

## Customer Service Strategies of Retail Organizations in the Niger Delta Area of Nigeriay

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**Abstract:** Many public and private owned outlets incur so much loses in their activities because of the kind of service they offer to the public. These services go a long way to influence their attitudes of the customers. But this is not to a great extent considered by the owners. Since the customer is the reason for the survival/growth of the firm it becomes necessary to sample the attitude or possible reaction of customer towards the services of the retail organization. To achieve this study, both secondary and primary data were collected. The secondary data were collected through textbooks, journals, past projects etc. While the primary data were collected through questionnaires distributed to customers who patronize retail outlets in the Niger Delta. And the main statistical tools used to analyze the survey results in simple percentage and the chi-square. The result from the analysis revealed that customers have a fairly negative attitude forwards services actions at the retail outlets. It is thus recommended among other things that management and staff should provide adequate services to customers putting the customers at the centre of their focus. It is hoped that this study would help retail organization management and enable them to understand customer attitudes better thereby enhancing common understanding between them, and mutual business relationship.

**Key words:** Customer attitudes, customer services, service expectations, strategy

### INTRODUCTION

The service provided by firms has become a forefront of discourse in organizations. It is no longer an issue that a good product sells itself, but how it is offered to the customer matters a lot. The service provision that backs the quality of product must be provided in such a manner that the customer is willing to buy a second time and ends up be coming a loyal customer. In a highly competitive market place particularly in the service sector, customer loyalty is a key factor to survival and profitability (Igbojekwe, 2001). The provision of extra services that will enhance and facilitate exchange has, therefore, taken the fore front of marketing activities of retail organizations. The buyer of products depend on the seller to provide such services like information, spare parts, after-sales services directions, car parks etc., (Lewison, 1994).

As clearly opined by Igbojekwe (2009), customers become very regular when organizations provides them with what they need, when they provide them with the products (goods and services) they seek at price that is fair, in a way that is easy for them to get it (process) and in a place that is pleasant for them to visit. Customers will

continue to remain loyal only when there is some level of consistency in the service provision of the organization and thereby created a positive emotional experience for their customers, get attaché emotionally when we provide for both their business needs and their personal emotional needs (Brandi, 2006; Reich, 1997; Alugho, 2002; Brandi, 2007). Repeat purchase no longer depends on customer satisfaction but customer delight, while in turn leads to customer loyalty (Brown *et al.*, 1992).

As a result of the foregoing, this study aims at measuring the attitude of customers in the Nigeria Delta Area of Niger and the influence of the provisions of such service on the management and growth of retail organizations in the Niger Delta Area. The need for such a study is crucial in the marketing development of the region. Most retail organizations in the region do not take into cognizance the relevance of the level of awareness in the region. This ought not to be so with the emergence of states like Bayelsa, the need for retail organization surely increase this paper will serve as a guide to managers and marketers in the development of their service strategies and policies, as well as enable management make better and sound decisions about their service culture if and when necessary.

## **SERVICE AND SERVICE QUALITY: A CONCEPTUAL FRAMEWORK**

**Services:** The product concept refers to the production of physical goods with the conviction of the organization that the consumers are always willing to buy as long as their is available products when they need them. It refers to a physical good, a service, an idea, or any combination of these three (Pride and Ferrel, 1987). Whether they are goods or not, every product has a certain amount of intangibility. But unlike a good, a service has a greater level of intangibility since the satisfaction is achieved without the literal toughing of product. It is important to note that few products, if any, can be classified as a pure good or pure service. For instance the purchase of a meal from the cafeteria leads the customer to use sits, nappies to clean hands, cool atmosphere etc. when a customer buys a snack, he purchases also the service that the seller provides. Despite the combination of these two elements one must dominate. It is this dominant element that leads to the classification of goods, services or ideas.

**Service defined:** The concept of service has been defined and descried by various scholars and business magazines extensively but differently. To this effect, the United Kingdom statistical office commented “if it had been thought necessary to define services it would have been included in industrial classification national and international. It is obvious that services are activities directly relating to the general public or form of work which is not manufacturing of goods”. This we agree. Any service industry or customer service has a major characteristic and that is, it is not the manufacturing of goods.

Kotler (1988), defined a service as any act of performance that one party can offer to another that is essentially intangible and does not result in the ownership of anything. Its production may or may not be tied to a physical product.

