



MARKETING MIX AND SUBSCRIBERS' SATISFACTION IN THE TELECOMMUNICATIONS INDUSTRY

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ABSTRACT: *This study examined marketing mix and subscribers' satisfaction in the telecommunications industry. It assessed the relationship between marketing mix strategies (product variety, promotion, people and process) and subscribers' satisfaction in the telecommunications industry. Cross sectional research design was adopted and primary data were obtained from 107 telecommunication subscribers using a structured questionnaire. Data analysis was done using descriptive statistics (frequency tables and simple percentages) and inferential statistics (Pearson's product moment correlation) in the Statistical Package for the Social Sciences (SPSS 23). The findings of the study revealed that product variety, promotion, people and process had significant positive relationships with subscribers' satisfaction in the telecommunications industry. In line with these findings, we made practical implications for possible implementation by players in the telecommunications industry.*

KEYWORDS: Marketing management, Marketing mix, Subscribers' satisfaction, Telecommunications industry



INTRODUCTION

The marketing mix is a collection of internal variables (such as product, price, place, promotion, people, process and physical evidence) used by business organizations to interact with their target markets in order to satisfy customers' identified needs and wants. It is a fundamental tool at the disposal of business organizations with which they communicate value propositions to the target market in order to gain favourable responses in terms of customer patronage, satisfaction, sales volume, market share, profitability and overall competitive advantages (Philemon, Agwueche & Chimela, 2018). Martin (2014) asserts that with an effective marketing mix strategy, carved out of the unique needs of the target audience, a business organization has the capacity to effectively influence and gain positive reactions or responses from its target audience. They add that the marketing mix was initially applied in the marketing of tangible products, but with the rapid growth and prominence of the service industry, the marketing mix has been extended to also facilitate the marketing of services, such as telecommunications. Philemon, Agwueche and Chimela (2018) maintain that telecommunications firms, like other service providers around the world, have recognized the imperatives of shaping a coherent and consistent marketing mix strategy that drives the marketing of their products. This is evident in the fact that every telecommunications firm in Nigeria maintains a unique marketing mix strategy with which they interact with and influence certain outcomes from their target markets. They further observe that MTN, Airtel, 9Mobile and Globacom, four of the most dominant telecommunications firms in Nigeria, are deploying elements of their marketing mix such as product, price, place and promotion to reach subscribers with their offerings. However, in the context of this study, we focused on product variety, promotion, people and process.

Product variety entails the whole range of products offered by an organization to the target market. It is the entirety of the product mix of an organization, with which it intends to satisfy the needs of customers (Gyaamfi, Kwese & Adjololo, 2019). In the view of Emwazzi, Jadalla and Nazir (2018), promotion is the process whereby organizations communicate information about their products and services to a target audience in order to inform, persuade, convince and influence a favourable reaction from customers. According to Cleveland (2019), people in service marketing, include all the personnel involved in the conception and delivery of a service offered to customers, while the process is the way, manner or procedure in which a service offer is delivered to subscribers for consumption. From our realistic assessment of the Nigerian telecommunications industry, it was observed that telecommunications firms have a variety of product and service offers targeting specific segments of the market. There are products for people of different ages, income levels, social status, occupations, and usage behaviour. Also, promotion is a useful marketing tool used by telecommunications firms to create awareness and try to influence positive responses from the target market. People are important elements in the telecommunications industry because they interface or interact with subscribers on behalf of the organization, while the process of gaining access to telecommunication services is increasingly improved by service providers in order to satisfy customers' requirements. From the foregoing, it is evident that the marketing mix is a common marketing tool adopted by telecommunications firms in Nigeria to interact with subscribers.

