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Consumer Switching Behaviour in The Nigeria's Telecommunication Industry: The Role of Value- Added Services

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Abstract

This study examines the determinants of consumer switching behaviour in Nigerian telecommunication industry, the moderating role of value-added services. Data were collected from students of tertiary institutions in Adamawa state, North eastern Nigeria using a cross-sectional study design. The study adopted Kriejcie and Morgan (1970) rule of thumb and arrived at 382 respondents and questionnaires were distributed and collected through the personally administered method. Partial Least Squares Structural Equation Modelling (PLS-SEM) was used to test the hypothesized relationship. "This study found that Value- Added Services significantly impact consumer switching behaviour, while Service Quality and Price were not significant determinants." it also finds that value added services does not moderate the relationship between service quality, price and consumer switching behaviour. The results of this study provide important insights to managers, mobile operators, and researchers to further understand the factors that influence consumers to switch from one service provider to another in the Nigerian telecommunication industry. Mobile operators should concentrate on factors like value added services to attract more customers to their network.

Introduction

Switching behaviour may occurs as a result whereby a customer is dissatisfied with a service been provided to him by the producers or manufacturer of goods and services been offer to him, as a result he may decide to look for a better alternative. Marketers are increasingly aware that while retaining a customer is highly important for the survival, long-term growth, and profitability of service firms, losing customers can equally be detrimental to firms as it could negatively affect survival, profitability, and growth of the business enterprise (Keaveney, 1995; Rust, Zahorik & Keiningham, 1996). This switching behavior has severely impacted the market share of the firms in international markets (Malhotra & Batra, 2019). Consumers' switching behaviour (CSB) has recently become

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steppingstones for technology innovation market and it brings the attention of many researchers within the different research field (Leng, 2014). Consumer switching behaviour is the process by which a consumer abandons his/her relationship with a current service/product provider and replaces it with a competitor partially or entirely for a given period. Switching behaviour is sometimes resulted from the dissatisfaction with the incumbent and leads subscribers to search for new suppliers with higher service satisfaction (Lee, 1966; Martins, HorMeyll, & Ferreira, 2013). Customers' preference still differs from customers to customers based on certain attributes, the telecommunication needs and wants of subscribers' changes from time to time (Malhotra & Batra, 2019). To retain its existing consumers and attract new consumers, knowledge of the switching behaviour among the consumers is necessary (Frederick, 2017). Because losing existing consumers reduce sales, thereby reducing the profits of the company (Isibor, Agbonifoh & Odia, 2019).

Switching behaviour is a very complex issue in this competitive market because the consumers are now technology-friendly and have easy access to know about different service providers. They are the end-users of the service, therefore satisfying them and creating a favourable impression about the service provided should be the priority of any company. The high rate at which telecommunication subscribers change their service providers is alarming. Customer-switching behaviour in the telecommunication industry has substantially increased over the years (Malhotra & Batra, 2019). According to (NCC) about 12,221 telecommunication subscribers change their service provider from the month of August to December (NCC, 2022), This is attributed to network failures; drop calls, high tariffs, poor service quality, poor customer care and unsustainable promotions. (Nwakanma, Udunwa. Anyiam, Ukwunna, & Obasi, 2018). Other factors influencing the customers to resort to switching, as considered by the researchers include network problems, poor coverage by the network, high call rates and the influence of family and friends (Satish, Kumar, Naveen, & Jeevanantham 2011). The contribution of the telecommunication to the GDP also keeps fluctuating from 12.61% in Q4 of 2021 to 12.85% in Q3 of 2022, and 16.66% in Q4 of 2023 to set a new record (NCC, 2023). Furthermore, Ghaxami and Olyaei, (2012) reported that it costs five times more to attract a new customer than it is to sustain and retain the current profitable one. Marketers understand that every effort invested in marketing communication was aimed towards the attracting of new customers and creating superior and lasting value for them, (Kotler & Keller, 2021).

