

EFFECTS OF SERVICE QUALITY MANAGEMENT ON COMPETITIVE ADVANTAGE OF TELCOMMUNICATION INDUSTRY IN MOGADISHU SOMALIA

HUSSEIN HASSAN YUSUF

Tel: +252616862763 E-mail:- xuseenhargeele@gmail.com

(MSC Business Administrations strategic of Jomo Kenyatta University of Agriculture and
Technology)

SUPERVISOR: DR. FRIDAH THEURI

(Director, Jomo Kenyatta University of Agriculture and Technology Mombasa Campus)

ABSTRACT: *The general objective of this study was to investigate the service quality management on competitive advantage on mobile telephone providers in Somalia with specific focus of the industrial mobile providers in Somalia . Specifically, this study investigated the effects service quality on competitive advantage on mobile providers in Somalia . The study employed a survey research design in data collection. This research employed quantitative data collection method whereby data was gathered by the use of closed ended questionnaires which were self administered. Factor analysis was used to assess the validity and Cronbach alpha to assess reliability of the questionnaire. Multiple regression analysis (standard and step wise) were conducted to determine the effects between the service quality determinants and competitive advantage. Results confirm the varying importance of service quality determinants in the telephone providers processing in Somalia. In general, the results reveal that customer loyalty, price fairness and brand image have significant and positive effects on competitive advantage in the mobile providers in Somalia. The study recommends that to improve customer satisfaction in the mobile providers in Somalia , managers of the industrial mobile providers in Somalia should nurture and develop market competition and customer satisfaction The general objective of the study is to investigate the effects service quality management on competitive advantage mobile providers in Mogadishu. Specifically, this study investigated to ascertain how customer loyalty mgt affects, price fairness affects and brand image on competitive advantage mobile providers in Mogadishu Somalia The study employed a survey research design in data collection. This research employed quantitative data collection method whereby data was gathered by the use of closed ended questionnaires which were self administered. Factor analysis was used to assess the validity and Cronbach alpha to assess reliability of the questionnaire. Multiple regression analysis was performed to assess the relationship between the dependent variable (value addition) and the independent variables (customer loyalty mgt, price fairness and brand image) and to test the research hypotheses on the service quality mgt determinants of competitive advantage in the mobile providers in Somalia with specific focus on Mogadishu The study recommends that to improve competitive advantage in mobile industry Mogadishu Somalia, managers of mobile industry Somalia in Mogadishu should nurture and develop customer loyalty and price fairness*

Keywords: service quality mgt, customer loyalty, brand image, price fairness and competitive advantage

INTRODUCTION: Background of the Study

The study sought to assess effects of service quality management on competitive advantage mobile industry in Mogadishu, Somalia. In complex business environments where businesses compete for competitive advantage can be a key differentiator that is crucial to the survival of any organization (Jamal & Naser, 2002). Shanley (2000:) suggested, "When a firm earns a higher rate of economic profit than the average rate of economic profit of other firms competing within the same market, the firm has a competitive advantage in that market." And Hill and Jones (2001) thought that if the high economic profits can be maintained for several years, it could suggest that the firm has a sustainable competitive advantage. Aaker (1999) claimed that the assets and skills are the basis for a company since they provided a sustained competitive advantage and long-term performance.

Ansoff and McDonnell (1990) defined the competitive advantages as the qualities possessed by the company in product or market scope, and these qualities can bring the company to a better position in the competition than other competitors. From the summary above, it can be seen that though there is no unique definition of competitive advantage, all different interpretations of competitive advantage stress that the competitive advantage is relative measure of the advantage of a company over its competitors. It is a common phenomenon in the service industry to see consumers complaining about services which fall under their expectations. Service providers know that their customers expect services which are of acceptable quality before the civil war in 1991, the telecommunication sector in Somalia was under the control of the ministry of Post and Telecom. The ministry of P&T was the sole provider and the regulatory body of the telecommunication services. Apart from improved service quality and service features, customer satisfaction is also linked to effective consumer complaints handling as perceived by the consumers (Karatepe & Ekis, 2004; Kau & Loh, 2006; Mattile, 2006 and McCole, 2004). Gedi (personal communication, March 20, 2008) has indicated that customer complaints have

increasingly become common among the telephone service providers in Mogadishu, Somalia. Gedi (personal communication, March 20, 2008) has also pointed that some of the mostly complained service problems are but not limited to: poor mobile phone network connections, fixed line telephone break downs and allegedly unfriendly staff in these telephone service providers. Fixed line telephone clients complain about services interruptions. Mobile phone users also complain about network problems which sometimes cause them to lose the entire service. Consumers also complain about the way they are treated by the employees of these telephone service providers. One of the potential causes of poor service delivery can be due to the poor infrastructure in place (Jama, 2002).