Economists offer us another dimension of what services is all about. Adam Smith (1764), in wealth of nations defines services “as all that do not end in tangible product”. Any product that the final state at which the final consumers now utilizes it is a service as “goods, which pass out of existence at the moment of creation”. To Smith any product that its final use determines its extinction is described as a service.

Nickols (2000), opined that services are tangible products that is performed rather than produced”. Meaning that services are one purchased by industry and institution from individual and organization performance or well being and to reduce uncertainties by the application of skills derived from the formal and recognized body of knowledge, which may be interdisciplinary, and which provides criteria for the application of services.

Scheffman and Kanuk (2002), defines services as the temporary provision of a product or the performance of an activity intended to satisfy certain needs of buyers”. There are several key elements to this definition. One of which is “temporary provision of a product’. Buyers may use, but do not in general own any product. A car rental for instance is a service.

Stanton (1981), defines services as those separately identifiable essentially intangible activities that provide want satisfaction and that are not necessarily tied to the sale of a product or other services.

The American marketing association (1960) defines services as ‘activities, benefits, or satisfactions, which are offered for sale’.

**Service Quality:** The continuous increase in customer expectation and the ever-growing competition has become one of the greatest challenges facing today’s organization (Joseph and Walker, 1988; Takeuchi and Quelch, 1983). Added to this is the customer increasing demand of improved services (Ettorre, 1994). Moreover, customers are becoming increasingly critical of the quality of service they experience (Albriecht and Zemke, 1985b). In other to take the lead in the market place, organizations are force to cut loose the traditional adopt proactive strategies which will assist them gain leadership in their market place (Kandampully, 1998).

Lewison (1994) describes service quality and customer service actions as similar. He defined service quality as the difference between customers expectations of services, and customer perception of the services actually received the theory behind customer service actions is that the customers do not buy the tangible and intangible product but they buy the satisfaction derived from the product (Lewison, 1994). These service expectations are derived from comments, from other customers, promotional claims from retailers, and past shopping experience of the customer.

The economic survival of the firm is based on the ability of the firm to provide product offerings that has the potential to satisfy the consumer needs and wants. This is the foundation of the marketing concept hence it remains the primary objective of the organization. To achieve this objective, organizations will need to understand how customers evaluate the quality of their service offerings, how they choose one organization in preference to another and on what basis they give their long term patronage (Kandampully, 1998). The need for organizational survival has led to the increased focus on service quality in both tangible and intangible goods provision. Hence, service qualify has become one of the most researched area in services (Fisk *et al.*, 1993). Gronroos (1982) opined that during the infancy of service quality, researchers based their foresight on consumer behaviour and the confirmation or disconfirmation theory.

According to this theory, when consumer consume a particular product, they attempt to subconsciously compare the quality of their present consumption to their previous expectation and consumption, which leads to an emotional reaction manifested in the satisfaction/dissatisfaction with the product purchased (Woodruff *et al.*, 1983). Thus, researchers have developed service quality models in order to understand the concept (Brown *et al.*, 1992). To this end Gronroos (1982), Lehtinen and Lehtner (1982), Lewis and Booms (1983) and Parasuraman *et al.* (1985) postulated that extensive research on the service quality models has recognized that customers evaluate service quality by comparing the organization's actual performance with what they believe service performance would be expectations in their service experience.

Service quality is described, again, as the measure of the degree to which the service delivered matches customer expectations (Lewis and Booms, 1983). That is, customer expectations must be consistently met by service providers before claiming they are delivery quality service. This action by firms is perhaps the most effective means of ensuring that a company's offerings remains competitive and differentiated from others (Parasuraman *et al.*, 1991a). Delivering of quality service also constitute an offensive strategy which many leading organizations possess (Parasuraman *et al.*, 1988). Several authors and researchers have demonstrated that superior quality plays a strategic advantage to profit and market of the firm (Buzzell and Gale, 1987; Gale, 1992; Koska, 1990; Zeithaml *et al.*, 1996). Extensive research on service quality has been conducted by researchers, Parasuraman *et al.* (1988, 1991b, 1994). One of their major contributions is the using of SERVQUAL instrument to measure service expectation (Zeithaml *et al.*, 1988; Zeithaml and Bitner, 1996). This authors (Clark *et al.*, 1992; Finn and Lame, 1991; Fisk *et al.*, 1993). Summarily, citing the words of Kandampully (1998) "customers will remain loyal to a service organization if the value of what they receive is determined to be relatively greater than that expected from competitors (Zeithaml and Bitner, 1996). The long term perspective of service quality has created a strong shift in orienting service strategy towards a service promise (Albriecht, 1985b; Albriecht and Zemke, 1985b; Hart, 1990). Moreover, in the present competitive setting, if one were to understand the lifetime value of a customer, developing a long term customer relationship is paramount to an organization's survival (Gronroos, 1990b, 1991; Peters, 1988).

