CUSTOMER SERVICE AND CUSTOMER SATISFACITON OF RADIO STATIONS IN PORT HARCOURT

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ABSTRACT

This study sought to establish a relationship between customer service and customer satisfaction of radio firms in Port Harcourt. Dimensions of customer service, as used in this study, and customer satisfaction were discussed, and hypotheses formulated there from. The results of the test of the hypotheses show that customer service has strong significant relationship with customer satisfaction. Thus, providing good reliable customer service could be a means of gaining strong competitive advantage in a radio firm.

INTRODUCTION

The radio media have become part of human existence to the extent that it had become part of life, we can hardly go a day without them. The level of development of radio media technology has given people wide range of choices of radio media they want to patronize and expose themselves to (Ntiense and Michael, 2015). Competition has also characterized today's media landscape, in-spite of all these, the basic functions of the radio media in the society have not changed information, entertainment, education, surveillance, debate, advocacy and so on. In doing these, the media must survive, thus to stay in business, the media devise means of satisfying and retaining the loyalty of a large chunk of the aggregate audience (Ntiense and Michael, 2015).

Radio broadcasting was introduced in Nigeria in 1932 by the then British Colonial authorities as an experiment of the empire service of the BBC. One of its main tasks was to relay the overseas service of the BBC

through wired systems with loudspeakers (Udomisor, 2013). This service was called Radio Diffusion System (RDS). The Radio Diffusion System (RDS) became the Nigerian Broadcasting Service (NBS) in April 1951. Full broadcasting services in the country began with the establishment of the Nigerian Broadcasting Service (NBS). In 1954, broadcasting became a concurrent legislative matter in Nigeria. The NBS Act was enacted in 1956. By 1957, the RDS also underwent a name change and became the Nigerian Broadcasting Corporation (NBC) to provide a nationally representative domestic service and external service. Seizing the opportunity of colonial - constitutional review which gave federal and regional governments concurrent powers in the ownership of broadcasting stations, the government of the western region established television and radio stations in 1959 (Udomisor, 2013).

In the Port Harcourt area, Radio Rivers FM reigned for a long time around the

1980s.The station had very popular presenters, especially in the music genre, which helped in endearing the station to the youths. Treasure FM, a Radio Nigeria station was opened in 2003. Treasure fm also is a mixed bag station. The likes of Rhythm FM Port Harcourt, Cool FM Port Harcourt and others came on stream to provide the Port Harcourt audience a variety of entertainment and news programmes (Ntiense and Michael, 2015). The radio stations industry in Nigeria is very competitive and dynamic as it is in any part of the world. Due to the presence of aggressive market players and a changing market environment, every company is trying to get a fair share of the market. In doing so, the radio stations have to be highly efficient within their business domain to provide quick and dependable services to their customers. At the least possible cost and by indoctrinating their employee to be part of their success agenda through customer service. Customer service is the provision of service to customers before, during and after a purchase. Everyone in the organisation is providing one or all of these-perhaps they recognise which ones perhaps not. Kurtenbach (2000) explains that those who are successful in customer service rank their customers experience as the top priority. The quality of service provided determines the level of satisfaction of the customer even though what is seen as quality by one customer may not necessarily be quality to another.

There is a perceived increase in the numbers of radio firms that crops up in every city and township in Nigeria (Moses, Moses and John, 2015). Despite the perceived acceptance of radio firms in the Nigeria context on which Port Harcourt is one of the cities, customers are now choosy in the aesthetics and customer service received (Mustapha, Fakounde, Awolusi, 2014). Radio firms often thinks is all about serving entertainment and news in a serene environment that can guarantee customer satisfaction, it's merely a ticket to enter the race.

Customer service and customer satisfaction has long been recognized as playing crucial role for success and survival in today's competitive and dynamic business environment. Customer satisfaction is a measure of how products and services supplied by a company meet or surpass customer expectation. In a competitive marketplace where a business competes for customers, customer satisfaction is seen as a key differentiator and increasingly has become a key element of business strategy. Customer satisfaction is an asset that should be monitored and managed just like any physical asset. The relationship between customer service and customer satisfaction is a vital one. Every organization needs to identify, anticipate, satisfy and care for customers to maximize profit, meet requirement of stakeholders and have competitive advantage, (Kotler and Keller, 2013). Customer satisfaction is one of the most important issues concerning business organization of all types, which is justified by the customer oriented philosophy and the principles of continuous improvement in modern service industries.

Customer satisfaction is a collective outcome or perception, evaluation, and psychological reactions to the consumption expectation with a product or service. It is based on the customer's experience of both contact with the organization and personal outcomes (Emerah, 2010). Customer satisfaction has therefore become an important measure of the behavior of consumers and a key indicator of business performance.