Several scholars have investigated determinants of consumer switching behaviour. However, it has been found that there is a lack of empirical studies that combine service quality (SEQ), price (PRI) and value-added services (VAS) as factors influencing consumer switching behaviour (CSB). The main objective of this study is to examine the influence of service quality, price and consumer switching behaviour in the Nigerian telecommunication industry, moderating effects of value-added services on the relationship and the specific objectives are to; I. Examine the influence of service quality on consumer switching behaviour in the Nigerian telecommunication industry. II. Determine the influence of price on consumer switching behaviour in the Nigerian telecommunication industry. III. Assess the influence of value-added services on consumer switching behaviour in the Nigerian telecommunication industry. While the research question are as follows: I. What is the influence of service quality on consumer switching behaviour in the Nigerian telecommunication industry? II. What is the influence of price on consumer switching behaviour in the Nigerian telecommunication? III. What is the influence of value-added services on consumer switching behaviour in the Nigerian telecommunication industry?

Literature Review

Consumer Switching Behaviour (CSB)

Keaveney (1995) developed the model for understanding the switching behaviour of the consumer. Given the well-established differences between goods and services, it is generally accepted that reasons for switching in the service market differ from those responsible for switching in the market for goods (Keaveney, 1995). With respect to service, switching behaviour denotes exchanging or replacing a current service provider with another provider and is the opposite of customer loyalty (Jung et al., 2017; Njite, Kim, & Kim, 2008; Wieringa & Verhoef, 2007). As with most concepts, a number of definitions exist for CSB in the marketing literature. Ranganathan, Seo, and Babad (2006) defined it as the migration of consumers from one service to another. More recently, Nimako (2012), arguing from several perspectives, defined CSB as a process by which consumers abandon their relationship with a current service/product provider and replace it with a competitor partially or entirely for a given time. This definition emphasizes that CSB is a process and underscores the multiple typologies and multifaceted nature of CSB. This comprehensive definition suggests several dimensions and typologies of the CSB phenomenon, notably, the fact that switching is a process and could be partial or total. In many research contexts, the idea of switching represents a complete or total switch from one service provider to another. The mobile telecommunication service industry represents one of the contexts where both partial and total switching situations are possible.

Previous research in different service contexts indicates that consumer switching intention is influenced by determinants such as high prices, low satisfaction, poor service quality, low perceived value, unethical behaviour of service provider, poor corporate reputation, critical incidence, ineffective complaint handling, among others (Bansal, Taylor & James. 2015; Chiu, Hsiehb, Roanc, Tsengc, Hsiehb, 2011; Omotayo and Abiodun, 2010). Service quality is defined as an approach which can be known as the services received by customers as compared to expectations regarding it (Parasuraman et al., 1988). As Guatam and Chandhok (2011) suggest that Customers' expectations and perceived performance having a direct relationship for the better experience of the perceived service quality. Service quality is not just to attract new customers to the firm's services, but also to retain and maintain existing customers and induce them for further repurchase intentions (Lee, 2010). Koivisto and Urbaczewski, (2004) says that service quality is a broader scope than usability and network performance; it includes various aspects of customer requirements and perceptions, and service providers' offers and deliveries. It has been summarized by Chi, et al. (2008) that the most important characteristic of service quality is to fulfil customers' needs and wants. Service is largely intangible and is normally experienced simultaneously with the occurrence of production and consumption and it is the interaction between the buyer and the seller that renders create the necessary competitive advantage by being an effective differentiating factor. Service quality was initiated in the 1980s as the worldwide trend when marketers realized that only a quality product could not be guaranteed to maintain competitive advantage (Wal et al., 2002). However, competitive advantage by firms the service to customers (Gronroos, 1988). To distinguish services from goods, Gronroos (1990) identifies five unique characteristics of service: intangibility, inseparability between production, delivery, and consumption, heterogeneity, Perishability, and no ordinary transfer of ownership. In general, customer expectations can be established from previous experiences with the organisation, the competitors of an organisation, the traditional marketing mix, or external influences such as word-of-mouth communication (Parasuraman, Zeithaml & Berry, 1988; Gronroos, 1984). Regarding banking, Kamilia and Jacques (2000) note that perceived service quality results from the gap between customers' expectations of the service provided by the bank and the perception of the actual services provided by the bank.