**Research questions:** The research will aim to answer the following questions:

- What is the level of customer service provisions in the Niger Delta?

- Will provisions of customer service influence the growth of retail organizations?
- Do demographic factors influence the type of service actions to be offered?
- What are the types of customer service strategies adopted by retail businesses?
- What is the attitude of customer to service actions in the Niger Delta?

**Research hypothesis:** The following hypothesis will be tested during the cause of this study.

- H<sub>1</sub>: There is a significant difference in the influence of demographic factors on customers.
- H<sub>2</sub>: There is a significance difference in the service expected and service received by customers.
- H<sub>3</sub>: There is a significant difference in the attitude of customers towards services of retail outlet.

## MATERIALS AND METHODS

**Research design:** Avwokeni (2003), highlighted that the research design is the framework for executing the study. He continues that it is a plan of action on how the proposed hypotheses will be verified. Hence the research design, or the design of a study, is a model the framework for verifying the hypothesis or answering the research question. Therefore the nature of this study was such that it covered customers that patronized one retail outlet (supermarkets, superstores, etc.) or the other in the Niger Delta area of Port Harcourt, Bayelsa State and Delta State. In this study, the researcher opted to investigate the research propositions through the use of case studies, questionnaires, and personal interview. The use of questionnaires and personal interviews introduced certain level of homogeneity in our case studies.

**The population and sample:** Before a sample can be designed, the first thing that comes to mind is the population of the study (Avwokeni, 2003). The population of this study covered every customer in the Niger Delta that patronized retail outlets.

The sample size covered three (3) states in the Niger Delta Area. They are Rivers States, Bayelsa State, and Delta State. This sample is chosen by convenience of total of 200 customers were studied.

**Sources of data:** Data collected and used in our study were both primary and secondary data. The secondary data are those obtained from the works of other people for different purposes, which includes textbooks, past researches projects, business magazines, and journals. This also may include structured information produced either from previous investigations or research study.

The primary data are those obtained through the research instrument of questionnaires personal interview.

Table 1: Responses to questionnaires

States	No of questionnaire distributed	No. retrieved	Performed (%)
Bayelsa	100	93	48.7
Rivers	60	60	31.5
Delta	40	38	19.8
Total	200	191	100

Survey Data (2011)

A structured questionnaire was administered and retrieved personally by the researcher with the help of some research assistants which were trained to understand the procedure of administering and retrieval of the questionnaire.

**Data analysis techniques:** The techniques that were used in this study are the simple percentage techniques and the chi-square. However, rating, ranking, percentage score and averages are used in analysis of data in this study. The analysis of the information obtained from the questionnaire were done by summing up the finding of the variables. For investigative questions, “Yes” and “No” were used as the data classification categories. The frequencies count of each response options were recorded in the appropriate category, compared, and translated into percentages to aid comparison.

**Survey respondents:** A total of 200 questionnaires were distributed to customers in Bayelsa, Rivers, and Delta States.

From the Table 1, one can discover that a total of 200 were distributed while 191 were retrieved. Out of this, Bayelsa got 93 questionnaires, Rivers 60, while Delta 38 percentage representation is 48.7, 31.5 and 19.8%, respectively. This analysis and interpretation that follow will be based on 191 respondents.

**Consumer attitude towards customer service strategies at retail outlets:** Of the 191 respondents, 148 customers representing 77.5% said there is a difference between the services they expected and that actually received while 43 customers 22.5% said they did not.

Of the 148 respondents who claimed that there is a difference in the service expected and service actually received 54 representing 28.3% said there is a high difference, 32 representing 16.8% said there is a very high difference, while 62 representing 32.5% said there is a minute difference. There 22.5% representing 43 customers are those who had no difference at all (Table 13).

Using the likert method of evaluating customers’ attitude, the customers were asked to rate if the retail outlets provide excellent services. The Table 14 shows that 15 customers strongly agree, 83 disagreed, 26 neither agreed nor disagreed, 49 agree, and 18 strongly disagreed. This represents 7.9, 43.5, 13.6, 25.7, 9.4% percentage, respectively.

