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ESSENTIAL OF CUSTOMER SERVICE ON ORGANIZATIONAL GROWTH IN THE NIGERIAN TELECOMMUNICATION INDUSTRY

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ABSTRACT: *In the contemporary business environment, customer service is crucial for organizational success, particularly in the highly competitive Nigerian telecommunication sector. This research investigates the role of customer service in fostering organizational growth at MTN Nigeria. A simple random sampling technique was used to select 250 customers, yielding 216 completed surveys (86% response rate). Descriptive statistics and regression analysis were employed to explore the relationships between customer service response time, problem resolution, and organizational growth. Findings indicated that while customers recognized the importance of timely responses and effective problem resolution, neither significantly predicted organizational growth, with only 4.4% of the variance explained. The results reveal a gap between customer expectations and actual service delivery, highlighting areas for improvement. This study underscores the need for telecommunication companies to enhance customer experience while investing in other growth drivers, such as innovation and market expansion. Future research should explore additional factors influencing growth and consider longitudinal studies to assess the impact of evolving customer service strategies over time.*

KEYWORDS: Customer Service, Organizational Growth, Telecommunication Industry.

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INTRODUCTION

In the contemporary business environment, customer service has emerged as a pivotal element for the success and growth of organizations across various industries. This is particularly evident in the telecommunication sector, which is characterized by intense competition, rapid technological advancements, and a high demand for reliable and efficient services. The Nigerian telecommunication industry, one of the largest and fastest-growing sectors in Africa, provides a compelling case study to examine the essential role of customer service in fostering organizational growth.

The evolution of the Nigerian telecommunication industry can be traced back to the liberalization and privatization policies initiated in the early 2000s, shortly after the return of the country form military rule to a democratically elected government, which paved the way for significant investments and the entry of numerous local and international players. The sector has since witnessed exponential growth, with mobile phone penetration reaching unprecedented levels and the proliferation of internet services transforming the way people communicate and conduct business. However, this growth has also brought about several challenges, including network congestion, service outages, and customer dissatisfaction. In such a competitive and dynamic environment, the quality of customer service has become a critical differentiator for telecommunication companies striving to attract and retain subscribers.

Customer service in the telecommunication industry ensures customer satisfaction and loyalty through activities such as providing accurate information, efficiently handling inquiries and complaints, and proactively engaging with customers (Selelo & Lekobane, 2017). Managing customer interactions across touchpoints like customer care centers, online platforms, social media, and physical stores is crucial. Each interaction is an opportunity to build positive relationships and demonstrate commitment to exceptional service. Well-trained representatives and digital technologies that offer self-service options and personalized solutions can significantly improve customer satisfaction (Costa et al., 2024).

Despite its rapid growth, the Nigerian telecommunication industry faces significant customer service challenges that hinder organizational growth. Increasing subscriber numbers demand reliable and efficient services, but many companies fail to meet these expectations, resulting in customer dissatisfaction, high churn rates, and negative brand perceptions (Alao, 2022).

Key issues include frequent network disruptions, slow responses to inquiries and complaints, and inconsistent service quality across customer care centers, online platforms, and physical stores. This inconsistency and lack of a cohesive approach undermine customer trust and loyalty.

The industry's core problem is its inability to consistently deliver high-quality customer service that meets evolving needs (Ogungbade, 2015). This research is aimed at investigating the essential role of customer service in organizational growth and provide recommendations to improve customer satisfaction and achieve sustainable growth.

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LITERATURE REVIEW

Studies have established a strong link between customer service quality and organizational growth. Zeithaml et al. (1990) highlighted that high-quality customer service leads to greater customer satisfaction, which enhances loyalty and retention. Loyal customers are more likely to make repeat purchases, provide positive word-of-mouth, and contribute to stable revenue. Heskett et al. (1994) supported this with the Service-Profit Chain concept, showing how employee satisfaction and service quality drive customer satisfaction, profitability, and growth.