Radio stations in Port Harcourt is not very diversified in terms of their products and services they offer, this carries the danger of creating a situation where there is lot of competition hence the importance of customer care management cannot be over emphasized. According to Mudaheranwa, Mc Anthony and Priyanka (2014) customer care management is the process of meeting and exceeding your customer expectation of service. It involves putting systems in place to maximize your customers' satisfaction with your business. It determines the competitive advantage of the firm, market share, business expansion and profitability. It comprises of customer-firm interaction, customer complaint handling, service quality, service care interface, staff behaviour etc.

Understanding why customers complain, and addressing concerns before they happen might save time (customerservicezone.com, 2006). Nischal (2015) added that continuous communication with the customer should lead to an increase in the customer's loyalty to the company. To avoid difficulties stemming from customer expectations, firms are advised to concentrate on a goal that's more closely linked to customer equity and determine how customers hold them accountable (Nick, 2004).

STATEMENT OF THE PROBLEM

The Vanguard newspaper (2013) revealed that the Nigeria radio industry is worth about N250bn, with a growth potential that is next to the petroleum industry. As such, an opportunity for long term growth exists for radio firms. However, it is not uncommon that some radio firms are experiencing failure in their marketing efforts, some that were doing relatively well suddenly driven out of business.

The serene environment of radio firms in strategic locations in major cities of Port Harcourt and the quality of service being offered by them gives the impression that management of radio firms in Port Harcourt are doing well, but they are actually a façade for a firm in decline, the firm is indeed sitting on the edge of heavy revenue losses and distress (The Nation newspaper, 2014). Radio firms have witnessed the rise and fall of different radio firms in recent years. Possible reason for this could be the increase in customer expectations of efficient and effective service quality coupled with their inability to withstand competition.

The ability to satisfy consumers remains one of the greatest task for any firm to achieve as customers needs and expectations are changing at all time. Hasket and Otal (1994) said that growth and profits are driven primarily by customer satisfaction which has a large bearing on customer loyalty. Customer loyalty is a direct result of customer satisfaction that is largely influenced by the value of customer service provided along or with product or service to the customer. It is based on the above mentioned problem that the study "customer service and customer satisfaction of radio firms in Port Harcourt" came under investigation.

AIMS AND OBJECTIVES OF THE STUDY

The purpose of the study is to investigate the relationship between customer service and customer satisfaction of radio firms in Port Harcourt. It seeks to examine the following specific objectives:

- To examine how service care interface influences repeat purchase.
- To examine how service care interface influences customer retention
- To examine how staff behaviour influences repeat purchase.

- To examine how staff behaviour influences customer retention.

RESEARCH HYPOTHESES
The following research hypotheses were formulated to guide the research study, which include:

H_{01}: There is no significant relationship between service care interface and repeat purchase.

H_{02}: There is no significant relationship between service care interface and customer retention.

H_{03}: There is no significant relationship between staff behaviour and repeat purchase.

H_{04}: There is no significant relationship between staff behaviour and customer retention.

LITERATURE REVIEW
Theory of Reasoned Action
Ajzen and Fishbein, (1980) argued that the primary goals of the theory of reasoned action are to understand and therefore predicts social behaviors. To do this, the behavior must be clearly specified, under rational control and performed in a given situation. In addition, an assumption is made that the immediate and sole determinant of the behavior in question is the intention to perform or not to perform that behavior. Consequently, this theory interprets social behavior at the level of individual decision-making and is acceptable in interrogating integrated marketing communication. Radio stations in Port Harcourt management have to instill and communicate good disciplines and behavior to their employees for competitive sustainability. With this, the organizational culture will not pose a problem to be passed on to the employees.

CUSTOMER SERVICE
Customer service as defined by Davis and Uttal (1998) is, "everything an entrepreneur offers that helps to separate his product(s) from his competitors' own. Customer service refers to the activities and programs a seller provides to make a relationship satisfying for his/her customer (Futrell, 2005). According to Jamier (2002), Customer service is a series of activities designed to enhance the level of customer satisfaction – that is, the feeling that a product or service has met the customer expectation.

