

## Effect of Strategic Analysis and Implementation on Service Quality of Airtel Telecommunication Company, Nigeria

<sup>1</sup>Jennifer Chineze Nwagbogu and <sup>2</sup>Dr. Cross Ogohi Daniel

Department of Business administration Nile University of Nigeria, Abuja  
and

Department of Business Administration Nile University of Nigeria, Abuja

IJMSSSR 2020

VOLUME 2

ISSUE 3 MAY – JUNE

ISSN: 2582 - 0265

**Abstract:** this research work is to examine the Effect of Strategic Analysis and Implementation on Service Quality of Airtel Telecommunication Company, Nigeria. The Nigerian Telecommunications have for the past years embarked on strategies that improve the quality of its services thereby remaining competitive in the market. The following objectives will guide the research; to examine the relationship between strategy analyses on the quality of services rendered by Airtel Telecommunication Company and to examine the relationship between strategic analysis and strategy implementation and quality of services rendered by the telecommunication sector. The study adopted a survey research design. The design enabled the researchers to collect relevant data through the use of structured questionnaire for the purpose of analysis in order to achieve the objectives of the study. The study has revealed that strategic analysis had a positive significant relationship with service delivery in Nigeria telecommunication sector also that strategy implementation had a positive significant relationship with service quality in the Nigerian telecommunication sector

**Keywords:** strategic analysis, service quality, Telecommunication Company

### 1. INTRODUCTION

A service is an activity or a series of activities of more or less intangible nature that normally, but not necessarily, takes place in interactions between the customer and service employees and/or systems of service providers, which are provided as solutions to customer problems (Akingbade, 2014). Service delivery can be taken to be an outcome of performance depending on the context in which it is used. According to Armstrong (1995), service can be expressed in terms of capacity to deliver desired services and from which customers get satisfaction. A service delivery gap is that gap between the established delivery standards and the actual service delivered. It is an inconsistency between service design / quality specifications and the actual service quality by the service delivery system. The American Society for Quality Control defines quality as: the totality of features and characteristics of a product or service that bear on its ability to satisfy stated or implied needs. Research on service quality has continued to grow for almost quarter a century now; satisfaction also depends on product and service quality (Armstrong, 1995). The seven dimensions of service quality according to Mohammed and John (2012) are: tangibility, reliability, responsiveness, assurance, empathy, network Quality and competitive advantage.

As competition in the service industry grows, delivering high quality service to meet customers' needs is essential for success (Porter, 1985). Quality of service delivery has emerged as the most significant strategy in ensuring the survival of organizations and also a fundamental route to business excellence as well as extending market share of health care organizations (Imaga, 2000). This is because satisfaction has a positive relationship to patients' future decision to return to a facility to receive service. Service provision that is de-linked from citizen influence and democratic decision making is unlikely to deliver quality services for the poor. For meaningful contributions, the poor require the ability and capacity to ask questions and, sufficient information of their right and entitlements, service options, local and national budgets, and the systems to address when decisions are taken undemocratically or when services are of poor quality. Alaka et al. (2011) insisted that service delivery has to be communicated over and over again to everyone; the employees at all levels must be aligned with a single vision of what the organization is trying to accomplish. Thus, effective internal communications is the requisite for integration and harmony in the service organizations activities and quality. Richard (2002) also said that the goal of any social service organization is to improve the results of the target population in some way by providing the right type of services and by providing them in an appropriate and adequate way.

Strategic analysis is part of overall management process which is concerned with attempts to understand the strategic position of the organization, to consider goings-on in the environment and judge how the happenings can affect the organization. It also considers the organization's strengths and weaknesses with respects to the happenings and assesses the feelings of the stakeholders. Strategic analysis actually helps to form a picture of the factors that influence the organization so that it can be informed of the strategic choice element of the overall strategic management process (Griffins, 2006). Strategic analysis according to Garad et al. (2015) described the possible framework for such changes as PEST, political, Economical, sociological and technical developments which help in improving on the quality of services offered. For an organization to sustain its business and remain competitive there must be constant, effective and environmental analyses to inform and allow the strategic decisions that keep the organization competitively healthy and quality of services increased (Hax and Majluf, 1996).