Dei-Tumi (2005) described customer service as an attitude rather than a department, emphasizing that a company's treatment of customers determines its ability to attract and retain them. Delivering consistent and reliable services that meet customer needs defines effective customer service. Customer service can be personal, involving good communication and listening skills, appropriate language, mannerisms, and telephone techniques, or automated through self-service options. Rane et al. (2023) noted that excellent customer service increases loyalty, with customers valuing both service quality and price. Superior customer service encourages repeat business and positive feedback, creating unique experiences that bring customers back. Customer service aims to meet customer expectations in ways that benefit both parties, involving a clear understanding of customer needs and adapting company activities to deliver professional and commendable service (Sokefun, 2011).

Customer service is crucial in the telecommunication industry due to the need for ongoing support, maintenance, and problem resolution. Mehta and Tariq (2020) emphasized that perceived service quality significantly affects customer satisfaction, particularly in telecommunications where network reliability, prompt issue resolution, and effective communication are essential. Alhkami and Alarussi (2016) found that responsiveness, assurance, and empathy significantly influence customer satisfaction in this sector.

In Nigeria, the telecommunication sector's rapid growth has exposed critical customer service weaknesses, such as network reliability issues and inadequate support infrastructure. Amin et al. (2017) highlighted that frequent service disruptions, poor customer care, and billing transparency issues lead to high churn rates. These findings stress the need for robust customer service frameworks.

Technological advancements like Customer Relationship Management system (CRM), Artificial Intelligence (AI), and big data analytics can enhance customer service by personalizing interactions, predicting needs, and proactively addressing issues (Rane, 2023). However, Adediran et al. (2016) noted gaps in technology implementation among Nigerian telecom companies, despite its potential to transform service delivery.

Challenges such as infrastructural deficiencies, regulatory constraints, and a lack of skilled personnel hinder high-quality customer service in Nigeria (Gololo, 2018). Addressing these requires regulatory reforms, capacity building, and infrastructural investments. Nonetheless, the growing adoption of mobile technologies and increasing internet penetration present opportunities for improvement. Leveraging digital channels and mobile platforms can help companies reach a broader audience, provide efficient service, and gather valuable feedback for continuous improvement (Ramachandran, 2023).

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Customer Response Time and Organizational Growth

In the telecommunication industry, where services are continuous and often require immediate attention, response time significantly impacts customer satisfaction, loyalty, and overall organizational growth. Rapid response times are vital for maintaining high levels of customer satisfaction, whereby customers that encounter issues such as network disruptions, billing errors, or service outages, are promptly resolved. Studies have shown that customers who receive timely responses are more likely to feel valued and satisfied, fostering loyalty. In contrast, delayed responses can lead to frustration, dissatisfaction, and a higher likelihood of customers switching to competitors (Li et al., 2017).

A consistently quick response timing enhances a company's reputation. In this age of social media and online reviews, positive customer experiences are often shared publicly, attracting new customers and retaining existing ones. Conversely, slow responses can lead to negative reviews, damaging the brand's image and deterring potential customers (Chang et al., 2015). By resolving issues quickly, telecommunication companies can reduce the backlog of unresolved complaints, freeing up resources to focus on proactive customer service and innovation. This efficiency not only improves the customer experience but also reduces operational costs (Messias, 2023), while brand management is enhanced.

Loyal customers tend to increase their usage over time, leading to higher average revenue per user (ARPU) (Uner et al., 2020). Additionally, satisfied customers are more likely to purchase additional services and recommend the company to others, driving new customer acquisition and revenue growth. By resolving problems quickly, telecom companies can minimize the resources spent on customer support and focus on other revenue-generating activities (Schmitz, 2013). This operational efficiency translates to better financial performance and growth.

In the highly competitive Nigerian telecommunication market, companies that excel in customer response timing gain a competitive edge. Superior customer service differentiates them from competitors, attracting customers who prioritize quick and reliable service (Thatte et al., 2013). This differentiation can lead to increased market share and long-term organizational growth.