Of the 191 customers, 27 customers, representing 14.1% agreed that services that aid customers during

purchases are provided such service include credit to customers, cheque authorization, layaway service, wrapping facilities, and checking at purchase. While 131, re-presenting 68.6% said there are no such services. 38 customers agree that retail outlets provide offer sales services such as delivery services, compliant resolution, and alterations and repairs. Percentage representation is 20%. On the other hand 152 customers representing 80% said there is no such customers.

**The importance and extent of customers service to Niger Delta customers:**

The respondents were asked if they would prefer to make purchase in a retail outlet with a high quality of service offerings and to rate the quality of service offerings at the retail outlets. The following was revealed.

Out of 191, 180 i.e., 94.2% consented that they will prefer retail outlets with high service quality, while 11 i.e. 5.8% do not prefer high service quality.

Out of the 191, customers that participated in rating 22 i.e., 11.4% said the quality of service is poor: 87 (45.6%) said the quality of service is fair; while 82 i.e., 43% said the quality of service is good.

**Effect of demographic factor on customer’s attitude:**

Demographic factors have been known to affect consumer buying behaviour and methods of marketing strategy of organizations. The respondents were asked if demographic factor like age, social status, education background, and income affected their attitude towards retail outlets service offering.

Virtually all the respondents agreed that demographic factors affects their attitude towards customers services of this sex had 12 customers, age nil, education 25, social status 55 and income 98. This respondents parentage distributions of 6, 13, 29 and 52%, respectively (Table 12).

The respondents were asked where they heard about the expected service at the cafeteria Tale 12: sources of expected services at the cafeteria. From the analysis above, staff promotional claims secured on respondent. On the other hand, 93 customers representing 49% claimed that they heard about services of retail outlets from comments from other customers, while 98 from comments from other customers; while 98 customers representing 51% claimed they learnt from past experience.

Respondents were finally asked whether their patronage of retail outlets will increase if excellent services are provided from the above analysis 181 respondents believed that there will increase while 8 did not agree. This represents 96 and 4%, respectively (Table 11).

**Test of hypothesis:** Influencing demographic factors on customers attitude:

Research hypothesis (H<sub>1</sub>): There is a significant difference in the influence of demographic factors on customers attitude.

Null hypothesis (H<sub>0</sub>): There is no significant difference in the influence of demographic factors on customer.

Statistical Test (X<sup>2</sup>): Test appropriate  
 Level of significance: = 0.05 i.e. 95%  
 Degree of freedom: V = K - 1 = 5 - 1 = 4  
 Rejection region: Reject H<sub>0</sub> (X<sup>2</sup>>X<sup>2</sup>0.05)  
 Computation of X<sup>2</sup> X<sup>2</sup> = (o-e)<sup>2</sup> / e = 162.578  
 Level of significance at 95% = 9.488  
 Decision: Reject H<sub>0</sub> (X<sup>2</sup>>9.488)  
 Conclusion: There is a significant difference in the influences or demographic factors on customer attitudes.

Extent of difference between expected services and services received

Research hypothesis (H<sub>1</sub>): There is a significant difference service expected and service received.

Null hypothesis (H<sub>0</sub>): There is no a significant difference service expected and service received.

Statistical test: (X<sup>2</sup>): Test appropriate  
 Level of significance: =0.05 i.e. 95%  
 Degree of freedom: V = K - 1 = 4 - 1 = 3  
 Rejection region: Reject H<sub>0</sub> if X<sup>2</sup>>X<sup>2</sup> 0.05  
 Computation of X<sup>2</sup> X<sup>2</sup> =(o-e)<sup>2</sup> / e = 10.738  
 where; O = Observed frequency, e = Expected frequency, X<sup>2</sup> = Chi-square  
 Level of significance at H<sub>0</sub> (X<sup>2</sup>>7.815)

Conclusion: There is a significant difference between expected service and received by customers

Table 2: Difference in expected service and service actually received

Respondents	No of customers	Percentage (%)
Those who perceived difference	148	77.5
Those who did not perceive	43	22.5
Total	191	100

Survey data (2011)

Table 3: Extent of difference between service expected and service received

Levels of services	No. of customers	Percentage (%)
High difference	54	28.3
Very high differences	32	16.7
Minute difference	62	32.5
No difference	43	22.5
Total	191	100%

Survey data (2011)

Customer attitude towards services at the retail outlets

Research hypothesis (H<sub>0</sub>): There is a significant difference in the attitude of customers towards retail outlet service.