Customer service can be expressed in personal and interpersonal skills such as communication skills, listening skills, language, gestures and posture, telephone techniques. According to Turban et al., (2002), it is a series of activities designed to enhance the level of customer satisfaction - that is, the feeling that a product or service has met the customer expectation. Customer service may be provided by a person (e.g., sales and service representative), or by automated means called self-service. Customer service is all of the retailer activities that increase the value received by consumers when shopping (Levy and Weitz, 2007). According to this definition; customer service is an activity that increases the value. Customer service is identifiable, but sometimes intangible, activities undertaken by a retailer in conjunction with the basic goods and services it sells (Berman and Evans, 2007). Intangibility, one of the main characteristics of services, is valid for customer service, too. According to Newby and McManus (2000) excellent quality of customer services is based upon not just the knowledge and skills of the individual but also upon the way that the organization as a whole, from top management downwards, pulls in the same direction and presents a clear, positive message to customers. According to another definition, customer service is the sum total of what an organization does to meet customer expectations and produce customer satisfaction (Institute of Customer Service, 2011). Customer satisfaction can be provided by meeting customer expectations.

To meet these expectations, retailers must provide excellent customer service.

Customer service is activities and benefits that directly or additionally related with products sold (Tek and Orel, 2006). Customer service is defined as services that support the provision of the company's core products (Pettigrew, 2008). Customer service can be related with products directly such as product guarantee, product delivery etc. Also customer service can be facilitating service which is not related with products directly such as parking area, children play area, call center etc. Customer service can be defined by the researcher in the framework of definitions above: Customer service is tangible or intangible value increasing activities that related with products or services directly or indirectly to meet customer expectations and so provide customer satisfaction and loyalty.

DIMENSIONS OF CUSTOMER SERVICE
Service care interface
Service Care Interface is a platform that enables a firm and her customers to communicate and carry out transactions without barriers. Rigopoulou, *et al.,* (2008) described service care interface as services that are provided to the customer after the products have been delivered. Kurata and Nam, (2010) and Ahn and Sohn, (2009) agreed that service care interface can create sustainable relationships with customers and contribute significantly to customer satisfaction by offering different service care interface during the various stages of the primary product lifecycle; the provider can ensure product functionality and thereby customer satisfaction. This may lead to a fruitful relationship between the provider and the customer over time, allowing for more transactions. Service care

interface has emerged as a major source of competitive manoeuvring, so firms strive for competitive advantages with their after-sales service portfolio to differentiate offers from competitors (Ruben, 2012). After-sales services are an important marketplace differentiator because primary products are often physically comparable (Ruben, 2012). Saccani, *et al* ., (2007) see service care interface as activities taking place after the purchase of the product, devoted to supporting customers in the usage and disposal of goods. Urbaniak, (2001) posit that after sales services are those activities that enhance or facilitate the role and use of the product. (Asugman, *et al* ., 1997) is also of the opinion that after sales service are those activities in which a firm engages in after purchase of its product which minimize potential problems related to product use, and maximize the value of the consumption experience.

Raddats, (2011) suggest that customers no longer demand just for a product but also a comprehensive solution for their problem; they are increasingly moving away from requesting for a specific product, to requesting for a certain service package (including the original purchase and all after market needs) instead. Offering adequate service care interface to customers has become a major generator of revenue, profit, and competency in modern organization (Cohen *et al.,* 2006; Cohen and Kunreuther, 2007) as cited in Ladokun et al, (2013). Rigopoulou *et al*, (2008) examined the consequences of service care interface on customer satisfaction and retention. The results show that service care interface has significant and positive impact on customer satisfaction and retention. They suggest that service marketing managers should understand the impact of service care interface on customer satisfaction and behavioural intentions.

Gupta and Lehmann, (2007) in their study on the impact of service care interface on customer relationship discovered that after-sales service is regarded as an important factor that has an impact on establishing good relationships with customers.

STAFF BEHAVIOUR

Staff behaviour is the tendency or predisposition of an employee in a service firm to meet customers' need within the prescription of the job (Brown et al., 2002). Purchase intentions attainment by employees' behaviour is tied to market orientation that enhances customer familiarity. Staff behaviour seen worthy by the customer produces value relationship and exchange credibility. Subramony, Beehr and Johnson (2004) and Kattara, Weheba and Ahmed (2015) assert that there is a positive association between staff internal service effectiveness and customers' service quality and perceptions. Bienstock and DeMoranville (2006) opine that better staff behaviour leads to higher service perception by customers. Ghorban and Tahernejad (2012) opine that credibility an indicator of staff behaviour is a tool that makes customers to repeatedly patronise a service brand or product.

Credibility is an element of staff behaviour (Lloyd and Chris, 2008). Credibility has a positive impact on word-of-mouth via customer satisfaction and loyalty (Ghorban and Tahernejad, 2012). Staff behaviour in a service firm is critical to the type of relationship that exists between the organization and their customers (Turkey and Sengul 2014). Nitse et al., (2004) opine that favourable experience with service produces positive word of mouth and unfavourable experience produces negative word-of-mouth.