Similarly, the relationship between the marketing mix and customer satisfaction is a well-researched subject of studies around the world. Researchers have pondered on the nature and significance of the relationship existing between marketing mix and customer satisfaction, but there seems to be no general consensus on this issue. While some researchers affirm the



existence of a significant positive relationship between marketing mix and customer satisfaction (such as Philemon, Agwueche & Chimela, 2018; Sarah & Bradley, 2016; Emwazzi, Jadalla & Nazir, 2018; Gyaamfi, Kwese & Adjololo, 2019), others dismiss the existence of such a relationship (such as Viktoh & Anatoley, 2014; Tobias, 2016). Nevertheless, the marketing mix is still a common marketing tool adopted by telecommunications firms around the world, including in Nigeria, where companies have designed unique marketing mix strategies as they strive to gain market dominance in the telecommunications industry. The problem of this study was, therefore, summarized in the following question: has the application of the marketing mix by telecommunication firms improved subscribers' satisfaction with their service? This study was hence conducted to provide answers to the foregoing research question.

LITERATURE REVIEW

Theoretical framework

This study was based on the framework provided by the theory of constraints as propounded by Eliyahu Goldratt in 1990 to assist people and firms to understand their problems, develop breakthrough solutions and implement those solutions successfully. According to Goldratt (1990), organizational performance is dictated by constraints. Constraints are restrictions that prevent an organization from maximizing its performance and reaching its goals. Constraints can involve people, systems, methods, supplies, information, equipment or even policies and can be internal or external to an organization. The theory assumes that every system, no matter how well it performs, has at least one constraint that limits its performance; this is the system's weakest link and that a system can have more than one constraint at a time. The theory was originally used in manufacturing, but it can be used in a variety of situations and can be applied by using the following steps: constraint identification, constraint management and performance evaluation.

The theory of constraints applies to firms in the telecommunications industry because they encounter a lot of constraints, such as difficulty in maintaining customer satisfaction, intensive competition, low customer patronage, customer loss or switch, shrinking market share, rising tides of consumer sophistication and selectiveness, among others. These constraints are impediments in the path of these telecommunication firms and unless they are identified, and managed, the theory suggests that their performance (in terms of their ability to satisfy customers) will continue to be impacted negatively. To a large extent, these constraints are caused by the inability of telecommunication firms to determine and understand the marketing mix variables affecting subscribers' satisfaction. Once these variables are determined and understood, they could be managed effectively to eliminate these constraints. According to the theory, telecommunication firms can eliminate the constraint of low customer satisfaction by first identifying that this factor is indeed a constraint inhibiting performance. After this constraint has been identified, measures (such as the design and implementation of an effective marketing mix strategy) are taken to manage the constraint. Subsequently, performance (in terms of customer satisfaction level) is evaluated to determine how well the correctional measures are functioning. Therefore, this theory suggests that the constraint (low customer satisfaction) facing telecommunication firms can be eliminated by applying effective measures such as marketing mix strategies.



Product variety and subscribers' satisfaction

Product variety, according to Sarah and Bradley (2016), is the number and range of brands or products offered by a business organization to the target market. It is a class of business models that seeks competitive advantage by offering more variations of products/services than the competition. Axarloglou (2015) views product variety as the number of variants in a family of products with similar characteristics usually referred to as brands or models of the product. Product varieties can differ from each other in terms either of quality or other characteristics unrelated to quality. The number of variants of a product supplied by a company to the target market depends on the degree to which the market is segmented and the number of product variants offered by competitors. Product variety is a strategic marketing tool that ensures that the needs and requirements of every market segment are met by providing a wide array of variants of the same products, which may be differentiated by price, quality, packaging, and benefits. This gives customers a wide range of options to choose from in order to obtain the product or service that best suits their unique needs, wants and requirements at the price they can afford. Hence, product variety creates room for the needs and wants of all customer groups to be satisfied effectively. This premise is supported by the study of Philemon, Agwueche and Chimela (2018), where it was found that product variety had a significant positive impact on subscribers' satisfaction in the telecommunications industry in Enugu, Nigeria. Similarly, the study of Sarah and Bradley (2016) revealed that product variety had a significant relationship with customer satisfaction in the Canadian hospitality industry.

