

Corporate Planning And Performance Of Selected Telecommunication Companies In Makurdi, Benue State

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ABSTRACT: The study is aimed at finding out the relationship between corporate planning and performance of selected telecommunication companies in Makurdi, Benue State. The problem of inadequate information during planning on the strengths and weakness of the organization, faulty definitions of organizational goals, poor plan implementation, control and review have made telecommunication companies in Nigeria not to live up to expectation. Correlational survey research design was adopted for the study and a population of 133 senior staff with working experience was used for the study. Data were collected for the study using a validated questionnaire was structured on a 5-point rating scale. The data was analyzed with the aid of SPSS 20.0. The findings of the study revealed that strategic analysis has significant relationship with customer satisfaction in telecommunication companies and there is a significant relationship between strategic objective and market share in telecommunication companies. It is recommended that telecommunication companies should incorporate operational excellence by ensuring that each individual consumer and enterprise end user are satisfied and continue to be satisfied with everything a network provider has to offer. Telecommunication companies should improve their networks to ensure high quality voice, data and multimedia services.

Keywords: Corporate Planning, Strategic Analysis, Strategic Implementation & Performance

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I. INTRODUCTION

Globally, in all organizations planning is the most important managerial tool for performance. For organizations to perform effectively resources must be well utilized and customers well served. Olusanya, Awotungase, & Ohadebere, (2012) opined that to ensure high performance all organizations' human and material resources must be well utilized in the right way and at the right time to create high quality products and services at minimal cost. Planning is regarded as the most basic of all the managerial functions. It involves setting future course of action for the organization as a whole and every department or section within it. Planning requires setting organizational objectives and departmental goals, determining and providing a rational approach to pre-selected objectives. Planning involves two elementary namely; deciding on the objectives and the means of achieving such objectives (Ile, 2011).

According to Okechuku (2011), the development of corporate planning in business is a post-World War II Phenomenon. Before the period of the World War II, almost all business enterprises were carrying on their business affairs without stating any formal objectives or formal long range business plans. Usually business planning was confined to the lower organizational levels, mainly the functional or the departmental levels and they had only short-term plans which focused mainly on manufacturing product planning, materials ordering and receiving, and hiring of labor. Most companies used to have annual budgets or yearly financial plans to ensure their liquidity (Imaga, 2000).

It is a topic of debate today that there is no universal definition of corporate planning. Keith in Lynch (2006), opine that corporate planning is the pattern of major objectives, purposes or goals and essential policies or plans for achieving those goals, stated in such a way as to define what business the company is in or is to be in and the kind of company it is or is to be. Corporate planning is the planning activity at the top management level which covers the whole organization.

Corporate planning is the business of setting corporate objectives; which objectives are usually of two kinds: those states the overall objective or purpose of the organization its mission and those that set out the organization's long-term strategic aims (Cole, 2005). The core components of corporate planning is strategic analysis, According to Lynch (2006), with respect to strategic analysis, the organization, its mission and its objectives have to be examined and analyzed. Corporate planning provides value for the people involved in the organization; its stakeholders but it is often the senior manager who develops the view of the organization's

overall objectives in the broadest possible terms. They conduct an examination of the objectives and also analyze the resources of the organization. Thus, strategic analysis involves an examination and analysis of organization's objectives and resources.

Recent studies (Akingbade, 2014); (Serah, 2013); (Ongonge, 2013) and (Awino, Muturia&Oeba , 2014) on corporate planning have made it clear that there is an increased internal and external uncertainties due to prevailing opportunities and threats in the survival, growth and more importantly, performance of organizations. These can be attributed, largely to lack of awareness on needed facilities, related issues in the business environment and direction of investment. To this end, many organizations spend most of their time realizing and reacting to unexpected changes and problems instead of anticipating and preparing for them while many more spend a lot of time and energy playing "catch up" by using up their energy to cope with immediate problems with little energy left for anticipating and preparing for the future challenges.