CUSTOMER SATISFACTION

Oliver (1997) has defined satisfaction as a customer's response or as a judgment about a product or services or of the features of the product or service that provided a plausible level of consumption related fulfilment. Consumer satisfaction has been recognized as antecedents to people attitude toward organization and is thus an important determinant of future behaviour. Customers with high cumulative satisfaction were according to Oliver more likely to remain in supplier's customer relationship and also, experienced customers seem to be less sensitive to transaction failure.

Customer satisfaction has been a key management focus in the past two decades and there has been a growing trend for firm to undertake satisfaction studies as they become more customers focus. Customer satisfaction influences future behaviour, and its role in predicting behavioural intention is well established. As an evaluate judgment, customers satisfaction is a predictor of behavioral intention, which in turn is a predictor of loyalty behaviour. Zeithaml et al (2003) defines it as the customer's evaluation of a product or service in terms of whether the product or service has met his needs or expectations. Failure to meet needs results in dissatisfaction, or a poor perception of the service quality. Satisfaction can be acknowledged in various senses depending on what needs the customer had before the service; it ranges from feelings of fulfilment, contentment, pleasure, delight, relief, and ambivalence. Although it tends to be measured as a static quantity, it is dynamic and evolves over time being influenced by a variety of factors. The satisfaction loyalty model according to Loveman (2008) suggests that customers' satisfaction increases loyalty. However, its

impact on intention varies with different intention constructs. The literature on customer satisfaction and its link with customers' retention is important to mention here.

The nature of the link between satisfaction and repurchase intention are according to Anderson (2005) not necessarily immediate, symmetric and linear, and hence some firms might be mistaken if cutting investment on increasing satisfaction as a consequence of not being able to observe a direct and immediate impact on retention and profitability. Mittal and Bolton (2009) has suggested as empirical generalization the relationship between improvement in customer satisfaction and firms' financial performance. The relationship between satisfaction and repurchase intention has been studied extensively before. For example, it has been argued that customer characteristics affect the relationship between satisfactions, repurchase intent and repurchase behaviour Mittal and Kamakura (2001) more specifically; these authors show that customer characteristics affect satisfaction thresholds and response bias. Bolton (2009) used a dynamic model of customer usage of services that identifies causal links between customers' prior usage levels, satisfaction evaluations, and subsequent service usage. Gabbarino and Johnson, (2008) argued that satisfaction is a good predictor of future intention for low relational customers, whereas for high relational customers trust and commitment rather than satisfaction are the important constructs. As an overall evaluation that is built up over time, satisfaction typically mediate the effects of product quality, service quality, and price or payment equity on loyalty Batton and Lemon (2009). It also contains a significant effective component,

which is created through repeated product or service usage. The nature of the links between satisfaction, retention and profitability are not necessarily immediate, symmetric and linear and hence some firms might be mistaken if cutting, cutting investment on increasing satisfaction as a consequence of not being able to observe a direct and immediate impact on retention and profitability.

For example, it has been argue that customers' characteristics affect the relationship between satisfactions, repurchase intent and repurchase behaviour Mittal and Kamakura (2001). More specifically, these authors show that customers' characteristics affect satisfaction threshold and response bias. Furthermore, they find that the relationship between satisfaction and repurchase intent is highly non-linear, although the non-linearly does not depend on customer characteristics. Bolton and Lemon (2009) use a dynamic model of customer usage of product/or service that identities causal links between customers prior usage level, satisfaction evaluations and subsequence product and/or service usage.

MEASURES OF CUSTOMER SATISFACTION
Repeat Purchase
Repeat purchase is buying of same product/service brand previously bought (www.businessdictionary.com). Nwulu & Asiegbu (2015) affirm that repeat purchase is the act of placing order for same organization's brand over and over again. They added that customers repeat the purchase of an organization's offer (goods or services) only when such item satisfies the customer needs emotionally, intellectually and physically thereby making the consumer delighted. Wirtz and Lwin (2009) opine that repeat purchase is the willingness of a

customer/consumer to repatronize a service firm. The authors established that repatronizing a service firm is a product of trust. Caudill and Murphy (2000) and Nwulu and Asiegbu (2015) assert that regular visit of a customer to a store is driven by his/her perception of trust in the firm's brand of service. Nwulu and Asiegbu (2015) opine that higher repeat purchase value attracts higher customer values thereby making the customer loyal to the brand.