Promotion and subscribers' satisfaction

Promotion is a process through which organizations communicate with their target audiences in order to inform, direct, remind, update, convince, persuade and influence them to respond in a favourable way to an organization and its offerings using one or more of the following tools: advertising, personal selling, public relations, publicity, sales promotion, direct marketing and word of mouth (Wade, Williams & Bradley, 2019). In the views of Wayne, Purcell and Robert (2016), promotion is executed using a number of tools, known as promotional tools, and they basically include advertising, personal selling, public relations, publicity, sales promotion, direct marketing and word of mouth. These tools are strategically combined, integrated and coordinated to communicate persuasively with target markets with the ultimate goal of eliciting a positive response. Promotion can also be used to inform, persuade, influence and convince subscribers to consume available services that are designed to satisfy their service needs and requirements, for, without promotion, most subscribers will be unaware of the existence of certain services and may not obtain satisfaction through patronage and consumption. The foregoing premise suggests that promotion facilitates subscribers' patronage and satisfaction. This premise is supported by the study of Gyaamfi, Kwese and Adjololo (2019), which found that promotion had a significant positive influence on the satisfaction of private hospital patients in Accra. Similarly, the study of Emwazzi, Jadalla and Nazir (2018) revealed that there was a significant positive correlation between the promotion of airlines and travellers' satisfaction in Jordan.

People and subscribers' satisfaction

People, as a marketing mix element in service marketing, encompasses all the human elements involved in the process of preparing and delivering services to subscribers in an organization (Emwazzi, Jadalla & Nazir, 2018). They include every individual who plays a role in ensuring that the service offer is ready for delivery and is ultimately delivered to the service subscriber



for consumption. The authors add that people are a fundamental element in service marketing because, without them, a service cannot be delivered or provided to subscribers; hence they are the pillars upon which a service-oriented firm relies. Gyaamfi, Kwese and Adjololo (2019) opine that the appearance, attitudes, and behaviours of service personnel in a service-oriented business organization can build or damage business from within. Similarly, Emwazzi, Jadalla and Nazir (2018) argued that training of customer service personnel is highly consequential because service personnel are the link between service-providers and service-subscribers, hence they need to be well trained and groomed to better represent the service-provider at every point of service encounter with subscribers, especially during first-point contact. The authors further maintain that well trained and groomed customer service personnel have the capacity to cordially interact with subscribers; take and serve their orders; elicit and rapidly resolve their enquiries, and complaints, all of which culminates in subscribers' satisfaction. The foregoing premise suggests that customer service personnel (people) have influences on subscribers' satisfaction. This is in harmony with the study of Philemon, Agwueche and Chimela (2018), which found that people had a significant positive impact on subscribers' satisfaction in the telecommunications industry in Enugu, Nigeria. Also, the study of Sarah and Bradley (2016), found that people had a significant relationship with customer satisfaction in the Canadian hospitality industry.

Process and subscribers' satisfaction

Process entails how a service is delivered or provided to subscribers; it includes the ways or means through which a subscriber who needs or desires a service is able to obtain and consume that service from the service provider through authorized service contact points or outlets (Emwazzi, Jadalla & Nazir, 2018). The authors assert that process is similar to the element "place" in the marketing mix for tangible products, in the sense that it addresses how a service that is ready for delivery is ultimately delivered or provided to subscribers for consumption. Service marketing is not complete until services are made to reach the service subscribers. Gyaamfi, Kwese and Adjololo (2019) maintain that the process dimension of the service marketing mix has to do with all the procedures, activities, protocols and operations involved in getting a service delivered to the target market. Philemon, Agwueche and Chimela (2018) assert that whatever services an organization provides, one of the core requirements for success is that the process of service delivery and recovery must be kept simple, error-free and easily accessible in order to effectively deliver services capable of meeting and surpassing subscribers' expectations, leading to subscribers' satisfaction. This premise is supported by the study of Gyaamfi, Kwese and Adjololo (2019), where it was found that process, among other marketing mix elements, had a significant positive influence on the satisfaction of private hospital patients in Accra. Also, it was found in the study of Emwazzi, Jadalla and Nazir (2018), that was a significant positive correlation between process and travellers' satisfaction in Jordan.

