-type questionnaire which ranged from strongly agree with a score of 5 to strongly disagree with a score of 1. The sampling method used to select respondents was the simple random sampling technique. With this method, correspondents were chosen randomly and asked to fill out the questionnaires after they consented.

The questionnaire was divided into two parts, part 1 which carried questions that gathered demographic information and part two contained statements gathering data on customer satisfaction and marketing organizational performance of telecom firms in Buea. The statements captured data on market share, sales volume, customer retention, customer acquisition, and new product innovation.

6.3 Data analysis and method

For the gathering of data, the content and face validity of the research instrument (questionnaire) was carried out by the supervisor of the study. The survey was administered using Webropol and the data was analysed using descriptive analysis. The research instrument used is appended in appendix 1. The Webropol link was administered via an open weblink to the respondents in Buea Cameroon. Upon reception, they filled the question, the analysis tool of Webropol did the summing by total respondents received and frequency. This basic report was then downloaded and analysed in excel and data and evaluations transferred to this thesis report.

7 RESULTS AND DISCUSSIONS

This chapter presents the results from the survey carried out and analysed through Webropol. It shows the results and the discussions.

7.1 Demographic analysis

The demographic data of the respondents was analysed, the results are presented below on the table.

TABLE 1. Demographic analysis

ITEM	DESCRIPTION	NUMBER	FREQUENCY
Gender	Male	9	30.0%
	Female	21	70.0%
	Total	**30**	**100.0%**
Age	Below 25	15	50.0%
	26 – 35	13	43.3%
	36 – 45	2	6.7%
	above 45	0	0.0%
	Total	**30**	**100.0%**

In total, 30 respondents answered the questionnaire. Of this number, a majority of 21 respondents accounting for 70% of the sample population were females while the remainder 30% were males. Age groups wise, 50% of the respondents corresponding to 15 of them were under the age of 25years, with the second age group 26 – 35 years accounting for 43.7% of the sample population and a minority of 6.7% falling under the age group of 36 – 45 years old.

It can be asserted based on the data gathered that most of the users of telecom firms in Buea are females and the most age group of users of telecom firms in Buea are youths under 25years of age followed by those between the ages of 26 and 35 years old.

7.2 Telecom firms profile analysis

This section analyses and presents data on the profile of the various telecom firms in Buea. It presents data corresponding to the popularity of the firms in the industry, the longevity of usage - that is how long their products have been used by respondents and the profile of these respondents, are they employees or customers of the various telecom firms.

TABLE 2. Telecom firms profile analysis

ITEM	DESCRIPTION	NUMBER	FREQUENCY
Company	MTN	16	53.3%
	ORANGE	7	23.3%
	CAMTEL	7	23.3%
	NEXTEL	0	0.0%
	Others	0	0.0%
	Total	**30**	**100.0%**
Longevity of usage of products and services	Less than a year	2	6.7%
	1- 5 yrs.	6	20.0%
	6 - 10 yrs.	11	36.7%
	above 10 yrs.	11	36.7%
	TOTAL	**30**	**100.0%**
Correspondent status	Employee	7	23.3%
	Customer	23	76.7%
	Total	**30**	**100.0%**

On total, the 30 respondents who took part in the survey identified just three telecom firms in Buea, namely MTN, Orange and Camtel with 53.3, 23.3 and 23.3 percentages respectively. The non-identification of Nextel can be attributed to its closure back in the years past. This result shows that most of the participants favour these three networks above all.

In terms, of how long the products and services of the telecom firms in Buea have been utilized by the customers, the study found out that majority of the customers have used the products and services for 6 – 10 years and above giving a cumulative percentage of 73.4 % with a lesser population haven't used the services and products for under 5yrs. Also, the data shows that of the 30 respondents who participated in the survey, 7 were employees of various telecom firms in Buea and 23 were customers. The employees are also customers of the various telecom firms.

7.3 Effect of customer satisfaction on organizational performance

To know the effect of customer satisfaction on the organizational performance of telecom firms in Buea, the customer satisfaction score (CSAT) is calculated and interpreted in this section. The data is gotten from questions 7 – 16 of the survey in appendix 1.