CUSTOMER RETENTION

Customer retention is the action or movement an organization undertakes for the main purpose of reducing consumers' anxiety and fear about a product or service in order to increase the lifespan of a customer. The success in achieving customers' retention begins with the needs identification (Kassim and Abdullah, 2010), the level of satisfaction which continues throughout the entire lifetime of a relationship (Kandampully and Suhartanto, 2000). The ability of every establishment of organization to entice, retain current customers and attract new customers is not only connected to its item for consumption or services, but essentially associated with the image and reputation it creates within and across the marketplace. Customer retention goes beyond satisfying the present expectations of the customers instead it is helpful in anticipating their expectations so that they become loyal supporters and promoters for the company's brand. To survive in a global and competitive environment, it becomes imperative for organizations to offer and deliver a consistent high standard of customer service.

Han, Kwortnik and Wang (2008) posited that the simplest way to develop a business is to maintain and keep the customers. Business development and expansion is determined by how best an organization can keep and retaining their current customers (Gee, Coates and Nicholson, 2008). Ehigie (2006) asserted that customers retention will become a distant dream if the following are not taken into consideration: relieving customers from anxiety and fears (Naeem and Saif, 2009); demonstrate by actions that the organization cares for them (Lucas, 2005); paying urgent attention to customers' needs and requirements (Oyeniyi and Abiodun, 2008); proving that the organization values, recognizes and respect them (Petasis and Opoku-Mensah, 2009); maintaining a consistent contact, paying quick attention to their complaints (Saunders and Petzer, 2010); acknowledging them and keeping them informed (Patterson, 2004); commitment to customer fulfilment by every member of staff (Lee and Hwan, 2005); dependable on-time delivery; error-free-delivery process and employing exceptional persons to deliver better customer service (Kassim and Abdullah, 2010), etc.

The incessant hunt of operational distinction in keeping customers becomes essential when the customers inform others how well they were treated when doing business with them. Jones, Beatty and Mothersbaugh (2002) adduced that customers' retention involves keeping in touch and building relationships with the customers through the various means of communications such as mails, phone calls, letters, special gifts/offers, follow-ups, and cards or notes with a personal touch (Bowen and Chen, 2001). Churchill and Brown (2004) also demonstrated the significant role of communication in promoting customers retention. Jamal and Naser (2003) added that these forms of communication must

continually occur from time to time. Customers not only appreciate this, it arouses their sense of belongings because it makes them feel respected, esteemed and important. It acknowledges them, keeps them informed, offsets post-purchase doubts, reinforces the reason they're doing business with you and makes them feel part of your business so that they want to come back again and again. Long-term success and customer retention are earned by companies who comply by the established ethical values.

Organization must take into cognizance what they the scheme, essential quality services, dependability and reliability of the item for consumption or service must be of good standard to satisfying the needs, values, demands (Naeem and Saif, 2009) and expectation of the consumers (Kotler, 2003). Hence, customers are always attracted to organizations that are transparent, consistent, truthful, direct/open and honest with them, and also genuinely show affection and interest in them. The survival of every organization therefore becomes a dependent factor on customers' satisfaction, loyalty and retention. Zeithml and Bitner (2003) stated that in retaining customers, it is important to deliver quality service that is distinct and consistent with the organizational value scheme and brand. Walsh, Groth and Wiedmann (2005) added that organization, who strives to retain and satisfy customer's requirements, will sure increase in profit. Uncles, Dowling and Hammond (2003) added that in a situation where an organization has an outsized number of customers with limited increase rate for customers' retention, there will still be a progression in the profit level. Hence, for every organization to survival the competitive world, it is important to develop an effective customer retention strategy that that will meets the needs, aspiration, demands and requirements of the customers.

THE RELATIONSHIP BETWEEN CUSTOMER SERVICE AND CUSTOMER SATISFACTION

Generally, customer service is seen to be a great factor which entice and preserve customers. Customer loyalty could even come about when there is quality and effective customer service. Currently, most consumers of products are very particular about the additional elements of the service they receive which ranges from the manner in which they are welcomed upon arrival, to the kinds of education given on a product or service and assistance received when a complaint about a product or services is made. Handling customer feedbacks and soliciting their complaints regularly influence patronage behavior.

The study explained the factors affecting customer radio station selection and patronage show that pleasing manners of employees, confidentiality, personal attention given to customers, timely delivery of service, friendliness of staff, prompt service delivery, minimum waiting time and good complaint handling are important factors that encourage customers to patronize a radio station. These factors are all seen to be aspects of effective customer service delivery emphasizing the direct relationship between customer service and customer satisfaction.

According to Kwashie (2012) customers may feel hurt when there is nobody to assist them to resolve their issues. He explained the causes of bad customer services to include failure of customer care representatives to answer queries, long unmanageable queues for enquiries and no

helper to explain issues concerning a product or service to them. Customers therefore feel valued when prompt attention is given to their problems and they become happy and forget the bad feedback they had. Consequently, customer satisfaction is greatly affected by service quality and the level of satisfaction gained from patronizing a particular brand Gan et al., (2006), Poku et al., (2013) Sabir et al., (2014).