Empirical review and conceptual model

Philemon, Agwueche and Chimela (2018) investigated the "Impact of marketing mix strategy on the satisfaction of telecommunication subscribers in Enugu". The purpose of the study was to determine the impact of the marketing mix elements (product variety, promotion, people, process, and physical evidence) on subscribers' satisfaction in the telecommunications industry in Enugu, Nigeria. Primary data were collected from 305 telecommunication service subscribers in Enugu Metropolis using a structured questionnaire. The data obtained were



analyzed using simple linear regression with the aid of the Statistical Package for the Social Sciences (SPSS 18). Consequently, it was found that product variety, promotion, people, process, and the physical evidence had a significant positive impact on subscribers' satisfaction in the telecommunications industry in Enugu, Nigeria. Hence, the study concluded that the marketing mix strategy had a significant positive impact on the satisfaction of telecommunication subscribers in Enugu, Nigeria.

Sarah and Bradley (2016) conducted a study on "Marketing mix strategy and customer satisfaction in the Canadian hospitality industry". The study specifically aimed at exploring the relationship between marketing mix strategy (people, physical evidence, product variety, process and price) and customer satisfaction in the Canadian hospitality industry. Structured questionnaire copies were administered to 86 hotel guests in Ottawa, Canada in order to obtain primary data for analysis and result generation. Pearson Product Moment Correlation in the Statistical Package for the Social Sciences (SPSS 20) was adopted to test the hypotheses of the study. Subsequently, the findings revealed that people, physical evidence, product variety, and the process had a significant relationship with customer satisfaction in the Canadian hospitality industry, while price had no significant relationship with customer satisfaction. Hence, the study concluded that marketing mix strategy had a significant relationship with customer satisfaction in the Canadian hospitality industry.

Also, Gyaamfi, Kwese and Adjololo (2019) examined the "Effect of marketing mix strategy on customer satisfaction: A case of private hospitals in Ghana". The study was conducted to examine the influence of marketing mix elements (product variety, people, physical evidence, process and promotion) on the satisfaction of private hospital patients in Accra. Primary data were collected from 182 respondents across 8 private hospitals in Accra, Ghana using personal interviews and structured questionnaire methods. Primary data obtained were analyzed electronically on the Statistical Package for the Social Sciences (SPSS 23) using the simple linear regression statistical method. Consequently, the findings revealed that all marketing mix elements tested (product variety, people, physical evidence, process and promotion) had a significant positive influence on the satisfaction of private hospital patients in Accra. Hence, the study concluded that marketing mix strategy had a significant positive impact on customer satisfaction in private hospitals in Ghana.

Furthermore, Emwazzi, Jadalla and Nazir (2018) investigated "Marketing mix strategy and air travellers' satisfaction in the Jordanian aviation sector". The study was aimed at determining the correlation between the marketing mix strategy (product variety, people, process, price and promotion) of airlines and travellers' satisfaction in Jordan. Primary data were collected from 92 air travellers in the King Hussein International Airport, Jordan using a structured questionnaire. The data collected were analyzed using Pearson Product Moment Correlation Statistics in the Statistical Package for the Social Sciences (SPSS 22). The results, consequently, revealed that there was a significant positive correlation between the marketing mix strategy (product variety, people, process, price and promotion) of airlines and travellers' satisfaction in Jordan. Therefore, the study concluded that marketing mix strategy had a significant positive correlation with air travellers' satisfaction in the Jordanian aviation sector.

Based on a review of existing relevant studies, we have hypothesized the existence of the causal relationship between marketing mix elements and subscribers' satisfaction in the context of telecommunications. To that end, we have developed the conceptual model in Figure 1 to visually portray the hypothesised relationship between marketing mix elements and

subscribers' satisfaction in the context of this study.