Notwithstanding the fact that, the Nigerian information communications technology industry has grown significantly in the past fifteen years, customers still complain of poor customer service, wrong calls (call divert), poor voice quality, high call rate, network blockage or congestion, length of coverage of the service providers, poor implementation of some of their programmes and service quality problems. Also the problem of inadequate information during planning on the strengths and weakness of the organization, faulty definitions of organizational goals, poor plan implementation, control and review have made telecommunication companies in Nigeria not to live up to expectation.

It is against this backdrop that this study seeks to examine the extent of relationship between corporate planning and performance of selected telecommunication companies in Makurdi, Benue State with focus on MTN, Globacom and Airtel. The specific objectives of the study however, are to; i. Examine the extent relationship between strategic analysis and customer satisfaction in the selected telecommunication companies; ii. Examine the influence of strategic implementation on service quality delivery in the selected telecommunication companies.

Two research questions were formulated to guide the study as follows; i. What is the relationship between strategic analysis and customer satisfaction in MTN, Globacom and Airtel Nigeria telecommunication companies? ii. To what extent strategic implementation influence service quality in MTN, Globacom and Airtel Nigeria telecommunication companies?

Ho₁: Strategic analysis has no significant relationship with customer satisfaction in MTN, Globacom and Airtel Nigeria telecommunication companies;

Ho₂: There is no significant relationship between strategic implementation and service quality in MTN, Globacom and Airtel Nigeria telecommunication companies.

The study is restricted to Makurdi in Benue State of Nigeria and covered three telecommunication companies MTN, Globacom and Airtel.

II. LITERATURE REVIEW

Conceptual Review Corporate Planning

Corporate planning has been explained by various writers and scholars in different but complementary ways. Wendy (1997), explained that corporate planning process comprises three main elements which help turn an organization's vision or mission into concrete achievable. These are the corporate analysis, corporate choice and corporate implementation. The corporate analysis encompasses setting the organization's direction in terms of vision, mission and goals. Therefore it entails articulating the company's corporate intent and directing efforts towards understanding the business environment. Corporate choice stage involves generating, evaluating and selecting the most appropriate strategy. Strategy implementation stage consists of putting in place the relevant policies and formulating frameworks that will aid in translating chosen strategies into actionable forms.

Viljoen (1994), describes corporate planning as the process of identifying, choosing and implementing activities that will enhance the long term performance of an organization by setting directions and by creating an ongoing compatibility between the internal skills and resources of an organization and the changing external environment in which it operates. Johnson & Scholes (1993), present a similar definition of corporate planning as Viljoen by emphasizing direction and compatibility of an organization with its environment. To them, strategy is the direction and the scope of an organization over the long term, which matches its resources to its changing environment.

Boulter (2013), look at corporate planning as a way to comply and align the organization with policy. He defines corporate planning as a procedure for developing a long-term and policy oriented device. Barry (1997), emphasizes the leadership role and management decisions and states that it is what an organization intends to achieve and how leadership within an organization will utilize its resources to achieve its ends. Stonehouse & Pemberton (2002), state that corporate planning is a center on the setting of long term organizational objectives and development and implementation of plans designed to achieve them.

Corporate Planning encompasses all the processes and steps that are required to achieve organizational goal. The action part of corporate planning is the strategy implementation level. Thus, the central thrust of corporate Planning is the administration of strategy (Ottih, 2006). However, this study will make use of five corporate planning concepts. According to Thompson and Strickland (1981) this phases involves the following;

- i. Organizing and Coordinating the Technical Tasks,
- ii. Action Strategies and Mechanisms,
- iii. Internal Competencies,
- iv. Internal Resources and Strength and Day-to-day Administration.

Strategic Analysis

The core components of corporate planning is strategic analysis, According to Lynch (2006), with respect to strategic analysis, the organization, its mission and objectives have to be examined and analyzed. Corporate planning provides value for the people involved in the organization; its stakeholders but it is often the senior manager who develops the view of the organization's overall objectives in the broadest possible terms. They conduct an examination of the objectives and also analyze the resources of the organization. Thus, strategic analysis involves an examination and analysis of organization's objectives and resources.