SERVICE CARE INTERFACE AND CUSTOMER SATISFACTION

Emphasis of academic literature has almost entirely been on interpersonal dynamics of service encounters. Some authors like Meuter et al, (2000) have focused their research on customer interaction with technology based on self service delivery options. Customers elicit a sense of comfort from service encounters and the overall comfort positively impacts on both quality and customer satisfaction, and this ultimately leads to repeat purchase and customer retention (Lloyd and Luke, 2011). To provide better customer experiences, radio firms try to incorporate such elements in the service design. The application to a multimedia service emphasizes how customer service can enhance the work of multidisciplinary design teams by providing insights to service design and by shifting focus from single experience elements to their orchestration (Teixeira et al, 2012). Service care interface has a major effect on experience which leads to brand experience recall resulting in perceptions which ultimately shape attitudes of the customer to the brand.

Service care interface has become an important marketing tool for both manufacturing and service organization globally. A rapidly changing business environment, increased use of technology,

higher market competition, and higher potential profits in service care interface has changed the way companies view service care interface (Muhammad et al, 2011). Goffin and New, (2001) discovered that after-sales services maximizes the value extracted by customers over the entire product life cycle. Kurata and Nam, (2010); and Ahn and Sohn, (2009) agreed that after-sales services can create sustainable relationships with customers and contribute significantly to customer satisfaction by offering different after-sales services during the various stages of the primary product lifecycle; the provider can ensure product functionality and thereby customer satisfaction. This may lead to a fruitful relationship between the provider and the customer over time, allowing for more transactions. Based on this review, we develop the following set of hypotheses:

H_{O1}: There is no significant relationship between service care interface and repeat purchase.

H_{O2}: There is no significant relationship between service care interface and customer retention.

RELATIONSHIP BETWEEN STAFF BEHAVIOUR AND CUSTOMER SATISFACTION

The delivery of radio firms' services involves high-contact encounters with significant interaction between customers and staff (Lovelock and Wright, 1999). There is consensus that the quality of the service encounter is critical to customer satisfaction and that customer service is rarely concerned with a single aspect of service but with the whole service package (Berry et al., 2002). Staff of radio firms should pay attention individually to the customers. When a staff is not able to pay attention to a customer, it negatively affects the quality of

service rendered. It has been found that staff behaviour is an important aspect of customer service (Johnson and Sirikit, 2002; Mckecnic et al., 2011). The staff of radio companies and their personal relationship with their customers is vital in order to see the staff as warm, friendly, and also impulsive by the customers. Being helpful by an individual towards others has been shown to be vital when adequate explanations regarding the quality of customer service or products are needed

(Kim et al., 2009). Thus, helpfulness as an attitude from the employees is necessary for the increase in the quality of service. Hence, the study hypothesizes that:

Ho$_3$: There is no significant relationship between staff behaviour and repeat purchase.
Ho$_4$: There is no significant relationship between staff behaviour and customer retention**.**
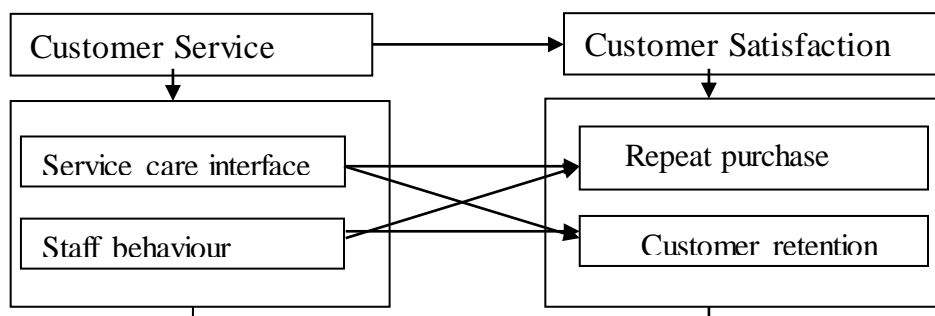
OPERATIONAL FRAMEWORK

Fig. 1. Operational framework that shows the relationship between customer service and customer satisfaction of radio stations in Port Harcourt.

RESEARCH METHODOLOGY
This study aims to investigate the relationship between customer service and customer satisfaction of radio stations in Port Harcourt. The study employed quasi-experimental research design which helps to determine the extent to which customer service can be used to explain or predict the variations in customer satisfaction. A cross sectional and field survey design of quasi experimental research design will be

adopted, this is because a snap shot of event data are to be collected, same analyzed through statistical tools for inference purpose. It is also suitable since the study involved human behavior and is not subjected to laboratory strict control. The population of this study comprises of all radio stations in Port Harcourt and we obtain a list of 18 radio stations in Port Harcourt as at May 2018, so we considered and study the entire population.