As mentioned in the previous section, the public telecommunication system was almost destroyed by the civil war (Hassan, 2006). The ability of these private telephone service providers to rebuild and restore the destroyed infrastructure from scratch was limited (Jama, 2002). These telephone service providers in Mogadishu, Somalia had to struggle to build the infrastructure from scratch in order to provide their services.

1.2 Statement of the Problem

In the recent era, the mobile is used by every one without any discrimination of gender, income, education and age. Apparently, most of the customers whether they are pre-paid or post paid mobile user are not a fully satisfied with the existing telecom services. It is important to analyze The impact of proving to ensure that mobile users receive the greatest benefits from the telecom services as part them spends on learning environments. Hence, it is important to analyze competitive advantage of telecommunication industry in Somalia studied four different types of services, including banking industry, credit card companies, motor repair shops and long-distance telecommunication companies, and the results showed that service quality had dimensions as tangibility, reliability, responsiveness, Mohamed 2004 assurance, and empathy.

Service quality is needed for creating competitive advantage and service quality is connected to customer perceptions and customer expectations.

Oliver (2001) argues that service quality can be described as the result from customer comparisons between their expectations about the service they were used and their perceptions about the service company Somalia looked at the service quality dimensions across the customers' profile. The finding showed a positive relationship between the functional quality (Reliability, Empathy, Assurance, Tangibility and responsiveness) and customer satisfaction. Nimako, et al. (2012),

Service quality and customer satisfaction have long been recognized as playing a crucial role for success and survival in today's competitive Market linked to customer behavioral intentions like purchase and loyalty intention, willingness to spread positive word of mouth, referral and complaint intention by many researchers (Olsen,2002;Kang,Nobuyuki and Herbert,2004;Soderlund and Ohman,2005).The research therefore seeks to investigate the effects of competitive advantage with service quality in Somalia context with a view of prioritizing service quality dimension in addressing customers concerns without affecting much on cost of service. In this study, mobile telephone industry was selected since it affects all Somalian population with the current 75.4% level of mobile phone service penetration and 6.7 million subscribers across the country. The study could therefore be replicated to other sectors which derive its services from the same population. Moreover, no study had tested the three dimensions of service quality directly to find out if it is related to competitive advantage in mobile telephone industry in Somalia.

The specific objectives of the study

1. To identify how customer loyalty management level affects competitive advantage in Mogadishu mobile industry

2. To investigate whether price fairness management affects competitive advantage in Mogadishu mobile industry
3. To evaluate how brand image management affects on affects competitive advantage in Mogadishu mobile industry

Conceptual Framework

Conceptual framework is a scheme of variables which the study operationalizes in order to achieve the set objectives. A variable being the measurable characteristic that assumes different values among the subjects, independent variables are the ones that the study manipulates in order to determine their effects on another variable. The dependent variable attempts to indicate the total influence arising from the effects of the independent variables. It therefore varies as a function of the independent variables (Mugenda & Mugenda, 2003)

Independent variable, according to Nachmias & Nachmias (2009) is the presumed cause of changes in the values of the dependent variable; the dependent variable is expected to be influenced by the independent variable. This is illustrated in figure 2.1 below. The independent variables in this study are customer loyalty mgt . price fairness mgt , and cash brand image management how they affect competitive advantage of mobile industry in Somalia.