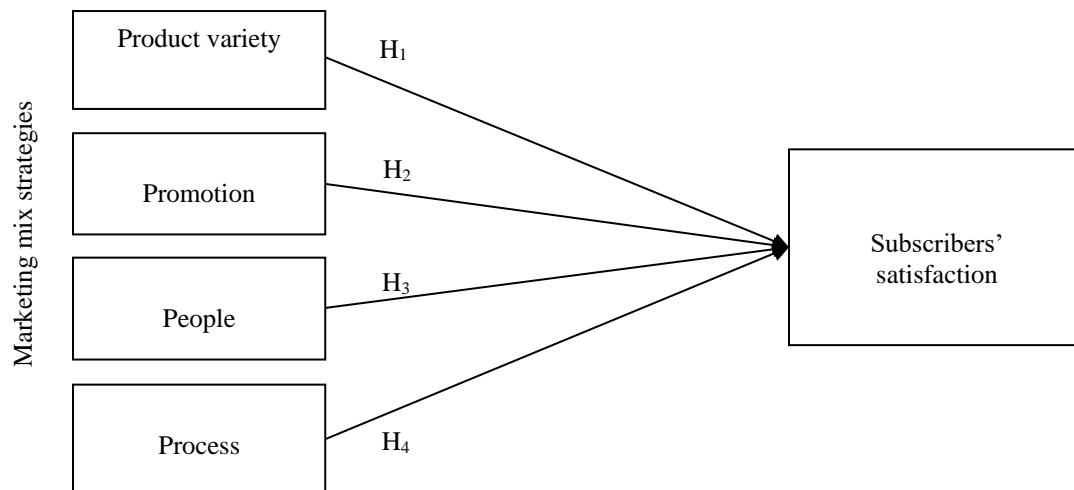


Figure 1: Conceptual framework

Source: Anyadighibe, Etuk, James and Ulo (2022)

METHODOLOGY

In the context of this study, a cross-sectional survey research design was adopted. The target population comprised all telecommunication subscribers in Calabar, Nigeria; but there was no accurate information on these subscribers. Therefore, the population was unknown, which necessitated the application of the Topman sample size determination procedure to arrive at a sample size of 107 subscribers for this study. Judgmental sampling was applied to select subscribers into the sampling frame for the study. With the aid of a structured questionnaire, we obtained primary data from the selected subscribers. Content validity procedure was applied to validate the questionnaire prior to field administration, while its reliability status was confirmed through Cronbach's alpha reliability method as shown in Table 1. Furthermore, the data collected for this study were analyzed and interpreted using descriptive statistics (simple percentages and frequency tables), while the four (4) null hypotheses developed for this study were tested using Pearson's Product Moment Correlation in the Statistical Package for the Social Sciences (SPSS 23).

**Table 1: Cronbach's alpha reliability coefficients**

Variables	No. of items	Cronbach's alpha coefficients
Product variety	3	.771
Promotion	3	.712
People	3	.801
Process	3	.833
Subscribers' satisfaction	3	.717
	15	

Source: Authors' Analysis via SPSS 2022

ANALYSIS AND DISCUSSION

A total number of 107 copies of the questionnaire were administered to subscribers of telecommunication services for primary data collection. Through persuasion, perseverance and timely follow-up efforts, we were able to retrieve all copies of the questionnaire administered, thereby resulting in a total response rate of 100 percent

Hypotheses testing

Hypothesis one

H₀: Product variety has no significant relationship with subscribers' satisfaction in the telecommunications industry.

H₁: Product variety has a significant relationship with subscribers' satisfaction in the telecommunications industry.

Test statistic = Pearson's Product Moment Correlation analysis

Decision criteria: Accept the alternative hypothesis if ($P < .05$) and reject the null hypothesis, if otherwise.

Table 2: Pearson's Product Moment Correlation showing the relationship between product variety and subscribers' satisfaction in the telecommunications industry

		Product variety	Subscribers' satisfaction
Product variety	Pearson Correlation	1	.819**
	Sig. (2-tailed)		.001
	N	107	107
Subscribers' satisfaction	Pearson Correlation	.819**	1
	Sig. (2-tailed)	.001	
	N	107	107

** . Correlation is significant at the 0.05 level (2-tailed).

Source: Authors' Analysis via SPSS 2022



Interpretation

The result in Table 2 above presents the Pearson's Product Moment Correlation showing the relationship between product variety and subscribers' satisfaction in the telecommunications industry. From the result above, it can be seen that each variable is perfectly correlated with itself, which is why $r = 1$ along the diagonal of the table. The correlation coefficient ($r = 0.819$) indicates that product variety has an 81.9 percent relationship with subscribers' satisfaction in the telecommunications industry; which is a very strong degree of correlation. The Table also shows that the probability value (0.001) is less than the error margin of 0.05; hence we reject the null hypothesis, accept the alternative hypothesis and conclude that product variety has a significant positive relationship with subscribers' satisfaction in the telecommunications industry.