TABLE 1. LISTS OF RADIO STATIONS IN PORT HARCOURT

S/N	Names	Questionnaires allocation
1	Cool fm	5
2	Family love fm	5
3	Garden city fm	5
4	Nigeria info fm	5
5	Naija fm	5

6	Radio Port Harcourt fm	5
7	Radio Rivers fm	5
8	Ray power fm	5
9	Rhythm fm	5
10	Sound city fm	5
11	Today fm	5
12	Classic fm	5
13	Wave fm	5
14	Treasure fm	5
15	Unique uniport fm	5
16	Ust fm	5
17	Wazobia fm	5
18	Wish fm	5
	Total	**90**

Source: desk research, 2018

For convenience purposes, five (5) questionnaires were allocated to each of the eighteen (18) radio stations, total ninety (90). This value became our sample size for this study. Therefore, convenience sampling techniques was adopted. Well-constructed questionnaires were used to administer the questionnaires to the respondents. The instrument adopted a five-point scale which includes: SA=Strongly Agree (5), A=Agree (4), U=Undecided (3), Disagree (2), Strongly Disagree (1). Spearman Rank Order Correlation Co-efficient was used to analyze and test the formulated hypotheses.

DATA PRESENTATION, ANALYSES AND INTERPRETATION
Table 2. Administered and Retrieved Questionnaires from Radio Stations

S/N	Names	Questionnaires administered	Retrieved questionnaires
1	Cool fm	5	5
2	Family love fm	5	5
3	Garden city fm	5	4
4	Nigeria info fm	5	5
5	Naija fm	5	4
6	Radio Port Harcourt fm	5	3
7	Radio Rivers fm	5	2
8	Ray power fm	5	4
9	Rhythm fm	5	4
10	Sound city fm	5	2
11	Today fm	5	4
12	Classic fm	5	4
13	Wave fm	5	3
14	Treasure fm	5	4
15	Unique uniport fm	5	3

16	Ust fm	5	3
17	Wazobia fm	5	4
18	Wish fm	5	3
	Total	**90**	**66**

Source: desk research, 2018

HYPOTHESES TEST

Decision rule: Accept the null hypotheses (Ho) and reject the alternate hypotheses (Ha) if the significant probability value (PV) >0.05, that is, no significant coefficient exist. Reject the null hypotheses (Ho) and accept the alternate hypotheses (Ha) if the significant probability value (PV) <0.05. The strength of the relationship is decided thus; -0.1 to -0.4(weak negative relationship), -0.5 to -0.7 (moderate negative relationship), -0.8 to -0.9 (strong negative relationship), -1 (perfect negative relationship); +0.1 to +0.4 (weak positive relationship), +0.5 to +0.7 (moderate positive relationship), +0.8 to +0.9 (strong positive relationship), +1 (perfect positive relationship).

TEST OF HYPOTHESIS ONE AND TWO

Ho$_1$: There is no significant relationship between service care interface and repeat purchase of radio stations in Port Harcourt.

Ho$_2$: There is no significant relationship between service care interface and customer retention of radio stations in Port Harcourt.

Table 4: Correlation Analysis showing the Relationship between Service Care Interface and Repeat Purchase and Customer Retention.

Correlations

			Service Care Interface	Repeat Purchase	Customer Retention
Spearman's rho	Service Care Interface	Correlation Coefficient	1.000	.907**	.864**
		Sig. (2-tailed)	.	.000	.000
		N	61	61	61
	Repeat Purchase	Correlation Coefficient	.907**	1.000	.902**
		Sig. (2-tailed)	.000	.	.000
		N	61	61	61
	Customer Retention	Correlation Coefficient	.864**	.902**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	61	61	61

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

Source: Field Survey Data, 2018, SPSS 23 Output

Decision: Table 4 above reveals a spearman rank correlation coefficient of 0.907 and 0.864 probability value of 0.000 on the relationship between service care interface and repeat purchase and customer retention respectively. These results indicate that there is a strong and positive significant relationship between service care interface and repeat purchase and customer retention of radio stations in Port Harcourt. Therefore, we reject the null hypotheses and accept the alternate

hypotheses, because the PV (0.000) <0.05 level of significance.

TEST OF HYPOTHESIS THREE AND FOUR
Ho₃: There is no significant relationship between staff behaviour and repeat purchase in radio stations in Port Harcourt.

Ho₄: There is no significant relationship between staff behaviour and customer retention in radio stations in Port Harcourt.