Strategic Implementation

After a set of objectives and programs (i.e. plans) has been formulated, implementation becomes essential in the planning process. The crucial dimension of implementation is its legitimacy. According to Robin (2002), Legitimacy may be measured by the degree to which the implementation of plans provides a basis for managerial control within the organization. If the planning process becomes central in the management process, the implementation of plans may be become an essential element in the process of control. The process of control may be analyzed into directing, monitoring, evaluating, and correcting action within the organization. Direction now involves informing, leading, and motivating executors of the programs of action. Implementation of a plan always depends upon the goodwill and cooperation of individual executors and executing groups in the organization.

Organizational Performance

Organizational Performance comprises the actual output or results of an organization as measured against its intended output. Organizational performance involves the recurring activities to establish organizational goals, monitor progress towards the goals and make adjustments to achieve those goals more effectively and efficiently (Richard, 2009). Organizational Performance is an abstract concept and it is difficult for so many organizations to directly measure. Instead of measuring organizational performance directly the organization select indicators such as quality, growth, productivity, job satisfaction, goal consensus, managerial interpersonal skills.

Daft (2010), defined organizational performance as the ability of an organization to utilize its resources (e.g knowledge, people, and raw materials) to achieve organizational goals in effective and efficient way. Subsequently, Flapper, Fortuin& Stoop (1996), stated that performance can be defined as “the way the organization carries its objectives into effect”.

Richard (2009), Organizational Performance encompasses three specific areas of firm outcomes: **(a)** financial performance (profits, return on assets, return on investment, etc) **(b)** Product market performance (sales, market share, etc) **(c)** Shareholders return (total shareholder return, economics value added, etc.) According to (Mahapatro, 2010), organizational performance is the ability of an organization to fulfill its mission through sound management, strong governance and a persistent rededication to achieving results.

To date, in order to measure organizational performance, it can be seen from two perspectives, either financial or non-financial performance (Venkatraman&Ramanujam, 1986). Therefore, most of the studies have focused on financial measures alone, such as profitability (Murphy, Trailer, & Hill, 1996; O'Regan, Sims, &Gallear, 2008). Although, measurement of financial performance of the organization has long been recognized, but it is insufficient to measure the overall performance of the organization; so that non-financial measurements will be worth enough to be incorporated (Murphy, et al., 1996).

Richard (2009), states that the following are the reasons for measuring organizational performance;

- i.** It improves the bottom line by reducing process cost and improving productivity and effectiveness
 - ii.** A performance measurement system such as the balance scorecard allows an agency to align its corporate activities to the corporate plan.
 - iii.** Measurement of process efficiency provides a rational basis for selecting what business process improvements to make first.
 - iv.** It allows managers to identify best practices in an organization and expand their usage elsewhere.
- This study used of the following performance indices such as;

A. Customer Satisfaction

A customer satisfaction is the ability that an organization possesses to meet the needs of their customers on a regular basis. Satisfaction is the state felt by a person who has experienced a performance or outcome that has fulfilled his or her expectations. Satisfaction is thus a function of relative levels of expectation and perceived performance. Satisfaction is the person's feelings of pleasure or disappointment resulting from comparing a product's perceived performance (or outcome) in relation to his or her expectations (Kotler, 2000). According to Kotler (2004), the first task for any business-oriented institution is "to create customers". However, customers face a vast array of product and service choices, prices as well as suppliers. So, customers estimate which products or service offer will meet their needs thus enhancing repurchase probability. Thus customer satisfaction or dissatisfaction is subjective and dependent on perceived performance and expectations. Customer satisfaction is a direct result of a customer's expectations having been met by the service provided by the organization.

B. Service Quality

A service is an activity or a series of activities of more or less intangible nature that normally, but not necessarily, takes place in interactions between the customer and service employees and/or systems of service providers, which are provided as solutions to customer problems (Finn & Kayande, 2006). Service delivery can be taken to be an outcome of performance depending on the context in which it is used (Ayeni, 2002). According to Samuel (2004), service can be expressed in terms of capacity to deliver desired services and from which customers get satisfaction. A service delivery gap is that gap between the established delivery standards and the actual service delivered (Crosby, 2000).