According to Leisen and Vance (2001), service quality helps to is a value-creating strategy, simultaneously, which is not implemented by any existing or potential competitors (Barney, 1991). As a result, service quality can be used as a competitive advantage which relates to customers' satisfaction and leads to consumer loyalty and future purchase (Johnson & Sirikit, 2002). Consumers prefer service quality when the price and other cost elements are held constant (Boyer & Hult, 2005). It has become a distinct and important aspect of the product and service offering (Wal et al., 2002). Moreover, according to them, a competitive advantage also sustained when other companies are unable to duplicate the benefits of this strategy. Service quality is essential and important for a telecommunication service provider company to ensure the quality service for establishing and maintaining a loyal and profitable customer (Zeithaml, 2000; Leisen & Vance, 2001). Conversely, Johnson and Sirikit (2002) state as service delivery systems can allow managers of the company to identify the real customer feedback and satisfaction on their telecommunication service. Since quality reflects the customers' expectations about a product or service. Lovelock (1996) stated that this customer-driven quality replaced the traditional marketing philosophies which were based on products and process. The service quality is different from the quality of goods. Since, services are intangible, perishable, produced and consumed simultaneously and heterogeneously (Zeithaml & Bitner, 2000). So, it sounds as a major problem for the telecommunication service providers, especially for the mobile telecommunication service providers to deliver quality service consistently as changes in market compositions and competing characteristics have been surfacing incessantly.

Price

Price is the major factor that influences consumer to switch their service provider (Dauda & Jatau 2023). According to Lee and Murphy (2005), price is the top-switching factor in comparison with service quality and loyalty programmes. This shows that change in price can push the consumer to switch the service. Mobile firms should use this determinant to retain customers (Awwad & Neimat, 2010). Service offerings should be formulated by suitable pricing policy rather than competing in customer services and more focused on highly technological instrument to better serve their customers (Woo & Fock, 1999). Lopez, Redondo and SeseOlivan (2006) stated that it was very costly to retain a customer, so implantation of retention strategies should be very careful. Lopez et al. (2006) argued that the customer stays in a long relationship with the company because of the value given by the firm to their customers.

Price is an attribute that must be given up or sacrificed to obtain certain kinds of products or services (Zeithaml, 1998). Perceived price normally combines monetary price and non-monetary price together (Chen, Gupta & Rom, 1994). In Keaveny's research (1995), the pricing factor included all critical switching behaviours that involved prices, rates, fees, charges, surcharges, service charges, penalties, price deals, coupons, and/or price promotions. In the financial service industry, price has wider implications than in other services industries. For example, in the financial service industry, price includes fee implementation, bank charges, interest rates charged and paid (Gerrard& Cunningham, 2004).

Price plays a vital role in the telecommunication market, especially for the mobile telecommunication service providers (Kollmann, 2000). It includes not only the buying price, but also the call and rental charges. Generally, a price dominated mass-market leads to customers having more choices and opportunities to compare the pricing structures of diverse service providers. Rahman et al (2010) assesses the factors that influenced consumers to select telecommunication service providers in Malaysia using exploratory factor analysis, confirmatory factor analysis and structural equation modelling for testing hypotheses. From the result, it is revealed price or call rate is the most important factor, followed by service quality, service availability and promotion. Similarly, in a study conducted by Charles (2007), on individual users of mobile telephone services within Nairobi using a semi-structured questionnaire. The results of the study showed that 59% of the respondents found the costs of the services offered to be the most important factor while 30% stated that countrywide network coverage was the most important factor. A company that offers lower charges would be able to attract more customers committing themselves to the telephone networks, and hence, a significant number of "call minutes" might be achieved. Also, according to Kollmann (2000), income from the number of call minutes determine the basic commercial success for the network providers. He also added that the success of the telecommunication sector in a marketplace largely depends on continuing usage and pricing policies, which need to be considered on several levels.

Value Added Services Categories

The category of mobile value-added services depends on its application. Generally, the applications of mobile VAS are divided into the following four categories (Muller Veerse, 1999; Varshney & Vetter, 2002; Coursaris et al., 2003). The first category is mobile communication services which provide telecommunication services such as short message service (SMS), email, mobile chat and multimedia messaging service (MMS). Mobile communication services are presently the most successful applications of value-added services. They are mainly intended to facilitate communication among consumers. The second category is mobile entertainment services that provide users with entertainment application services, such as the downloading of ringing tones, images, games and other fun and entertaining services. Mobile entertainment is only the second major achievement of mobile value-added service applications for mobile telecommunications. Moore and Rutter (2004) defined mobile entertainment as any leisure activity made through a personal technology device, which is, or has the potential to be, networked and allows transfer of data (like voice, sound and images) on the move, and on distance with various geographical locations. According to Kalakota and Robinson (2001), fast and easy access to entertainment is always appealing to customers. Using the term "time filler" rather than "time killer" services, Kalakota and Robinson (2001) argue that entertainment applications such as digital music and games be the perfect complement to mobile devices.