Hypothesis two

Ho: Promotion has no significant relationship with subscribers' satisfaction in the telecommunications industry.

H₁: Promotion has a significant relationship with subscribers' satisfaction in the telecommunications industry.

Test statistic = Pearson's Product Moment Correlation analysis

Decision criteria: Accept the alternative hypothesis if ($P < .05$) and reject the null hypothesis, if otherwise.

Table 3: Pearson's Product Moment Correlation showing the relationship between promotion and subscribers' satisfaction in the telecommunications industry

		Promotion	Subscribers' satisfaction
Promotion	Pearson Correlation	1	.642**
	Sig. (2-tailed)		.000
	N	107	107
Subscribers' satisfaction	Pearson Correlation	.642**	1
	Sig. (2-tailed)	.000	
	N	107	107

** . Correlation is significant at the 0.05 level (2-tailed)

Source: Authors' Analysis via SPSS 2022

Interpretation

The result in Table 3 above presents the Pearson's Product Moment Correlation showing the relationship between promotion and subscribers' satisfaction in the telecommunications industry. From the result above, it can be seen that each variable is perfectly correlated with itself, which is why $r = 1$ along the diagonal of the table. The correlation coefficient ($r = 0.642$) indicates that promotion has a 64.2 percent relationship with subscribers' satisfaction in the telecommunications industry; which is a very strong degree of correlation. The Table also shows that the probability value (0.000) is less than the error margin of 0.05; hence we reject



the null hypothesis, accept the alternative hypothesis and conclude that promotion has a significant positive relationship with subscribers' satisfaction in the telecommunications industry.

Hypothesis three

Ho: People has no significant relationship with subscribers' satisfaction in the telecommunications industry.

H1: People has a significant relationship with subscribers' satisfaction in the telecommunications industry.

Test statistic = Pearson's Product Moment Correlation analysis

Decision criteria: Accept the alternative hypothesis if ($P < .05$) and reject the null hypothesis, if otherwise.

Table 4: Pearson's Product Moment Correlation showing the relationship between people and subscribers' satisfaction in the telecommunications industry

		People	Subscribers' satisfaction
People	Pearson Correlation	1	.863**
	Sig. (2-tailed)		.009
	N	107	107
Subscribers' satisfaction	Pearson Correlation	.863**	1
	Sig. (2-tailed)	.009	
	N	107	107

** . Correlation is significant at the 0.05 level (2-tailed)

Source: Authors' Analysis via SPSS 2022

Interpretation

The result in Table 4 above presents the Pearson's Product Moment Correlation showing the relationship between people and subscribers' satisfaction in the telecommunications industry. From the result above, it can be seen that each variable is perfectly correlated with itself, which is why $r = 1$ along the diagonal of the table. The correlation coefficient ($r = 0.863$) indicates that people have an 86.3 percent relationship with subscribers' satisfaction in the telecommunications industry; which is a very strong degree of correlation. The Table also shows that the probability value (0.009) is less than the error margin of 0.05; hence we reject the null hypothesis, accept the alternative hypothesis and conclude that people has a significant positive relationship with subscribers' satisfaction in the telecommunications industry.

Hypothesis four

Ho: Process has no significant relationship with subscribers' satisfaction in the telecommunications industry.

H1: Process has a significant relationship with subscribers' satisfaction in the telecommunications industry.



Test statistic = Pearson's Product Moment Correlation analysis

Decision criteria: Accept the alternative hypothesis if ($P < .05$) and reject the null hypothesis, if otherwise.