Theoretical Framework

Resources Based View Theory

The work of Penrose (1959) is marked as a base of 'Resource Based View' (RBV) of the firm. Penrose conceptualized the firm as 'an administrative organization and a collection of productive resources'. She distinguished between 'physical' and 'human resources' and the latter include the knowledge and experience of the management team. The initial statement about the RBV theory by Wernerfelt (1984) served as its foundation, which states that a resource is 'anything' which could be thought of as a strength or weakness of a given firm . . . whose tangible assets which are tied semi permanently to the firm. However, RBV theory was popularized by seminal article of Barney (1991), in which he specified four attributes of a 'resource' through which a firm can attain sustained competitive advantage. He redefined a 'resource' to include 'all assets, capabilities, organizational processes, firm attributes, information, knowledge, etc. controlled by a firm and which enable it to conceive and implement strategies that improve its efficiency and effectiveness'. According to Barney (1991) resources fall into three categories: physical, human and organizational. RBV could be applied in the context of corporate planning. It is not to see the process itself as a resource/capability but to speculate that the planning process might be a way to appraise certain resources and capabilities, which in turn could lead to competitive advantage. Porter (1980), competitive advantage can originate from two sources: cost advantages where a product could be offered at a lower price or via differentiation where a premium product can command a higher price. To follow either strategy, a firm needs to meet a range of resource and capability requirements such as access to capital, specialization of jobs and functions, creativity and strong cross-functional coordination. Before resources and capabilities can be exploited they need to be identified and appraised. Resources fall in the categories of tangible assets (physical and financial) intangible assets (technology and reputation) and human resources (employees, training and qualifications). Capabilities arise through organizational functions such as corporate management, R&D, sales, marketing and manufacturing. The potential of resources and capabilities to achieve either cost advantages or differentiation and therefore competitive advantage depends on a number of factors such as mobility, durability and embeddedness of resources. The appraisal via importance and relative strength of resources and capabilities can enable a firm to exploit these advantages. The strategic planning process is a mechanism for a number of appraisals, for instance it sets performance targets and distributes resources accordingly to achieve intended targets. It can therefore be seen as a crucial process to achieve competitive advantage.

Empirical Review

Falshaw, Glaister and Tatoglu, (2006) carried out a research on effect of corporate planning on financial performance of firm in UK. The design/methodology/approach was based on a postal questionnaire primary data was collected from 113 UK companies. A series of multivariate analyses were undertaken to test the hypothesized relationships. The findings emphasized that while hypotheses explaining the formality of a company's planning process were well accounted for, no relationship between formal planning processes and subjective company performance was observed. The research limitations/implications discovered that

measurement validity may be a problem. The data are cross-sectional; therefore causal linkages among the variables cannot be firmly established. Related to this point is the fact that firm performance is a function of prior, not current, planning and other management practices. Longitudinal data would be needed in order to prove that causal relationships exist and control for time lag effects. The originality/value despite the continued importance of performance objectives in the prescriptive literature, recent attention has not been given to corporate planning and performance in empirical research. One function of this paper is to re-ignite this area of research. More specifically, the empirical study reported in this paper draws on data from UK companies, which is novel in this stream of research.

Taiwo and Idunnu (2010) carried out a research on the impact of corporate planning on organizational performance and survival. The effectiveness of corporate planning was measured in terms of the extent to which it influences organizational performance, which affects its survival rate. The main objective of this study is to reevaluate the planning-performance relationship in organization and determine the extent to which corporate planning affects performance in an organization, of which First Bank of Nigeria PLC (FBN) will be used as case study. Based on the above objective, relevant literatures were thoroughly reviewed and three hypotheses were formulated and tested in this study. A survey technique was used with the administration of questionnaires to 100 respondents (of which 80 was retrieved) comprising both the senior and junior staff in various First bank branches in Lagos metropolis. The data collected were analyzed using the Statistical Packages for Social Sciences (SPSS). Also, t-Test and Chi-square statistical methods were used in testing the hypotheses using the SPSS. The three hypotheses were confirmed. For the purpose of testing for reliability of the instrument, 'The Split-Half Technique' from SPSS was used. The implication of this study is that corporate planning enhances better organizational performance, which in the long run has impact on its survival.