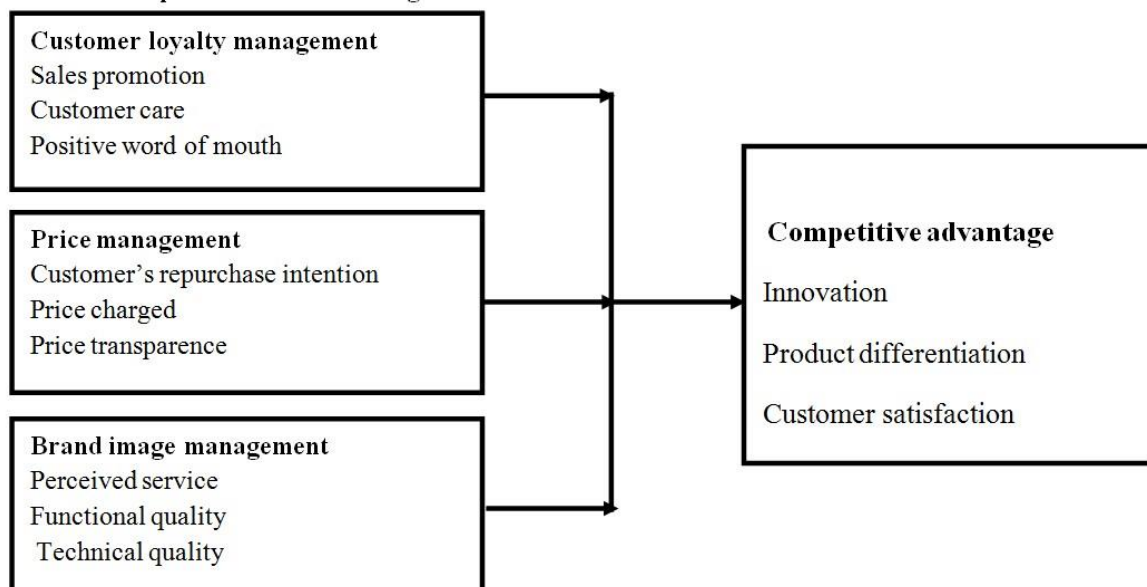


Figure 1: Conceptual Framework

Independent Variable

Dependent Variable

Figure 2.1: Conceptual Framework

Customer Loyalty management

Customer loyalty is defined as a customer's intention or predisposition to repurchase from the same firm again (Edvardsson, Johnson, Gustafsson & Strandvik, 2000). As such, it encompasses an affective component as well as a behavioral dimension. As an affective state, loyalty represents a psychological reaction and conviction to a product or service experience.

The behavioral dimension is simply a manifestation of that affective state, which is sometimes equated with customer retention. In other words, loyalty encompasses intended behavior and whether or not the intended behavior actually occurs (Gustafsson & Johnson, 2002).

Customer satisfaction is found to be highly correlated with customer loyalty and it is considered to be the most influential indicator of customer loyalty (Bowen & Chen, 2001; Gronholdt, Martensen & Kristensen 2000; Jones & Suh, 2000). Research studies in the service recovery area

have demonstrated that satisfactory or unsatisfactory service recovery activities may affect the complainant's intentions to repatronize to the same service provider or switch to other competitors (Kau & Loh, 2006 and Blodgett, Wakefield & Barnes, 1995). Jones and Farquhar (2007) stated that complainants demonstrate higher levels of loyalty when they feel satisfied with the ways in which their service problems have been addressed.

It is likely to convert the inconvenienced customers into more loyal customers if the service recovery efforts which follow the initial service failures are satisfying (Bitner, Blooms & Tetreault, 1990). Past studies have shown that there is a strong positive relationship between complainants' overall satisfaction with service recovery and complainant's loyalty (Karatepe & Ekis, 2004; Kau & Loh, 2006). Stauss (2002) also stated that complainant satisfaction is a necessary prerequisite for complainant retention. It is therefore important for organizations to reinstall satisfaction among the inconvenienced consumers in order to retain them. Organization's responses to complaints in terms of service recovery activities should alter the negative attitudes that complainants may hold and subsequently convert the inconvenienced customers in to satisfied and loyal customers (Blodgett et al., 1995).

Developing and maintaining a loyal customer base is also viewed as the single most important driver of long-term financial performance (Reichheld & Sasser, 1990). As such, organizations that understand the importance of customer loyalty was likely to succeed in today are business environments. As competition has tightened in the telecommunication industry in Mogadishu, Somalia, maintaining a pool of loyal customers is crucial for the long term survival of every organization in the industry. It is therefore important for the telephone service providers in Somalia to develop a well-designed complaint handling systems in order to increase complainant satisfaction and thereby complainant loyalty and commitment.