Table 5: Pearson's Product Moment Correlation showing the relationship between process and subscribers' satisfaction in the telecommunications industry

		Process	Subscribers' satisfaction
Process	Pearson Correlation	1	.728**
	Sig. (2-tailed)		.000
	N	107	107
Subscribers' satisfaction	Pearson Correlation	.728**	1
	Sig. (2-tailed)	.000	
	N	107	107

** . Correlation is significant at the 0.05 level (2-tailed)

Source: Authors' Analysis via SPSS 2022

Interpretation

The result in Table 5 above presents the Pearson's Product Moment Correlation showing the relationship between process and subscribers' satisfaction in the telecommunications industry. From the result above, it can be seen that each variable is perfectly correlated with itself, which is why $r = 1$ along the diagonal of the table. The correlation coefficient ($r = 0.728$) indicates that process has a 72.8 percent relationship with subscribers' satisfaction in the telecommunications industry; which is a very strong degree of correlation. The Table also shows that the probability value (0.000) is less than the error margin of 0.05; hence we reject the null hypothesis, accept the alternative hypothesis and conclude that process has a significant positive relationship with subscribers' satisfaction in the telecommunications industry.

DISCUSSION OF FINDINGS

The first hypothesis test revealed that product variety has a significant positive relationship with subscribers' satisfaction in the telecommunications industry. This finding is corroborated by the study of Philemon, Agwueche and Chimela (2018), which revealed that product variety had a significant positive impact on subscribers' satisfaction in the telecommunications industry in Enugu, Nigeria. The finding is also in alignment with the study of Sarah and Bradley (2016), which revealed that product variety had a significant relationship with customer satisfaction in the Canadian hospitality industry. The implication of these findings is that as a marketing mix strategy, product variety can significantly improve customer satisfaction when applied appropriately irrespective of industry or location of the application.

The testing of the second hypothesis revealed that promotion has a significant positive relationship with subscribers' satisfaction in the telecommunications industry. This finding is supported by the study of Gyaamfi, Kwese and Adjololo (2019), which revealed that promotion



had a significant positive influence on the satisfaction of private hospital patients in Accra. Similarly, the finding is backed by the study of Emwazzi, Jadalla and Nazir (2018), which also revealed that promotion had a significant positive correlation with travellers' satisfaction in Jordan. These findings imply that as a marketing mix strategy, promotion can significantly improve customer satisfaction when applied appropriately irrespective of the industry or location of the application.

Furthermore, the testing of the third hypothesis revealed that people have a significant positive relationship with subscribers' satisfaction in the telecommunications industry. This finding corresponds with the study of Philemon, Agwueche and Chimela (2018), which revealed that people had a significant positive impact on subscribers' satisfaction in the telecommunications industry in Enugu, Nigeria. Finally, the testing of the fourth hypothesis revealed that the process has a significant positive relationship with customer satisfaction of telecommunication firms' subscribers in Calabar, Cross River State. This finding aligns with the study of Sarah and Bradley (2016), which found that process had a significant relationship with customer satisfaction in the Canadian hospitality industry. The finding is also corroborated by the study of Gyaamfi, Kwese and Adjololo (2019), which found that process had a significant positive influence on the satisfaction of private hospital patients in Accra. The implication of these findings is that people and processes, as marketing mix strategies, have the capacity to significantly improve customer satisfaction when applied appropriately irrespective of industry or location of the application.

CONCLUSION AND PRACTICAL IMPLICATIONS

In this study, we examined the relationship between the marketing mix and subscribers' satisfaction in the telecommunications industry. Primary data were obtained from telecommunication service subscribers using a structured questionnaire. The hypotheses developed for this study were tested using Pearson's product-moment correlation. Consequently, it was found that product variety, promotion, people and process had significant positive relationships with subscribers' satisfaction in the telecommunications industry. Hence, the study concludes that marketing mix has a significant positive relationship with subscribers' satisfaction in the telecommunications industry. Based on this conclusion, we have presented relevant practical implications that could be applied by players in the telecommunications industry to enhance subscribers' satisfaction. First, telecommunications companies should provide a variety of products and services from which subscribers can choose so as to enable them to subscribe to the product offers capable of meeting their unique needs. Second, telecommunications companies should intensify the use of promotional campaigns such as advertising and sales promotion to inform and entice subscribers to purchase products and services that satisfy their needs. Third, a set of competent, empathetic and polite customer service representatives should be maintained by telecom companies in order to effectively resolve subscribers' complaints and conflicts, thereby satisfying their needs. Finally, telecommunications companies should ensure that the process of accessing and purchasing products and services is simplified and consumer-friendly so as to make it easy for subscribers to obtain services that satisfy their needs.



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