Makinde and Owolabi, (2012), carried out a research on effects of corporate planning on corporate performance using Babcock University as the case study. It further probed into how this has impacted on the management efficiency and effectiveness as corporate planning is essential in corporate organizations. Primary and secondary data were used for the study. The study made use of questionnaire to elicit information from employees of Babcock University. Data collected were analyzed using descriptive and inferential statistics. The hypotheses were tested using the Pearson's Product Moment Correlation Coefficient to establish the significance of relationship between the various variables used in measuring performance. The results of the hypotheses revealed that there is a significant positive correlation between corporate planning and corporate performance. The study therefore, concluded that corporate planning is beneficial to organizations in achieving set goals and recommends that universities and other corporate organizations alike, should engage in corporate planning in order to enhance corporate performance.

Awino, Muturia and Oeba (2014) carried out a research on influence of corporate planning and planning outcomes on firm performance. Measures of corporate planning were seven dimensions namely internal orientation, external orientation, functional integration, key personnel involvement in planning, uses of planning techniques, creativity in planning, focus on control. Measures of planning outcomes comprised direction and focus, sustainable competitive advantage, firm-environment fit, efficiency in allocation of resources, improved innovation, greater organizational commitment, improved coordination and control of organization activities, improved organizational analysis. Measures of firm performance were both financial and non-financial. Financial items composed of Gross Profit Margin, Return on Investment and Return on Asset. Non-financial items comprised of ability to evaluate alternatives, ability to avoid mistakes, improved budget process. Commercial banks in Kenya were studied using both primary and secondary data. In this study, a census of 44 commercial banks in Nairobi Kenya was done. The majority (80 percent) of the respondents was managers in charge of planning and 20 percent were either heads of human resource departments or business and marketing department. Various data analysis procedures were applied including descriptive analysis, Pearson Moment Correlation Coefficient; F-statistics were used in order to accomplish the objectives of the study. Hypotheses H1, H2, H3 were tested for correlation. The study found that there were a positive and significant relationship between corporate planning (seven dimensions of planning) and firm performance; corporate planning and planning outcomes and finally planning outcomes and firm performance. Thus, the study suggests that effective and focused corporate planning lead to positive change in firm performance. This study therefore is significant since it has contributed immensely to the body of knowledge more specifically in corporate planning where key variables of the study have been linked individually to organizational performance. The study also impacts positively on the readers and scholars where they are able to relate corporate planning, planning outcomes and performance in a real working environment and interrogate the existing theories and concepts in the area of corporate management in the African context.

Al-khateeb (2003) examined corporate planning and organizational performance of pharmaceutical industry sector in Jordan. The study employed the ANOVA statistics to establish if there is significant relationship between corporate planning and organizational performance in terms of profitability. From the

analysis, the study revealed that there is significant relationship between corporate planning and profitability of pharmaceutical firms in Jordan.

Serah (2013) examined strategic planning practices by firms in the telecommunication sector in Kenya. The study employed a descriptive research design on a sample of five representative firms in the sector. Using a semi-structured questionnaire, the study acquired data from the research respondents which was analyzed both quantitatively and qualitatively. The study found that various strategic planning practices are applied in all the firms and are used as guide to the departmental roles within the firms. The firms' strategic practices were found to be specific to the area of operations with each area having some unique strategic practices such as marketing, financial management, human resource management, public relations, and procurement. The study found these strategic practices to be highly effective in meeting the firms' objectives. Also, the strategic management practices were found to be affected by a few challenges that were observed to be avoidable if concrete measures are observed at the strategy conception level.

Akinyele (2010) examined strategic corporate plan on the performance of firms in Nigerian oil and gas industry. The study adopted a survey research methodology to examine the strategic marketing strategies of Nigerian oil and gas marketing companies in an attempt to attain their desired level of performance. Three hundred and forty one (341) respondents were chosen from the target population of two thousand three hundred (2300) through stratified random sampling. Out of the 341 copies of the questionnaire given out, two hundred and eighty six (286) copies representing 83.87% responses were received for analysis. Two hypotheses were formulated from the research questions. Analysis of Variance, Pearson Moment Correlation Analysis, Factor Analysis among other statistical tools were used in testing the hypotheses. The overall results suggest that corporate plan is a driver of organizational positioning in a dynamic environment, and that it helps to enhance the development of new product/service for existing markets

With regard to the study of the variables and statistical techniques employed by previous studies, none of the study had employed an appropriate technique to establish the extent of the relationship between corporate planning and organization performance with regard to customer satisfaction and service quality of telecommunication companies.