Price fairness management

According to Kotler and Armstrong (2010) price is the amount of money charged for a product or service, or the sum of the values that customers exchange for the benefits of having or using the product or service while Stanton, Michael and Bruce (1994) defined price as the amount of money or goods needed to acquire some combination of another goods and its accompanying services. But the marketing literature showed researchers' inclination towards price fairness in relation with customer satisfaction (Hermann et al., 2007; Kukar-Kinney, Xia and Monroe, 2007; Martin-Consumer, Molina and Esteban, 2007).

Price fairness refers to consumers' assessments of whether a seller's price is reasonable, acceptable or justifiable (Xia et al., 2004; Kukar-Kinney, Xia and Monroe, 2007). Price fairness is a very important issue that leads toward satisfaction. Charging fair price helps to develop customer satisfaction and loyalty. Research has shown that customer's decision to accept particular price has a direct bearing at satisfaction level and loyalty and indirectly (Martin-Consuegra, Molina and Esteban, 2007). In another study of Herrmann et al., (2007), it was concluded that customer satisfaction is directly influenced by price perceptions while indirectly through the perception of price fairness.

The price fairness itself and the way it is fixed and offered have a great impact on satisfaction. According to Lommeruda and Sørsgard (2003), telecommunication services are like undifferentiated products therefore, customers are not price sensitive all the times and sometimes brand loyalty takes part in brand preferences. This is the reason; some consumers are retained with old monopolists. Literature explored showed substantive role of price fairness and quality service with customer satisfaction, therefore, this study also comprised these two factors and their effects at customer satisfaction in the telecom sector of somalia were evaluated.

Brand Image management

Lazarevic (2011) argued that one of the important steps to reach brand loyalty is brand image. Based on branding theory, brand image must be congruent with the customer's image about themselves. Brand imagery deals with the extrinsic of the product, including the way that brand attempts to meet customer's psychological or social needs. And brand image indicate that people think about brand abstractly rather than what the brand actually does, therefor image refer to intangible aspects of the brand (Keller, 2001).

According to Chen & Myagmarsuren (2011) brand image plays an important role when customers measure products, and it drives customers to become loyal. Moreover brand image influence the orientation and behavioral character of customers toward brand, product and company. Brand image is important for Generation Y customers as they use brand for their self-expression and also they want to be associated with a brand. The important values for Generation Y customer's image are success, wealth, class, style and being better. Brand image in the marketplace act as indicator to Generation Y customers, since they prefer to use the brand they have experienced before or have good feeling about it, rather than being influenced by the value of the brand. But in contrast Generation X customers are very value oriented and they purchase product very analytically (Pendergast et al., 2009).

Competitive advantage

One of the most important roles for strategic management is to come up a way, how to create competitive advantage inside its competitive environment (Eisenhardt & Martin 2000). This subject is very important to comprehend, because it is the issue that fundamentally gives growth to organizations value, but still it is not quite well understood among managers. When different firms are being analyzed, it is always clear that this is the element, which has made other companies to succeed and rise from the average. The only way to rise is to deliver greater value than competitors (Porter 1996). The question remains: how to interpret competitive advantage? How to create it, in other words, how to surpass the competition, differs on the industry and the nature of the competition (Eisenhardt & Martin 2000). General opinion is that it can be built on organizations resources, these been called as resource-based views (Potter, 1998; Barney, 1991; Peteraf, 1993), and others give more value for organization's culture and human capital (Lisman, Shaffer and Snape). RBV models have been criticized for being not dynamic enough (Eisenhardt & Martin 2000), and they don't give enough credit to managers because they favor companies with dominating resources. Competitive edge can also be studied from the perspective of customer relationship management and customer value, which often are closely related to service quality.

Empirical Literature Review

The telecommunications industry has invested heavily on customer satisfaction by both designing large-scale measurement systems and initiating customer satisfaction improvement projects (Lawton, 1988). This was driven partly by the de regulation wave that took place in this industry in the late 1980s and partly by the increased competition that emerged in the markets that were former state monopolies. Therefore the ability of telecommunications

operators to focus successfully on the customer has proven to be one of the most competitive issues towards the end of the 20th century. The services various studies have been carried out in the area of mobile industry mohamed (2011) focused on the influence of service quality practices on competitive advantage in Mobile.