Based on this, the following null hypothesis was formulated:

$H0_1$: There is no significant relationship between customer response time and organizational growth in the Nigerian telecommunication industry.

Customer Problem Resolution and Organizational Growth

Customer problem resolution is a critical component of customer service that directly impacts organizational growth, especially in the telecommunication industry where continuous service provision is essential. Efficient problem resolution involves promptly identifying, addressing, and resolving customer issues to their satisfaction.

When customers face issues such as service interruptions, billing disputes, or technical problems, they expect swift and effective solutions. A company’s ability to resolve these problems efficiently, within the shortest and fastest time possible, further reassures customers of the company’s reliability and commitment to service, fostering trust and loyalty (Rane et al., 2023). Loyal customers are more likely to stay with the company, reducing churn rates (Uner

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et al., 2020). In today's digital age, customers often share their experiences online. Positive problem resolution experiences can lead to favorable reviews and word-of-mouth recommendations, enhancing the company's reputation. Conversely, unresolved or poorly handled issues can lead to negative publicity, damaging the brand's image and deterring potential customers (Schmitt & Zarantonello, 2013).

Furthermore, AI significantly enhances customer problem resolution and organizational growth in the telecommunication industry by automating and optimizing customer service (Ameen et al., 2021). AI-powered chatbots and virtual assistants handle routine inquiries quickly, reducing response times and freeing human agents for complex issues. Predictive analytics allow AI to anticipate and address service disruptions and billing anomalies proactively. AI-driven natural language processing (NLP) and sentiment analysis tools improve communication accuracy and prioritize critical issues based on customer emotions. Personalized interactions foster customer loyalty by making customers feel valued and understood, which is crucial in maintaining satisfaction (Rane et al., 2024).

Satisfied customers are more likely to continue using the services, increasing their lifetime value to the company. Additionally, they are more likely to recommend the company to others, driving new customer acquisition and revenue growth (Kumar & Rajan, 2020). In the competitive Nigerian telecommunication market, companies that excel in problem resolution gain a significant edge. Superior problem resolution differentiates them from competitors, attracting customers who prioritize reliable and responsive service (Thatte et al., 2013). This differentiation can lead to increased market share and long-term organizational growth.

Based on this, the following null hypothesis was formulated:

$H0_2$: There is no significant relationship between customer problem resolution and organizational growth in the Nigerian telecommunication industry.

Theoretical Review

Service Quality Model (SERVQUAL)

The SERVQUAL model, developed by Zeithaml & Parasuraman (2004), posits that service quality is a critical determinant of customer satisfaction and loyalty. The model identifies five dimensions of service quality: tangibles, reliability, responsiveness, assurance, and empathy. In the telecommunication industry, these dimensions play a vital role in shaping customer experiences. For instance, reliability pertains to the consistent performance of network services, while responsiveness emphasizes the timeliness of customer support in resolving issues. A strong emphasis on these dimensions can lead to enhanced customer satisfaction, which, in turn, drives organizational growth through increased customer retention and positive word-of-mouth referrals.

Service-Profit Chain

The service-profit chain concept, introduced by Heskett et al. (1997), establishes a direct link between employee satisfaction, service quality, customer satisfaction, and profitability. The model suggests that satisfied employees are more likely to deliver superior service quality, which enhances customer satisfaction and loyalty, ultimately contributing to improved financial performance. In the Nigerian telecommunication industry, investing in employee

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training and development can lead to better problem resolution capabilities, which enhance customer experiences and drive organizational growth (Jeni & Al-Amin, 2021).

Expectancy Theory

Expectancy theory, developed by Vroom (1964), posits that individuals are motivated to act based on their expectations of desired outcomes. In the context of customer service, customers evaluate their experiences based on their expectations of service quality and the outcomes they anticipate (Habel et al., 2016). When telecom companies deliver on these expectations, customers are more likely to remain loyal and continue using their services. This theory highlights the significance of aligning customer service practices with customer expectations to achieve organizational growth.