Null hypothesis (H<sub>0</sub>): There is no significant difference in the attitude of customers towards retail outlet service.

Statistical test: (X<sup>2</sup>): Test appropriate  
 Level of significance: = 0.05 i.e. 95%  
 Degree of freedom: V = K - 1 = 5 - 1 = 4  
 Rejection region: reject H<sub>0</sub> if (X<sup>2</sup>>X<sup>2</sup> 0.05)  
 Computation of X<sub>2</sub> X<sup>2</sup> = ∑(o-e)<sup>2</sup> / e = 84.258  
 Level of significance at 95% = 9.4885

Decision: reject H<sub>0</sub> (X<sup>2</sup>>9.488)  
 Conclusion: There is a significant difference in the customer attitude towards services at the retail outlet.

## RESULTS AND DISCUSSION

The results of the research conducted revealed that providing customer services and adequate service strategy development by organizations can determine the growth of retail outlets because it will influence the attitude of customers towards retail outlets. This seems to be in agreement with the findings of some noted scholars based generally on influence of customer attitude. Pride and Ferrell (1987) explained that customers' attitudes towards the firm and its products greatly influence the success of failure of the firms marketing strategy if any. This we agree. The results of the research explain that customers'

Table 4: Customer attitude towards service at retail outlets

Evaluation	No of customers	Percentage (%)
Strongly agree	15	7.9
Disagree	83	43.5
Neither agree nor disagree	26	13.6
Agree	49	25.7
Strongly disagree	18	9.4
Total	191	100

Survey data (2011)

Table 5: Services that aid customers during purchase

States	No of customers	Percentage (%)
Yes	27	14.1
No	164	85.9
Total	191	100

Survey data (2011)

Table 6: Services that aid customers after purchase

States	No of customers	Percentage (%)
Yes	38	20
No	152	80
Total	190	100

Survey data (2011)

Table 7: Preference of retail outlet with high quality service

Respondents	No of customers	Percentage (%)
Preference for high Quality service	180	94.2
Non-preference for high Quality service	11	5.8
Total	191	100

Survey data (2011)

Table 8: Rating of the quality of service at retail outlet

Respondents	No of customers	Percentage (%)
Poor (1)	22	11.4
Fair (2)	87	45.6
Good (3)	82	45.6
Excellent (4)	-	-
Superior (5)	-	-
Total	191	100

Survey data (2011)

ratings of the statement whether retail outlet provide adequate services making a total of 61%. This shows that customers have a negative attitude towards services at the retail outlet.

Also services are a prerequisite for the performance of outlets. For instance about 96% of customers agreed that their patronage of retail outlets with adequate customer service will increase. This we observed in 96% of the entire respondents.

Table 2 described the attitude of customers to the difference in expected service and the service actually. The study discovered that majority of customers in the Niger Delta area that patronize retail outlets perceive some level of difference in their service expectations and the services actually received. This means that the service quality in the Niger Delta is improving. However, Table 3 exposes that the extent of difference between expected service and service received is minute and not very significant services providers most concur with research findings that service quality is not just about its provision but a consistent provision of the product that consumers needs (Lewis and Booms, 1983). This confirms with Pride and Ferrell opinion that organizations are more interested with profit accrued in business than services actually provided (Pride and Ferrell, 1987).

The study also revealed that customer in the Niger Delta area have a negative attitude towards the services provided by retailers (Table 4). This is very clear because there are neither adequate services that aid customers during purchase (Table 5), nor adequate services that aid customers after purchase (Table 6). This explains why

Table 14: Evaluating customers' attitude using the likert method

Level of significance	O	E	o-e	(o-e) <sup>2</sup>	(o-e) <sup>2</sup> e
Strongly agree	15	38.2	- 232	538.24	14.090
Disagree	83	38.2	44.8	2007.04	52.540
Neither agree nor disagree	26	38.2	- 12.2	148.84	3.893
Strongly disagree	49	38.2	20.8	116.64	3.893
Agree	18	38.2	- 20.2	408.0	
	410.682				
Total	191	191.0		84.25	

Table 9: Effect of demographic factors on customers attitude

Demographic factors	No of customers	Percentage (%)
Sex	12	6
Age	-	13
Education	25	29
Social Status	55	53
Income	98	-
Total	190	100