The study laid emphasis on how service quality management practices can create competitive advantage. Other study that has been conducted and is closely related to the current study is by Abdi (2012) that focused on factors affecting competitive advantage in the mobile phone industry. The study conducted by Mohamed (2013), focused on factors affecting service quality in the mobile industry in Somalia and the following factors; Customer loyalty, price fairness, and brand image and quality control were studied. Still on the mobile industry a study conducted by Daud (2009) who suggested that the mobile industry should capture the traditional knowledge and integrates it with new knowledge and this study focused on the mobiler industry still. Most studies that have been conducted in Somalia have laid emphasis on mobile industry processing methods Mohamed (2008), challenges of managing the service quality in Somalia Mowlid (2006) among others. Management literature is short of theoretical and empirical studies on customer satisfaction measurement in the telecommunications industry. This, however, is contrary to the industry practice since almost all major telecommunications companies around the world gather information about the quality of their services. Our research focuses on the customer satisfaction function of residential customers of a major European telecommunications company. Customer satisfaction is seen as the overall performance of the telecommunications company stemming from adequate service provision, value for money loyalty and relationship management. The antecedents of the performance of the organization are obtained from the contact points between the customers and the service points of the telecommunications company (Chase, 1981 and Soteriou and Chase, 1998). The case of customer satisfaction in telecommunications has gained increased industrial popularity beyond

the individual firm level, with the emergence of strong national regulatory bodies, which have shown vast interest in customer satisfaction measurements. Notable, for instance, is the case of OFTEL (2001) in the UK that has installed a system of qualitative performance indicators about all telecom operators in the country generating comparative results freely accessible to the public.

Customer satisfaction in telecommunications is relatively scattered and primarily concerned with mobile telecommunications customers (Woo and Fock, 1999; Lee et al., 2001). In particular, Woo and Fock (1999) examined the behavior of mobile telecommunication customers in Hong Kong. Transmission quality and network coverage were found to be the most important factors driving customer satisfaction in their study giving, therefore, high priority to product functionality in assessing the satisfaction of individual customers. In a similar vein, Lee et al. (2001) have examined the interaction between customer satisfaction, switching costs and loyalty behavior in the mobile telecommunications in France

Research gaps

The basic idea the researcher was got before starting this research was to establish the effects of service Quality on customer satisfaction and human resources management. When I started reading the literature, the idea began to narrow down to competitive advantage and job satisfaction. As the researcher read further, researcher came to realize that researcher was looked at service quality too because the researcher found out that service quality management appeared in both job satisfaction and customer satisfaction articles. Although the researcher was still gathering facts for this subject of the relationship between competitive advantage and job satisfaction with regards to service quality the researcher found out that the service quality dimensions had a greater part to play in customer satisfaction. Thus the researcher decided to

examine the effects of service quality on customer satisfaction .on mobile providers in Somalia satisfaction and service quality with regards to service quality dimensions.

The topic is about competitive advantage and service quality management which makes it very interesting but broad. this topic because it concerns customer who are the most important stakeholders in organizations. Another reason for choosing this topic is because the researcher realized that companies today are concentrating more on providing additional services to what they offer to the customers. Thus the researcher thought it was good to look into the effects of service quality with the to customer satisfaction. However, to this researcher's knowledge, no study has ever been conducted to determine the effects of service quality management on competitive advantage of telecommunication industry in Somalia

Little or no study has been done on the Service quality management determinants of competitive advantage of the mobile industry in Somalia and that are what necessitated the focus of this research area. Other studies have focused on the influence of value customer loyalty management on competitive advantage in the Mogadishu (Okisegere, 2012). None of the studies has focused on service quality management determinants of competitive advantage in mobile industry .This study therefore intends to fill these pertinent gaps in the literature by studying the selected independent variables on service quality management determinants that affect competitive advantage in the mobile industry in Mogadishu processing sub chain with specific focus of industrial of mobile in Somalia. This study will add value to existing literature by providing empirical evidence on service quality management determinants of competitive advantage in the mobile industry in Mogadishu Somali. And fill the existing contextual and conceptual gaps

Methodology

A descriptive survey focuses on the research design and is concerned with addressing the particular characteristics of a specific population of subjects, either at a fixed point in time or

at varying times for comparative purposes. This is to ensure that any subsequent assessments of the attributes of that population are accurate and the findings are generalizable in other words, they have population validity (John & et al, 2002). According to Lavrakas (2008), a research design is a general plan or strategy for conducting a research study to examine specific testable research questions of interest.