The third category is mobile transaction services. They provide users with business and banking services, such as mobile shopping (m-shopping), mobile banking (m banking), bill payments (m payments) and on-line ticketing. In a GSM telecommunication environment, the SIM tool kit (STK) card is needed for telecommunications provide mobile transaction services. A subscriber identity module (SIM) card is more difficult to reproduce than a credit card. Lastly, mobile information services which provide users with prompt information services, such as breaking news, financial news, stock quotes, sport news, bible quotes and other informational needs. Significantly, mobile information services can provide users with prompt news delivery. A fee is attached to this service, thereby making it particularly lucrative.

Empirical Review

Service Quality and Consumer Switching Behaviour

Sawat et al. (2013) studied the factors behind brand switching in cellular networks. They identified three independent variables; price, service, quality, and trust and concluded in their research work that these three independent variables are responsible for customer switching behaviour in cellular networks in Pakistan. This study is limited to only three variables, but they suggested more variables should be explored. Chukwuemeka and Agu (2017) x-rayed the drivers of customer switching behaviour in the Nigerian banking industry using an adapted version of Keaveney (1995) model. Multiple regression analysis was used to test the stated hypotheses. It was discovered through the study, that service quality, price and involuntary actions significantly drive switching behaviour among bank customers in Imo State.

Raza et al. (2015) examines the factors that influence the customer's decision to switch to another telecommunication service company. The result of the analysis shows that service quality is the most important variable that influences consumer to switch service provider. The study was conducted in Pakistan. Sha, Husnain and Zubairshah, (2018) explores findings from qualitative data through face-to-face interviews about the tendency of the customer's brand switching behaviour towards telecommunication industry. The in-depth interviews revealed that quality of service, the influence of family, friends & relatives and price structure were among the determining factors that influence customers' satisfaction towards brand switching behaviour. The study was limited only to mobile service providers in the northern regions of Pakistan. Kwabena (2014) investigated the impact of service quality on customer satisfaction, customer loyalty, and a choice of network provider in the Nigeria telecommunication industry. The sample size was drowning from two hundred and fifty undergraduate students, the study employed one sample T-test to confirm or refute the hypotheses. The result indicated that service quality has a significant and positive relationship with customer satisfaction, customer loyalty, and a choice of network provider among the four network providers in Nigeria. Mavri and Loannou (2008) investigate the customers' switching behaviour in Greek banking services and find that the quality of the offered banking products and services has a positive effect on decreasing switching behaviour.

Price and Consumer Switching Behaviour

Rahman et al (2010) assesses the factors that influenced consumers to select telecommunication service providers in Malaysia using exploratory factor analysis, confirmatory factor analysis and structural equation modelling for testing hypotheses. From the result, it is revealed price or call rate is the most important factor, followed by service quality, service availability and promotion. Similarly, in a study conducted by Charles (2007), on individual users of mobile telephone services within Nairobi using a semi-structured questionnaire. The results of the study showed that 59% of the respondents found the costs of the services offered to be the most important factor while 30% stated that countrywide network coverage was the most important factor. A company that offers lower charges would be able to attract more customers committing themselves to the telephone networks, and hence, a significant number of "call minutes" might be achieved. Also, according to Kollmann (2000), income from the number of call minutes determine the basic commercial success for the network providers. He also added that the success of the telecommunication sector in a marketplace largely depends on continuing usage and pricing policies, which need to be considered on several levels.

Value-added Services and Consumer Switching Behaviour

Ali et al (2010) in their research concluded that fairness of price, call clarity have a great impact on customer satisfaction whereas customer support services; value-added services, user friendliness and processing of customer complaints have no major impact since in Pakistani cellular industry as the level of providing such services is almost the same. However, Kim et al. (2004) in a survey of South Korean customers found that call quality, value-added services and customer support were significant, but not price, handset, and convenience in procedures. Zahid et al. (2015) examines those factors that have a direct impact on the switching behaviour of customers. The data were collected from a sample of 250 people and a self-ministered questionnaire was used to collect required data. The results of this study show that factors, such as lower call and SMS rate, service quality, value-added services, special offers, network coverage and service reliability significantly affect the switching behaviour of the respondents. Also, in a study conducted by Sathish et. al. (2011), it reveals that call rates play the most important role in switching the service provider followed by network coverage; value added service, Consumer care and advertisement which plays the least important role.