Strategy implementation involves the introduction and activation of the formulated strategy into an organization. Business managers take long period to develop and formulate strategies that are best suited for their organizations through the process of evaluating and selecting the best options available to them before arriving at the stage of implementing those strategies. Implementation of strategies takes a lot of will power from the management as there will always be resistance (Adeoye, 2015). Therefore, at this stage the management must be ready to confront, engage resisters and enforce the formulated strategies (Akingbade, 2014). However, caution must be taken to avoid undue confrontation between management and employees, so that it will not lead to overheating the system. Meanwhile, Ansoh et al. (2001) stated that some of the factors inducing the proper implementation of strategies include: lack of accountability, inadequate instructions to employees, culture, and power and influence. According to Alamutu et al. (2012) strategy implementation creates a link between strategy formulation and expected outcomes. It has been suggested that the successful execution of organizational strategies could boost organizational performance and reduce cost thereby improving the quality its services. They further explained that Nigerian Telecommunications have for the past years embarked on strategies that improve the quality of its services thereby remaining competitive in the market. Alaka et al. (2011) asserts that the failure to effectively implement strategies may lead to unanticipated loss in the organizations' performance in terms of service delivery and market share.

## 2. STATEMENT OF THE PROBLEM

Even though the Nigerian Telecommunications sector has grown significantly in the past 11 years, yet customers still complain of poor customer service, drop calls, high call rate, network blockage or congestion, and service quality problems. Piqued by this falling standard of quality of services, the Nigerian Telecommunications Commission had to slam a whopping sum of N1.17billion fine on all four (4) GSM operators. This problem of service quality may be due to poor corporate planning practices by the companies. Therefore, this study critically examined the effect of corporate planning (strategic Analysis and strategy implementation) on organizational performance measured in terms of service quality in the Nigerian Telecommunication sector, with focus on Airtel in Abuja Nigeria. The outcome of this research would enable the management re-strategize and make arrangement for better coordination of the core areas of corporate planning that will lead to improvement in the quality of services rendered to their clients.

## 3. OBJECTIVES OF STUDY

The study is essentially geared towards examining the effect of strategy analysis and strategy implementation on the quality of services rendered by the telecommunication sector with special emphasis on the evidence form Airtel. This essay also aims at achieving the following objectives:

1. To examine the relationship between strategy analysis on the quality of services rendered by Airtel telecommunication company.
2. To examine the relationship between strategic analysis and strategy implementation and quality of services rendered by the telecommunication sector.

#### 4. RESEARCH HYPOTHESES

The study is geared towards addressing the following hypothesis, which is deduced from the above research objectives.

H<sub>01</sub>: There is a positive significant relationship between strategy analysis and service quality in Airtel Telecommunication Company.

H<sub>02</sub>: There is a positive statistical relationship between strategic analysis and strategy implementation and quality of service offered by the Telecommunication sector.

#### 5. RESEARCH METHOD

The study adopted survey research design. The design enabled the researchers to collect relevant data through the use of structured questionnaire for the purpose of analysis in order to achieve the objectives of the study. Research design was measured quantitatively with the use of questionnaires, thereby allowing for testing of formulated hypotheses and drawing inferences. This research therefore covers the selected Airtel telecommunication Company in Abuja. Secondary data were obtained through books, journals, and Internet. Empirical works of other scholars were consulted. The population of this study was made up of 122 Airtel staff with work experience of three (4) years and above. The reason for the purposive selection was to guarantee that the respondents would be able to provide reliable information on the subject under investigation. Structured questionnaire was used as instrument for data collection. The instrument was divided in two parts (A and B). The first part 'Part A' dwelt on corporate planning at Airtel. While 'Part B' focused on organizational performance with emphasis laid on service quality. The questionnaire had questions using five point Lickert scales ranging from strongly disagree to strongly agree and four point Lickert scale ranging from very low to very high. The researcher employed Cronbach's alpha to ensure reliability of the instruments