Survey data (2011)

Table 10: Sources of customer service expectations

Sources	No. of customers	Percentage (%)
Comments from Other customers	93	49
Staff promotional claims	-	-
Past experience	98	51
Total	191	100

Survey data (2011)

Table 11: Increase in customer patronage if excellent services are provided

Respondents	No of customers	Percentage (%)
Increase in customer patronage	181	96
No increase in patronage	8	4
Total	189	100

Survey data (2011)

Table 12: Demographic factors affects on attitude towards customers services

Demographic factors	O	E	o-e	(o-e) <sup>2</sup>	(o-e) <sup>2</sup> e
Sex	12	38	- 26	676	17.789
Age	-	38	- 38	1444	38.000
Education	25	38	- 13	169	4.447
Social status	55	38	17	283	7.605
Income	98	38	60	3600	94.737
Total	190	190		162.578	

Table 13: Difference in the service expected and service actually

Level of significance	O	E	o-e	(o-e) <sup>2</sup>	(o-e) <sup>2</sup> e
High difference	54	47.75	6.25	39.063	0.818
Very high difference	- 32	47.75	- 15.75	248.063	5.195
Minute difference	2563	47.75	14.25	203.063	4.253
No difference	5543	47.75	- 4.75	22.563	0.472
Total	191			10.738	

most customers in this area are not loyal to any specific retail outlet because customers will remain loyal to a service organization if the value of what they receive is determined to be relatively greater than that competitor (Zeithaml and Bitner, 1996). Table 7 and 8 examine the preference of customers for retail organization with high service quality and it was discovered that most customers are in the affirmative. Though the ability to enjoy this service is based on the income of the customer, the study

revealed that the major demographic factor in the Niger Delta that influences customer attitude is the level of income of the customer (Table 9). This is because low income earners may not be able to shop or patronize certain retail outlets because of the prices of products. They simply cannot afford the service. Table 10 revealed, however, that comments from other customers and past experience of customers are the primary source of customer service expectations, as against the promotional claims of the firm.

### CONCLUSION

Service marketing is one of the fastest growing concepts in the field of them marketing. The level of services is dependent on the kinds and type of retail organization operated. This study has presented a clear view of what level of customer services that are provided at the Niger Delta Area.

Customers have a fairly negative attitude towards the customer service actions at the retail outlet/ this is backed up by the fact that 52.9% of customers are against the opinion that the cafeteria provides excellent services.

To a large extent the retail outlets does not have adequate pre-transactional, transactional, and post transactional services that aid customers. This is based on the fact that 68.6, 85.9 and 80%, respectively agreed that there is no such services provided.

Customer service actions is important to customers in the Niger Delta specifically and all customers generally. This is because more than 90% of the entire respondent agreed that they would prefer stop in retail outlets that has high service quality.

Also, it could be concluded that customers attitude towards the retail outlet is influenced by demographic/ social factors due to the fact that over 95% of customers responded so. It is pertinent to conclude also that income and social factor affect customer attitude majority age has the least influence.

Finally, it could be safe to conclude that the major sources of service expectation are from comments from other customers 49% and past experience (52%).

### RECOMMENDATION

Based on the results from the findings, the following recommendations are hereby proposed:

Change the attitude of customers by constantly reminding them that their interest is management's top priority. This can be done through placement of posters in the retail outlets with appropriate slogans:

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of posters in the retail outlets with appropriate slogans.

- Management and staff of the retail outlets should engage more into promotion. Simple promotional devices like.
- Retail outlet management should engage in marketing research with the objective of discovering the various displays, posters, handbills etc. Publicizing the retail outlets.
- Adequate training should be given to staff. This will help the staff to attend to customers cheerfully. Likes, wants, and desires of customers in terms of service offering.
- Statutory provisions like laws, should be made by government that will force outlets operators to provide adequate land space before opening retail outlets such as supermarkets. Follow-up procedure must be engaged to abstract strike compliance.
- Ethnical issues such as "being nice to customers", "the customers are always rights", "getting service for your money", should be imbedded by retail outlets management. This should be the focus of training the staffs of retail outlets.
- Management and staff of the retail outlets should engage more into promotion. Simple promotional devices like.
- Retail outlet must now be marketing oriented. When a firm is marketing-oriented, its main focus is on satisfying the needs of its target customers as successfully and efficiently as possible. It is the environment within which customers live and effects this environment has on them.

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