The target population of this study was conducted of three mobile telephony subscribers in Mogadishu which are Hormuud, Nationlink and Somtel ,because we are more dependent on mobile industry and they are a good source of information to analyze the topic. Burns & Grove (2003) states that population includes all elements that meet certain criteria for inclusion in a study. So the target populations of this study consist of 71 mobile dealers of the three mobile companies which were mentioned above.

Sampling is the process of selecting a number of individuals for a study. A sampling design is a defined plan determined before any data is collected for obtaining a sample from a given population. The selected number of individuals will be as a representative of the whole population under study. The formula which was used this study was Slog van's formula which states the sample size of employee in three mobile industry in Mogadishu. The main objective of using this sample was to obtain accurate and reliable information within minimum cost, time and energy.

$$n = \frac{N}{1 + Ne^2}$$

Where N is the population size and e is the margin of error (Almeda, Capistrano, Sarte, 2010).

The sample consists of 61 employees of commercial banks in Mogadishu according the slog van's formula.

Non-probability sampling (or non-random sampling) provides a range of alternative techniques to select samples based on your subjective judgment (Saunders, & et al, 2009). The researchers will use judgmental sampling techniques of non-probability sampling because the researchers cannot obtain the list commercial bank companies' employee. Therefore, data will be collected from those people who are conveniently available and willing to co-operate. Purposive sampling was also convenient because the sample selected will be small and the ideas of the population were needed in a shorter period.

Data collection methods used included questionnaire. Data will be analyzed quantitatively and presented descriptively and illustrated by using of tables and charts. The selection of these tools have been guided by the nature of data to be collected, the time available as well as by the objectives of the study. Kothari (2004) defines a questionnaire as a document that consists of a number of questions printed or typed in a definite order on a form or set of forms. And according to Dawson (2002), there are two basic types of questionnaires; closed ended, open-ended. Closed ended questionnaires are used to generate statistics in quantitative research while open-ended questionnaires are used in qualitative research, although some researchers quantify the answers during the analysis stage.

DATA ANALAYSIS AND PRSENTATION RESULT

Data analysis is a process of analyzing all the information and evaluating the relevant information that can be helpful in better decision making, Silvia and Skilling (2006). The data collected was analyzed using the software called Statistical Package for the Social Sciences (SPSS) and results shown in terms of frequency distribution and percentages. The data was tabulated and classified according to their common characteristics.

Table 4.1 Response Rate

Response	Total	Percent %
Returned	58	97
Unreturned	2	3
Total	60	100

The number of questionnaires, administered to all the respondents, was 60 questionnaires administered, 58 were filled and returned, which represent 85.71 % response rate. This response rate is considered satisfactory to make conclusions for the study. Mugenda and Mugenda (2003) observed that a 50% response rate is adequate, 60% is good, while 70% rated very good.

Table 4.2 Reliability analysis

Variables	Cronbach's Alpha	Comments
Customer loyalty mgt	0.868	Accepted
Price fairness mgt	0.771	Accepted
Brand image mgt	0.762	Accepted
Competitive advantage	0.753	Accepted

Reliability was measured using Cronbach's Alpha coefficient which was used to measure the internal consistency of the study measures. The Cronbach's alpha coefficient ranges between 0 and 1 and alpha coefficients of a minimum of 0.70 are considered appropriate. The overall Cronbach's alpha coefficients for all the constructs in the study were 0.830. The study measures were found to be highly reliable in that they all had alpha coefficient greater than the minimum accepted Cronbach's alpha coefficient of 0.70 (Hair *et al.*, 2010). customer loyalty mgt had a coefficient of 0.868, price fairness mgt and a coefficient of 0.771, brand image mgt had a coefficient of 0.762 and competitive advantage obtained a coefficient of 0.753.

Regression Analysis

In this study, a multiple regression analysis was conducted to test the effect of service quality mgt on the competitive advantage mobile industry in Mogadishu, Somalia. The research used statistical package for social sciences (SPSS V 22) to code, enter and compute the measurements of the multiple regressions.

Table 4.10 Model Summary

Model	R	R Square	Adjusted R	Std. Error of the Estimate
1	.532 ^a	.283	.205	.37511

a. Predictors: (Constant), brand image, price fairness, customer loyalty

Adjusted R squared is coefficient of determination which tells us the variation in the dependent variables due to change in the independent variables. From the findings in the above table the value of adjusted R squared is 0.283 and indicates that there was variation of 28.3% on competitive advantage mobile industry in Mogadishu due to changes in customer loyalty mgt, price fairness mgt and brand image mgt at 95% confidence interval. This shows the significant that 28.3% of the variations in the on competitive advantage mobile industry in Mogadishu are accounted for by the variations in the independent variables and the remaining 50.9% are accounted by other factors contained in the standard error.