Conceptual Framework

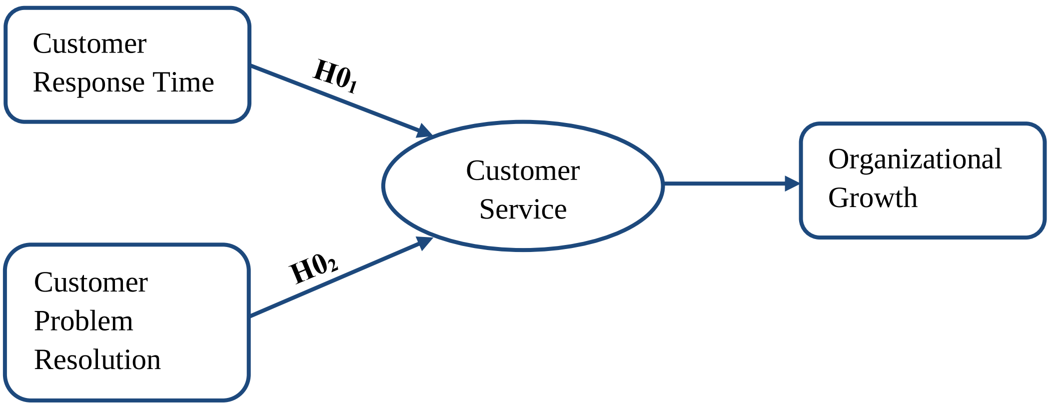

***Fig. 1:** Effect of Customer Service on Organizational Growth*

METHODOLOGY

This research focuses on MTN Nigeria, a leading telecommunications company, to examine the impact of customer service on organizational growth within the Nigerian telecommunication industry. A simple random sampling technique was employed to select a sample of 250 customers from MTN Nigeria's customer base. This method ensures that each customer has an equal chance of being selected, which helps to eliminate selection bias and enhances the representativeness of the sample. Primary data was collected using a structured survey questionnaire. Out of the 250 customers sampled, 216 responded, yielding a response rate of 86%. The survey questionnaire was designed to capture detailed information on customer service experiences, including response time, problem resolution, and the impact on loyalty and organizational growth.

The collected data was analysed using descriptive statistics to summarize and describe the features of the data set. This included calculating frequencies, percentages, means, and standard deviations for the survey responses. To test the hypothesis, regression analysis was employed. The dependent variable is organizational growth, measured through customer loyalty and perception of the company's success. The independent variable is customer service, operationalized through response time and problem resolution.

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The reliability of the survey instrument was tested using Cronbach's alpha. The calculated Cronbach's alpha was 0.73, which is above the acceptable threshold of 0.70, indicating a favorable level of internal consistency and reliability of the survey items.

FINDINGS AND DISCUSSION

Demographic Data

Table 1: Demographic Characteristics of Respondents

Age	**Frequency**	**Percentage**	**Cum. Percent**
Below 18 years	17	8%	8%
18–25 years	103	48%	56%
26–35 years	58	27%	83%
36–45 years	25	11%	94%
46–55 years	10	5%	99%
56 years and above	3	1%	100%
Total	216	100%	
Gender	**Frequency**	**Percentage**	**Cum. Percent**
Male	103	48%	48%
Female	113	52%	100%
Total	216	100%	
Location	**Frequency**	**Percentage**	**Cum. Percent**
Urban	90	42%	42%
Suburban	51	23%	65%
Rural	75	35%	100%
Total	216	100%	
Length of Service Usage	**Frequency**	**Percentage**	**Cum. Percent**
Less than 6 months	21	10%	10%
6 months to 1 year	26	12%	22%
1–2 years	35	16%	38%
3–5 years	120	56%	94%
More than 5 years	14	6%	100%
Total	216	100%	
Type Of Service Used	**Frequency**	**Percentage**	**Cum. Percent**
Internet	28	13%	13%
Mobile Phone	70	32%	45%
Television	12	6%	51%
Multiple Services	106	49%	100%
Total	216	100%	