Methodology

Design and Sample

For this study, the researcher used survey research to meticulously gather data for this research. A cross-sectional design which is a one-shot research study at a given point of time and consists of a sample (cross-section) of the population of interest. The benefit associated with a cross-sectional study is that it is cost-effective and saves a lot of time (Sekaran, 2003; Wilson, 2010). While the samples of this study are students selected from the tertiary institutions in Adamawa state and the total population is 59,420 (Academic division, 2024). The sample size for this study will be from Krejcie and Morgan (1970), table for determining sample size. This table has been used by previous researchers and provides an adequate sample size for studies. Hence, according to Krejcie and Morgan sample determination, for a population of 50,000-75,000 the sample size is 382, therefore since the population of this study fall within that range, the sample size is 382.

Sampling Technique

Cluster sampling involves dividing the population into two or more discrete groups prior to sampling based on one or several attributes (Saunders et al. 2009), Cluster sampling is categorized as a probability sampling method because clusters are selected randomly or the random selection of elements within each cluster (Zikmund et al., 2013). According to Saunders et al., 2009), one of the advantages of cluster sampling is, it is simple and cost effective. Therefore, this study employed cluster sampling technique to divide the schools into 6 clusters. This is consistent with previous studies that divide target population according to location (Zhang & Zhang, 2012). Samples were selected randomly from each cluster based on the respective sample size (Sekaran & Bougie, 2010).

Measurement Instrument

For this study, the researcher used questionnaire as the measurement instrument for collection of data from the respondents. Respondents were selected randomly (base on raw sitting arrangement in the class, 1-5-10……) during GST class were students from different faculties attend lectures at the same time. However, it was realized that the actual sample from some of the school was small compared to others with large number of students. For example, college of agriculture which has small number of students had fewer samples. Therefore, this study adopted disproportionate sampling to confirm that enough respondents are selected from each school (Sekaran & Bougie, 2010).

Results

Data were analysed using PLS-SEM with the aid of software application-smart-PLS 3.0 (Ringle, Wende & Becker, 2015). PLS-SEM is analysed and interpreted in two phases which are: assessment of measurement model where indicator item reliability, internal consistency reliability, as well as the construct, convergent and discriminant validities are examined. Assessment of structural model involves examining the significance of the path coefficients, coefficient of determination, individual variable effect size, and model of predictive relevance. The study examines the moderating role of value-added services in the relationship between service quality, price and consumer switching behaviour and employed the internal consistency approach to determine the reliabilities of all the items of the constructs used in the study (Hair, Hult, Ringle, & Sarstedt, 2022) Table 1 present the Cronbach's alpha, composite reliability and average variance extracted (AVE). The Cronbach's alpha coefficient and composite reliability values are all above 0.7 which are within acceptable ranges, furthermore, the values of AVE have surpassed the 0.4 threshold.

Table 1: Cronbach's Alpha, Composite Reliability and AVE Values

	Cronbach's Alpha	rho _A	Composite Reliability	Average Variance Extracted (AVE)
Consumer Switching Behaviour	0.478	0.488	0.792	0.656
Price	0.715	0.643	0.772	0.468
Service Quality	0.790	0.752	0.846	0.524
Value Added Services	0.824	0.860	0.875	0.583

Table2: The coefficient of determination (R2) of the endogenous variable

	R Square	R Square Adjusted
Consumer Switching Behaviour	0.087	0.078

Hypothesis Testing

Ho1: Service Quality has no significant influence on consumer switching behaviour in the Nigerian telecom industry. The result from the PLS 3.0, shows that service quality has no significant influence on consumer switching behaviour, therefore the null hypothesis is accepted as presented in Table 4, the statistical analysis has proved that service quality is not significantly related to consumer switching behaviour (β= 0.106, t= 0.076 and p<0.267), Which means service quality cannot attract consumer to telecom service provider.