TABLE 3. customer satisfaction survey responses

QSTN No	QUESTION	SA	A	N	D	SD	TOTAL
7	My experience with this companies' products and services has been good so far.	3	10	12	2	3	30
8	My experience with this company's prices has been good so far.	3	7	12	6	2	30
9	The prices are moderate compared to other firms	7	6	7	10	0	30
10	I do repeat purchases	8	16	3	3	0	30
11	The firm has been around for a long time, so I trust their company traditions	4	16	7	2	1	30
12	The firm's branch, offices and systems are convenient and easily accessible to me	4	12	8	4	2	30
13	I have confidence in the company's products and services, such as e-sim, Airtime transfer, SMS mail delivery and phone sales.	2	17	6	3	2	30
14	I can recommend the telecom firm I am using to friends and family	4	15	9	1	1	30
15	My issues are quickly resolved by customer service	2	7	10	9	2	30
16	The firm is innovative compared to others in terms of its offerings	1	14	10	4	1	30
	TOTAL	**38**	**120**	**84**	**44**	**14**	**300**

Using the customer satisfaction score (CSAT) metrics by dividing the total of the positive answers by the total number of surveys and multiply by 100. In this case, the positive will refer to the summation of responses for both strongly agree and agree. To determine the customer satisfaction level of customers of telecom firms in Buea, we have (38+120/300) *100 = 52.66%. As stated above, a good CSAT score should fall between 75% and 85%. The percentage obtained from this study indicates that customers of telecom firms in Buea are barely satisfied with the telecom firms in Buea, as such this affects the organizational

performance of these firms in terms of their marketing efforts, gaining larger market share, retaining customers and earning greater profits.

8 CONCLUSION

Customer satisfaction has been a topic of great debate, especially with the emergence of telecom firms in Buea and the expansion of their services. Telecom firms in Buea provide their customers with an array of services ranging from communication credit and internet to the sales of gadgets such as phones and laptops. Plus, the provision of customer service to satisfy customers and the goals of the organisation as a whole.

Due to the recent increase in the importance of customer satisfaction, this study aimed to evaluate the effect of customer satisfaction on the organisational performance of telecom firms in Buea, Cameroon. The study successfully identified how customers felt about the services and products of the telecom firms in Buea and also identified that customers were barely satisfied. This explains the changes witnessed in the performance of telecom firms due to low customer satisfaction.

The study makes use of the expectancy disconfirmation theory and the Zeithaml and Bitner model as baselines to explain customer satisfaction and how it affects organisational performance. Also, other literature was reviewed from similar works on related topics. The study was descriptive with primary data gathered through the use of questionnaires designed, administered and analysed through Webropol. The sampling method used for correspondents was simple random sampling.

From the analysis, the study revealed that of the 30 respondents, 23 were customers and 7 employees, 70% of customers were females, 30% were males and a majority of those who partook fell within the age range of below 25 years old. In addition, of the telecom firms in Buea, most respondents (16) say they use MTN Cameroon SA. In terms of the usage period of the products and services of the telecom firms in Buea, most of the respondents have used them for 6 to 10 years and above. Above all, the major finding was that the customer satisfaction score calculated was 52.66%, which means the customers are barely satisfied with the customer experiences they receive from the Buea telecom firms.

As a result of the findings, the study suggests that telecom firms in Buea should invest more in terms of improving their customer service, products and services offered and above all

should take care of their customers. One way to do so can be by sending out customer surveys, innovating their product offerings, evaluating their prices and sensitising their customer service to be more helpful to customers, the outcome of this will be more beneficial by securing more market share, retaining customers and achieve their organisational as set forth by their managements.

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Questionnaire on the effect of customer satisfaction on the organizational performance of telecom firms in Buea.

Hello,

I am a finalizing student at Centria University of Applied sciences and conducting research as part of my bachelor fulfilment. Please, I request you answer the following questions truthfully. your data and response shall be kept confidentially.

1. What is your gender?
   a. Male
   b. female
2. What is your age group?
   a. Below 25
   b. 26 – 35
   c. 36 – 45
   above 45
3. Which telecom company's products and service do you use (choose your most preferred)
   a. MTN
   b. ORANGE
   c. CAMTEL
   d. NEXTEL
   e. OTHERS
4. IF you chose OTHERS above, kindly name the company ………………………
5. How long have you been using the products and services of the company selected above?
   a. Less than a year
   b. 1- 5 yrs.
   c. 6 - 10 years
   d. above 10 yrs.
6. Are you an employee or a customer of the firm you chose above?
   a. Employee
   b. Customer
7. My experience with this companies' products and services has been the best so far.
8. My experience with this companies' prices has been good so far.
9. The prices are moderate compared to other firms
10. I do repeat purchases
11. The firm has been around for a long time, so I trust their company traditions
12. The firms branch, offices and systems are convenient and easily assessable to me
13. I have confidence in the company's products and services, such as, e-sim, Airtime transfer, SMS mail delivery and phone sales.
14. I can recommend the telecom firm I am using to friends and family
15. My issues are quickly resolved by customer service
16. The firm is innovative compared to others in terms of its offerings
17. How can the company improve its offerings to you?