Source: *Field Survey 2024*

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The demographic characteristics of the respondents, as presented in Table 1, provide a comprehensive overview of the sample population in terms of age, gender, location, length of service usage, and type of service used. The age distribution indicates a predominantly young population, with nearly half (48%) of the respondents falling within the 18-25 years age bracket. This is followed by the 26-35 years group, which constitutes 27% of the sample. Together, these two age groups account for a significant majority (75%) of the respondents, suggesting that the study may primarily reflect the perspectives of younger individuals. The remaining age categories are much smaller, with only 17% of respondents aged 36 and above, and a mere 1% are 56 years or older. This demographic distribution highlights a youthful demographic, which could have implications for understanding service usage trends, particularly in terms of technology adoption and preferences.

Gender distribution is relatively balanced, with a slight female majority (52%) compared to males (48%). This balance ensures that the findings can be interpreted with consideration of gender-related differences. In terms of location, the sample is diverse, with respondents coming from urban (42%), suburban (23%), and rural (35%) areas. This geographical spread allows for an analysis that considers the varied experiences and service usage patterns of individuals from different living environments. Regarding the length of service usage, the majority (56%) have used the service for 3-5 years, indicating that a significant proportion of respondents have considerable experience with the service in question. A smaller percentage (28%) has been using the service for 1-2 years or less, while only 6% have been using it for more than five years. This pattern suggests that most respondents are relatively seasoned users, which may influence their satisfaction levels and perceptions. Finally, the type of service used shows that nearly half (49%) of the respondents utilize multiple services, with mobile phones being the most commonly used single service (32%). This suggests a high level of technology integration among the respondents, with a significant portion relying on a combination of services to meet their needs.

Response Time

Table 2: Responses to Questions on 'Response Time'

Statements	Mean	S.D.
My call/email/chat was answered promptly by customer service	2.90	1.24
I did not have to wait long to get assistance from customer service	3.69	1.06
The response time of customer service met my expectations	2.73	1.40
The customer service representative responded to my inquiries in a timely manner	3.18	1.11
I am satisfied with the speed at which my issue was addressed	3.19	1.03
Quick response time is a significant factor in my satisfaction with customer service	3.81	1.05
Grand Mean and S.D.	**3.25**	**1.15**

The data on customer service response time in Table 2 reflects the respondents' experiences and perceptions regarding the promptness and efficiency of service delivery. The overall assessment, indicated by the grand mean of 3.25 and a standard deviation of 1.15, suggests that while customers generally perceive the response time as slightly above average, there is variability in their experiences. Specifically, the highest mean score (3.81) relates to the

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significance of quick response time as a critical factor in customer satisfaction, highlighting that customers prioritize timeliness in their interactions with customer service. However, the relatively lower mean scores for statements such as "The response time of customer service met my expectations" (2.73) and "My call/email/chat was answered promptly" (2.90) suggest that many customers find the actual response times to be lacking when compared to their expectations. This gap between expectation and reality could indicate areas where telecommunication companies need to improve their customer service response times to enhance overall satisfaction. Additionally, the relatively high standard deviations across the statements indicate diverse experiences among customers, with some likely receiving faster responses than others. To foster organizational growth, the Nigerian telecommunication industry must address these inconsistencies in service delivery, as prompt and efficient customer service is evidently a crucial determinant of customer satisfaction and loyalty.