#### 6. TEST OF HYPOTHESES

The t- statistics measured the statistical significance of each independent variable while the F-statistic was used to measure the joint effect of the independent variables on the dependent variable. The analysis was done with aid of Statistical Package for Social Sciences (SPSS 20). The tests were conducted at the probability level of 0.05.

##### Hypothesis One

H<sub>01</sub>: There is a positive significant relationship between strategy analysis and service quality in Airtel Telecommunication Company.

**Table 1: Descriptive Statistics on Strategic Analysis**

Parameters	Mean	Standard Deviation
The environment of the business affects its performance	4.12	1.001
There are enough resources in the company to help achieve its goal	4.03	1.006
The values and objectives of the company are clearly stated	4.29	0.859
The analysis of resources in the organization helps to improve quality of services rendered	4.28	0.885

Decision rule: If mean <3.0 the respondents Disagree

If 3.0 ≤ mean <3.5 the respondents are Undecided

If mean ≥3.5 the respondents Agree

##### Hypothesis Two

H<sub>02</sub>: There is a positive statistical relationship between strategic analysis and strategy implementation and quality of service offered by the Telecommunication sector.

**Table 2: Service Quality**

Service Quality Indicators	Mean	Standard Deviation
Tangibility	3.17	0.92
Competitive Advantage	3.20	0.93
Reliability	3.25	0.95
Empathy	2.39	1.18
Assurance	3.10	0.95
Service Quality	3.07	0.82
Network Quality	3.87	0.79

**Table 3: Regression Model for Service Quality**

Variable	Coefficient	St. error	t- statistics	Probability
Constant	1.320	.417	3.166	.000
Strategic Analysis	.417	.073	5.692	.000
Strategy Implementation	.254	.071	3.590	.000

Dependent Variable: Service Quality \*\*Correlation is significant at the 0.01 level (2-tailed), F Calculated value = 25.480 at 0.05, R2 = 53.5 %.

## 7. DISCUSSION OF FINDINGS

Data obtained from the strategic planning of Airtel is presented in Table 1. All the parameters measured were above the minimum agreeable benchmark of 3.5. The environment of the business affects its performance with a mean value of 4.12. The organization also has enough resources to help achieve its goal as average of 4.03 values was recorded on the lickert scale. The analysis of resources in the organization has helped improve the quality of services rendered on average scale of 4.29. This result implied that Airtel adopted strategic analysis as a dimension of corporate planning in all its activities. The adoption of strategic analysis by Airtel helped in improving the service quality of company. The strength of the relationship between strategic analysis and service quality was measured by the calculated p-value (0.000) at a significance level ( $\alpha$ ) of 0.05. The computed p-value was less than the significance level ( $\alpha$ ) of 0.05 (p-value  $0.000 < \alpha 0.05$ ), the null hypothesis was rejected. Strategic analysis had significant relationship with service quality in the studied organization. The finding was in line with Grant (2003) and Akin bade (2014) who asserted strategic analysis assist telecommunication firms to identify strategies which enable them in the provision of quality services. This implied that strategic analysis was a prerequisite requirement for telecommunication companies to effectively increase their service quality.

The analysis of the quality of service, as a dimension of organizational performance of Airtel, is presented in Table 3. All the seven indicators of service quality employed by the study indicated high results. Network quality recorded the highest mean (3.87). Other results such as competitive advantage (3.20) and reliability (3.25) attested to the high service quality of the organization. This result indicated that with the average service quality of 3.07, the corporate planning of Airtel is oriented towards retaining customers through the provision of high quality of its service.