Ho2: Price has no significant influence on consumer switching behaviour in the Nigerian telecom industry. The result from the PLS 3.0, shows that price has no significant influence on consumer switching behaviour, therefore the null hypothesis is accepted. As presented in Table 3, the statistical analysis has proved that price is not significantly related to consumer switching behaviour (β= 0.100, t= 7.939 and p<0.348), Which means price cannot attract consumer to telecom service provider.

Ho3: Value Added Services has no significant influence on consumer switching behaviour in the Nigerian telecom industry. The result from the PLS 3.0, shows that price has no significant influence on consumer switching behaviour, therefore the null hypothesis is rejected. As presented in Table 3, the statistical analysis has proved that price is marginally significantly, but it is not less than 0.05, related to consumer switching behaviour (β= 0.151, t= 1.919 and p<0.055), Which means value added services can attract consumer to telecom service provider.

Ho4: Value added services does not moderate the relationship between service quality, price and consumer switching behaviour. The result of the PLS 3.0, shows that value added services does not moderate the relationship between service quality and consumer switching behaviour, therefore the null hypothesis is rejected. Also, value added service does not moderate the relationship between price and consumer switching. as shown by the statistical analysis in table 4 below (β =-0.020, t =0.193 and p<0.847) and (β =-0.040, t =0.728 and p<0.467) respectively.

Table 3: PLS Path Analysis for Direct and Indirect Effects

Relationships	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Service Quality -> Consumer Switching Behaviour	0.084	0.106	0.076	1.110	0.267
Price -> Consumer Switching Behaviour	0.077	0.100	0.082	0.939	0.348
Value Added Services -> Consumer Switching Behaviour	0.151	0.151	0.079	1.919	0.055
Moderating Effect 1 -> Consumer Switching Behaviour	-0.013	-0.020	0.066	0.193	0.847
Moderating Effect 2 -> Consumer Switching Behaviour	-0.050	-0.040	0.069	0.728	0.467

Discussion

The first objective of the study is to examine the effect of service quality on consumer switching behaviour in the Nigerian telecommunication industry. In order to achieve this objective, hypothesis one, which predicted that there is no significant relationship between service quality and consumer switching behaviour, was statistically tested. It was found that there is no significant relationship between the two constructs (service quality and consumer switching behaviour). Therefore, the null hypothesis is accepted; The insignificant relationship shows that service quality cannot attracts consumers to telecom service provider. Which means it can make consumer to switch to another network.

The second objective of the study is to examine the effect of price on consumer switching behaviour in the Nigerian telecommunication industry. To achieve this objective, hypothesis two, which predicted that there is no significant relationship between price and consumer switching behaviour, was statistically tested. It was found that there is no significant relationship between the two constructs (price and consumer switching behaviour). Therefore, the null hypothesis is accepted; The insignificant relationship shows that price cannot attracts consumers to telecom service provider. Which means it can make consumer to switch to another network.

The third objective of the study is to examine the effect of value-added services on consumer switching behaviour in the Nigerian telecommunication industry. To achieve this objective, hypothesis three, which predicted that there is no significant relationship between value added services and consumer switching behaviour, was statistically tested. It was found that there is significant relationship between the two constructs (value added services and consumer switching behaviour). Therefore, the null hypothesis is rejected; The significant relationship shows that value added services can attract consumers to telecom service provider. Which means it can make consumer not to switch to another network. This result is in consistent with the study of Kim et al. (2004) in a survey of South Korean customers found that call quality, value-added services and customer support were significant, but not price, handset, and convenience in procedures.

The fourth objectives found that value added services has not moderate the relationship between service quality and consumer switching behaviour, therefore the null hypothesis is rejected. Also, value added service has not moderate the relationship between price and consumer switching

Conclusion and Implication

The study provides practical, theoretical, and methodological contributions on consumer switching behaviour. Based on the limitations of the study, several directions for future research are outlined. In conclusion, this research work has added valuable implications, both practically, theoretically, and methodologically in consumer switching behaviour literature.

The findings of this research hopefully provide a framework that could guide the management of the telecommunication service providers to retain and make their customer not to switch from their services. This is because knowledge of consumer behaviour can assist managers in their marketing decisions related to important factors that can determine switching behaviour. Consequently, satisfying the customers through monitoring their behaviour and attitude could result in better performance and consequently, enhancing the growth of the Nigerian economy.

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