Problem Resolution

Table 3: Responses to Questions on 'Problem Resolution'

Statements	Mean	S.D.
The customer service representative was able to resolve my issue effectively	3.60	1.25
I am satisfied with the solution provided by customer service	3.66	1.25
My issue was resolved on the first contact with customer service	2.84	1.19
The steps taken by customer service to resolve my issue were clear and understandable	3.40	1.11
I did not have to follow up multiple times to get my issue resolved	3.40	1.28
The resolution of my issue by customer service has increased my confidence in the company	3.55	1.10
Grand Mean and S.D.	**3.41**	**1.20**

The data set on problem resolution in the Nigerian telecommunication industry, as indicated by the responses in Table 3, provides insightful perspectives on the effectiveness of customer service and its impact on organizational growth. With a grand mean of 3.41 and a standard deviation of 1.20, the overall experience of customers with problem resolution leans toward satisfaction, albeit with some variability in individual experiences. The highest mean score of 3.66 for satisfaction with the solution provided by customer service suggests that while customers generally feel content with the outcomes of their interactions, there is still room for improvement, particularly in resolving issues on the first contact, which scored the lowest mean of 2.84. This relatively lower score indicates that many customers may experience delays or require multiple contacts before their issues are fully addressed, potentially eroding their confidence in the service provided. Nevertheless, the steps taken by customer service representatives are generally perceived as clear (mean of 3.40), and the resolution process has positively influenced customers' trust in the company, as reflected by a mean score of 3.55 in increased confidence. The findings underscore the importance of efficient and clear communication in problem resolution as a critical component of customer service, which directly correlates with organizational growth in the highly competitive Nigerian telecommunication sector. Ensuring that issues are resolved promptly and effectively can

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enhance customer satisfaction and loyalty, which are essential drivers of growth and long-term success in the industry.

Organizational Growth

Table 4: Responses to Questions on the Impact of Customer Service on Loyalty and Organizational Growth

Statements	Mean	S.D.
I am more likely to continue using this company's services because of my positive customer service experiences	3.37	1.08
I would recommend this company's services to others based on my customer service experience	3.17	1.05
Positive customer service experiences have influenced my perception of the company's brand	3.28	1.31
Good customer service is a key factor in my decision to stay with this company	3.91	1.21
My loyalty to this company has increased due to their customer service quality	3.42	1.05
I believe that excellent customer service contributes to the company's growth and success	3.74	1.03
Grand Mean and S.D.	**3.48**	**1.12**

The data presented in Table 4 reflects respondents' perceptions of the impact of customer service on organizational growth in the Nigerian telecommunication industry. The overall responses, with a grand mean of 3.48 and a standard deviation of 1.12, indicate a generally positive view of the role customer service plays in fostering organizational growth. Specifically, the statement that good customer service is a key factor in respondents' decision to stay with the company received the highest mean score of 3.91, highlighting the significant influence of customer service on customer retention. Similarly, the belief that excellent customer service contributes to the company's growth and success is strongly affirmed with a mean score of 3.74. Respondents also acknowledge that their loyalty has increased due to the quality of customer service (mean of 3.42) and that positive customer service experiences have enhanced their perception of the company's brand (mean of 3.28). While respondents are somewhat likely to continue using the company's services (mean of 3.37) and recommend them to others (mean of 3.17) based on their customer service experiences, these scores suggest there is room for improvement. Overall, the data underscores the critical role that customer service plays in driving customer loyalty, brand perception, and ultimately, organizational growth in the Nigerian telecommunication industry.

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Regression Analysis

Table 5: Model Summary[b]

Model					
1					
a. Predictors: (Constant), Problem Resolution, Response Time					
b. Dependent Variable: Organizational Growth					

Results of the Effect of Customer Service on Organizational Growth

	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
	.209[a]	.044	-.594	.35901	2.035

Table 6: ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.018	2	.009	.068	.935[b]
	Residual	.387	3	.129		
	Total	.404	5			
a. Dependent Variable: Organizational Growth						
b. Predictors: (Constant), Problem Resolution, Response Time						

Table 7: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	3.106	1.844		1.685	.191
	Response Time	.155	.502	.233	.310	.777
	Problem Resolution	-.038	.719	-.040	-.053	.961
a. Dependent Variable: Organizational Growth						

Source: *SPSS version 29 output*

The regression analysis results provided in Tables 5, 6, and 7 offer insights into the relationships between customer response time, customer problem resolution, and organizational growth in the Nigerian telecommunication industry. The model summary (Table 5) reveals that the overall relationship between the independent variables (customer response time and problem resolution) and the dependent variable (organizational growth) is weak, with an R value of .209. The R Square value of .044 suggests that only 4.4% of the variance in

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organizational growth can be explained by customer response time and problem resolution. The Adjusted R Square is negative (-.594), indicating that the model does not fit the data well and that the predictors might not be suitable for explaining the dependent variable. Additionally, the Durbin-Watson statistic of 2.035, which is close to 2, suggests that there is no significant autocorrelation in the residuals, meaning that the model's assumptions regarding residual independence are likely met.