The result of the regression model for service quality as presented in Table 3 showed that the model was fit for estimation and the explanatory variables were properly selected. This was confirmed by the value of Fstatistics of 25.480 (P=0.000) being significant at 1 % level of significance. The coefficient of determination of the model was 53.5 %. The result implied that 53.5 % of the variation in service quality was explained by the influence of the independent variables in the model (strategic analysis and strategy implementation). The standard coefficient also indicated the statistical significance of the independent variables. The positive coefficient value of .286 implied that 1 % increase in strategic analysis and strategy implementation resulted to 28.6 % increase in service quality. The result also showed that there was a positive statistical relationship between strategic analysis and strategy

implementation and quality of service offered by the Telecommunication sector.

## 8. CONCLUSION

The study has clearly examined the effect of strategic analysis and implementation on service quality with special emphasis on Airtel Telecommunication Company. The study has revealed that strategic analysis had a positive significant relationship with service delivery in Nigeria telecommunication sector also that strategy implementation had a positive significant relationship with service quality in the Nigerian telecommunication sector and lastly, there is a positive statistical relationship between strategic analysis, strategy implementation and quality of service offered by the Telecommunication sector.

## REFERENCES

1. Aaska, N. S., Tijani, A. A., & Abass, O. A. (2011). Impact of strategic planning on the performance of insurance companies in Nigeria. *European Journal of Humanities and Social sciences*, 5(1):23-39. .
2. Akingbade, W. A. (2014). Competitive Strategies and Improved Performance of Selected Nigeria Telecommunication Companies. *Journal of Management and Social Sciences*, 2(3):143–168.
3. Allio, M. (2005). A Short, practical guide to implementing Strategy. . *Journal of Business Strategy*, , 12-21.
4. Ansoh, H. H., Miller, C. C., & Cardinal, L. B. (2001). Corporate Planning and Firm Performance: A synthesis of more than two decades of Research. . *Academic Management Journals*, , 37 (4):1649-1665.
5. Armstrong, J. S. (2015). The Value of Formal Planning for Corporate Decision: Reply, . *Corporate Management Journal*, , 7 (4):183-185. .
6. Charan, H. C. (1999). Building the Strategy Implementation Network. *Business Horizons*, , 19-27.
7. Gerad, Y. M., Abdullahi, S. M., & Bashir, H. M. (2015). The Relationship between Strategic Management and Organizational performance in Mogadishu-Somalia. . *European Journal of research and Reflection in Management Sciences*, , 3(2):42-51.
8. Griffins , L. W. (2006). Strategic planning: concept and cases. . *Strategic Management Journal*,, 16(2):71-83. .
9. Hax, A. C., & Majluf, N. S. (1996). The strategy concept and process: a pragmatic approach. (2nd edn ed.). New Jersey: Prentice-hall.
10. Li Chen, H. (2005). A competence-based strategic management model factoring in key success factors and benchmarking. *Benchmarking: An International Journal*, , 12(4): 364-382.
11. Markus, M. G. (2013). The Chief Strategy Officer in the European Firm: Professionalizing Strategy in Times of Uncertainty. *The European Business Review*, 5-8, 5-8.
12. Mohammed, S. R., & John, M. (2012). The Study on Corporate Planning and Organizational Performance in the Regional Government Owned Banks in Indonesia. *International Journal of Humanities and Applied Sciences*, , 1(3): 98-102.
13. Porter, M. E. (1985). *Competitive advantage* ((3rd edn ed.). New York:: Free press.
14. Richard , S. (2002). *Organizational Behaviours Concepts Controversies Applications*, ((4th edn ed.). New Jersey:: Prentice Hall.
15. Schaap, J. I. (1992). Toward Strategy Implementation Success: An Empirical Study of the Role of Senior-Level Leaders in the Nevada Gaming Industry. . *UNLV Gaming Research & Research & Review Journal*, 10(2) 13-37, 10(2) 13-37.