R is the correlation coefficient which shows the relationship between the study variables. From the findings shown in the table above there was a strongly positive relationship between the study variables as shown by 0.532

ANOVA Table 4.11 Analysis of Variance

Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.051	3	3.644	2.739 .000 ^a
	Residual	5.206	55		
	Total	7.257	58		

From the ANOVA statistics shown in table, the processed data, which is the population parameters, had a significance level of 0.5% which shows that the data is ideal for making a conclusion on the population's parameter as the value of significance (p-value) is less than 5%. The F critical at 5% level of significance was 2.72 Since F calculated(2.739) is greater than the F critical (2.72), this shows that the overall model was significant and customer loyalty mgt, price fairness mgt and brand image mgt significantly affect competitive advantage of the mobile industry Mogadishu Somalia

Table 4.13 Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
1 (Constant)	1.185	.162		8.160	.000
Customer loyalty	.118	.033	.155	2.581	.002
Price fairness	.493	.048	.648	1.200	.005
Brand image	.174	.049	.202	.536	.000

a. Dependent Variable:
competitive advantage

From the data in the above table the established regression equation

Was; $Y = 1185 + 0.118X_1 + 0.174X_2 + 0.493X_3$

From the above regression equation it was revealed that holding customer loyalty mgt, price fairness mgt and brand image mgt to a constant zero, competitive advantage of mobile industry in Mogadishu would be at 0.1181. A unit increases in customer loyalty would lead to increase in the competitive advantage of mobile industry in Mogadishu by a factor of 0.1185. A unit increases in price fairness would lead to increase in competitive advantage of mobile industry in Mogadishu by a factor of 0.174 and a unit change in brand image would lead to increase in the competitive advantage of mobile industry in Mogadishu by a factor of 0.493. The regression results presented in above table customer loyalty mgt, price fairness mgt and brand image. were significant at 5 percent level. The coefficient of customer loyalty showed 0.002 with a p-value 0.05, which is less than 5%, the coefficient of price fairness was 0.05 which is less than 0.05, with a p-value of 0.000. And the coefficient of the brand image mgt was 0.00, with a p-value of 0.014 which is less than 0.05 so that indicates there was statistically strong positive relationship between the customer loyalty mgt, price fairness mgt and brand image mgt on competitive advantage of mobile industrial in Mogadishu. Hence, the most significant factor is brand image mgt. Overall, brand image mgt had the greatest effect on the competitive advantage of mobile industry in Mogadishu, followed by customer loyalty mgt and price fairness mgt. All of the variables were found to be significantly competitive advantage because they less than ($p < 0.05$).

Conclusions

Based on the findings of this study, the following conclusions were drawn. The results reveal that customer loyalty mgt, and price fairness have significant and positive effects on competitive advantage, while brand image have significant effects on competitive advantage mobile industry somalia in Mogadishu. Stepwise regressions revealed that customer loyalty mgt determinants of competitive advantage including price fairness and brand image explained statistically significant portion of the variance associated with the extent of competitive

advantage of mobile industry Mogadishu Somalia. The study recommends that to improve competitive advantage in mobile industry Mogadishu Somalia, managers of mobile industry Somalia in Mogadishu should nurture and develop customer loyalty and price fairness.

Recommendations

Based on the findings of this study and the conclusions drawn, the following Recommendations were made;

1. Management should instill discipline upon itself by ensuring good competitive advantage, promote technological progress and increase it's paid up capital regardless of the statutory requirements so that the continued existence of the firm .
2. Management should not only undertake price fairness in order to improve operation and sustain failing businesses but also improve their competitiveness and customer satisfaction.
3. Policy makers should decide on the mechanisms to encourage customer loyalty management in the mobile industry Mogadishu of Somalia
4. Management should come up with a sound strategy towards customer loyalty mgt and price fairness mgt .management so as to avert the problem of competition and also the quality of brand image should be enhanced
5. Management should put into consideration the degree of transferability and marketability of customer loyalty mgt so that these assets can provide competitive to the firm with ease.

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