Table 6, which presents the ANOVA results, shows that the model is not statistically significant (F = .068, p = .935). The high p-value (greater than 0.05) indicates that the independent variables, taken together, do not significantly predict organizational growth. This lack of significance suggests that, based on the data provided, customer response time and problem resolution might not have a strong or statistically significant impact on the growth of organizations within the Nigerian telecommunication industry.

Hypothesis 1 ($H0_1$): There is no significant relationship between customer response time and organizational growth in the Nigerian telecommunication industry.

Based on the coefficients table (Table 7), the unstandardized coefficient for customer response time is .155, with a t-value of .310 and a p-value of .777. The p-value is much greater than the standard significance level of 0.05, indicating that the relationship between customer response time and organizational growth is not statistically significant. Furthermore, the positive Beta value (.233) suggests a weak and non-significant positive relationship between customer response time and organizational growth. Given these results, we fail to reject the null hypothesis (H01). This implies that there is no significant relationship between customer response time and organizational growth in the Nigerian telecommunication industry. The data suggest that variations in how quickly customer responses are handled do not significantly influence the overall growth of telecommunication organizations in this context.

Hypothesis 2 ($H0_2$): There is no significant relationship between customer problem resolution and organizational growth in the Nigerian telecommunication industry.

For the second hypothesis, the unstandardized coefficient for customer problem resolution is -.038, with a t-value of -.053 and a p-value of .961, as shown in Table 7. The negative Beta value (-.040) indicates a weak negative relationship between customer problem resolution and organizational growth, but more importantly, the extremely high p-value suggests that this relationship is not statistically significant. Consequently, we fail to reject the null hypothesis (H02). This result indicates that, within the scope of this study, customer problem resolution does not have a significant impact on organizational growth in the Nigerian telecommunication industry. The data suggest that how effectively customer problems are resolved does not significantly contribute to or detract from the growth of these organizations.

The regression analysis indicates that neither customer response time nor customer problem resolution has a statistically significant relationship with organizational growth in the Nigerian telecommunication industry. This could suggest that other factors beyond the scope of this study play a more critical role in driving the growth of organizations within this sector.

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CONCLUSION AND RECOMMENDATIONS

The findings of this study highlight the essential role that customer service plays in influencing organizational growth in the Nigerian telecommunication industry. Despite the general positive perception of customer service's impact on factors such as customer retention, brand perception, and overall satisfaction, the regression analysis indicates that neither customer response time nor problem resolution significantly predicts organizational growth. This suggests that while good customer service is valued by customers and can influence their loyalty and perception, these factors alone may not be sufficient to drive measurable growth in the highly competitive Nigerian telecommunication sector. The weak relationship between the examined variables and organizational growth underscores the complexity of the factors that contribute to a company's success in this industry.

Furthermore, it is recommended that telecommunication companies in Nigeria focus on improving the overall customer experience by addressing gaps in response times and enhancing problem resolution processes to meet customer expectations more effectively. However, they should also consider investing in other areas that may have a more direct impact on organizational growth, such as innovation, service diversification, and market expansion. For future studies, researchers should explore additional variables that could influence organizational growth, such as the quality of network services, pricing strategies, and customer engagement initiatives. A more comprehensive analysis that includes these factors may provide a deeper understanding of the drivers of success in the Nigerian telecommunication industry. Additionally, longitudinal studies could offer insights into how changes in customer service strategies over time impact organizational performance and growth.

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