Table 5: Correlation Analysis showing the Relationship between Staff Behaviour and Repeat Purchase and Customer Retention.

Correlations			Staff Behaviour	Repeat Purchase	Customer Retention
Spearman's rho	Staff Behaviour	Correlation Coefficient	1.000	.889**	.936**
		Sig. (2-tailed)	.	.000	.000
		N	61	61	61
	Repeat Purchase	Correlation Coefficient	.889**	1.000	.792**
		Sig. (2-tailed)	.000	.	.000
		N	61	61	61
	Customer Retention	Correlation Coefficient	.936**	.792**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	61	61	61

**. Correlation is significant at the 0.05 level (2-tailed).
Source: Field Survey Data, 2018, SPSS 23 Output

Decision: Table 5 above reveals a spearman rank correlation coefficient of 0.889 and 0.936 probability value of 0.000 on the relationship between staff behaviour and repeat purchase and customer retention respectively. These results indicate that there is a strong and positive significant relationship between staff behaviour and repeat purchase and customer retention of radio stations in Port Harcourt. Therefore, we reject the null hypotheses and accept the alternate hypotheses, because the PV (0.000) <0.05 level of significance.

DISCUSSION OF FINDINGS
This section sought to discussion various findings as regards to analysis of data and findings.
1. Hypothesis one (H₀₁) aimed at examine the significant relationship between Service care interface and repeat purchase. The hypothesis was tested using spearman rank. Our analysis revealed a positive and strong significant relationship between Service care interface and repeat purchase (Rho=0.907).

Hypothesis two (H₀₂) also revealed same positive and strong relationship between Service care interface and customer retention of radio stations in Port Harcourt with the spearman rank of 0.864. Our findings is in agreement with Teixeira et al, (2012) that service care interface has a major effect on experience which leads to brand experience recall resulting in perceptions which ultimately shape attitudes of the customer to the brand. Cohen *et al .,* (2006) and Cohen and Whang, (1997) believe that large number of extra after-sales service plans to consumers will lead to customer satisfaction and retention as well as higher profitability and will also register a positive experience in the mind of the customers.

2. Hypothesis three (H_{03}) aimed at examine the significant relationship between staff behaviour and repeat purchase. The hypothesis was tested using spearman rank. Our analysis revealed a positive and strong significant relationship between staff behaviour and repeat purchase and resulted to (Rho=0.889).

Hypothesis four (H_{04}) also revealed same positive and strong relationship between staff behaviour and customer retention of radio stations in Port Harcourt with the spearman rank 0.936. Our result is in support with the findings of Kattara, Weheba and Ahmed (2015) who assert that there is a positive association staff internal service effectiveness and customers' service quality and perceptions.

CONCLUSION

This study sought to establish a relationship between customer service and customer satisfaction of radio firms in Port Harcourt. Dimensions of customer service, as used in this study, and customer satisfaction were discussed, and hypotheses formulated there from. The results of the test of the hypotheses show that customer service has strong significant relationship with customer satisfaction. Thus, providing good reliable customer service could be a means of gaining strong competitive advantage in a radio firm.

RECOMMENDATIONS

Based on the findings and conclusion drawn from this research we do make the following recommendations:

1. From our findings, we therefore recommend radio stations management in Port Harcourt to pass down the organizational culture and orientation to the employees which will improve in turn the employees' staff behavior.

2. We also recommend managers of radio stations in Port Harcourt to consider customer care management as an important competitive advantage and new stream of marketing.

3. Managers of radio stations should also use customer service as competitive advantage in this fierce dynamic business environment there are in.

4. The study also recommends that, the staff behavior toward customers should be monitored from time to time.

IMPLICATIONS OF THE STUDY

The findings of this work will contribute to the existing knowledge in the academic literature on customer service and customer satisfaction. It is our utmost belief that this research will open up a new stream of research that would lead to the development of predictive model that Nigeria business focused. From our findings and discussions, we developed a heuristic model. The model that customer service element: service care interface and staff behaviour positively affects customer satisfaction of radio stations in Port Harcourt.

SUGGESTIONS FOR FURTHER STUDIES

At this juncture, we make pertinent the following suggestions which can serve as a basis for further studies.

1. Further research should be carried out in other broadcasting sector as to verify the applicability of customer service as it affects customer satisfaction.

2. It is recommended that further research be done on a qualitative and quantitative nature that will explore, in-depth, more about customer service and customer satisfaction of radio stations. It was noted that some respondents wanted to air their view more about how they feel concerning customer service and its impact in their customer experience to the brand but the questionnaire was not designed in a

manner that would allow them to elaborate. Therefore, further research for example, qualitative research, is recommended.

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