Hence, the conclusion resulting from the study cannot be generalized as one is not sure if significant differences exist between corporate planning and organizational performance of telecommunication companies. Therefore, the aspect of customer satisfaction and service quality of telecommunication companies are grossly overlooked in the literature. Thus, this research fills the gap in literature by x-raying the study variables and to establish the extent of the relationship with cognizance of filling the gap in literature.

III. METHODOLOGY

The research design adopted for the study is correlational research design. The use of the correlational research design was premised on the ground that the relationship between corporate planning and performance of selected telecommunication companies in Nigeria which is the focus of the study can be measured quantitatively with the use of a questionnaire and drawing inferences there from. The population of this study is made up of 133 senior staff with work experience of three (3) years and above in telecommunication companies in Makurdi, Benue State comprising MTN, Globacom and Airtel. The entire population of 133 staff of the telecommunication companies in Makurdi, Benue State representing 100% of the population, was purposively selected to be the sample of the study.

Data collected in this study is mainly primary involving self-administered questionnaires to the respondents selected to participate in the survey. A total of one hundred and thirty three (133) copies of questionnaires were distributed to the respondents who were allowed three days to respond to the items. The researcher personally collected the completed questionnaire to ensure that every item in the questionnaire was duly responded to. Data from the questionnaire was collected and tested to determine the reliability of the instrument using the Cronbach Alpha Method provided by Statistical Package for Social Sciences (SPSS 20.0). Thus, a content validity index of at least 0.70 make the instrument be declared reasonably content valid (Udofia, 2011). The result of the reliability test for the entire instrument was presented in table 3.1;

Table 3.1: Reliability Statistics

Variable	Anchor	No. of Items	Cronbach Alpha
Corporate Planning	5 Points	5	.903
Customer Satisfaction	5 Points	5	.878
Service Quality	5 points	5	.818

Source: SPSS 20.0 Output

The Cronbach's alpha conducted shows that all the variables have internal consistencies above the value 0.70 as indicated in Table 3.1. Therefore, the questionnaire items are declared reasonably content valid to be used for the analysis.

The data were analyzed with the aid of Statistical Package for Social Sciences (SPSS 20.0), the descriptive analyses (mean, frequency and percentage) were performed on all categories of data to show their general trends. Also, inferential statistics was used to test the research hypotheses raised in the study and to establish the extent to which the independent variable (corporate planning) predicted the dependent variables (customer satisfaction and service quality). The formulated hypotheses were tested using p-value statistics. The p-value was used because it is deemed appropriate since the sample size is greater than 30. A sig-value less than $\alpha=0.05$ indicates that there is enough statistical evidence to reject the null hypothesis, and thereby accept the alternative hypothesis. If $\text{sig}>0.05$, then i do not have adequate statistical evidence to reject the null hypothesis or accept the alternative hypothesis.

IV. DATA PRESENTATION AND ANALYSIS

It is worth knowing that out of the 133 copies of questionnaires distributed to the respondents only 130 copies representing 97.7% of the total number were successfully filled and returned. While 3 copies representing 2.3% were not returned and could not be used for the analysis. The high rate of 97.7% of the returns was because of the personal involvement of the researcher in the entire process. The therefore analysis was based on 130 questionnaires completed and returned.

Table 3.2: Descriptive Statistics on the Relationship between Corporate Planning (Strategic Analysis) and Customer Satisfaction in MTN, Globacom& Airtel Nigeria Telecommunication Companies

Description of Item	SA	A	U	D	SD	Mean
1. Pleasure with a promotion can be linked to repurchase	43 (33.08%)	57 (43.85%)	7 (5.38%)	11 (8.46%)	12 (9.23%)	4.06
2. When customers are satisfied, this generate positive word of mouth and purchase recommendations	34 (26.15%)	65 (50.00%)	5 (3.85%)	17 (13.08%)	9 (6.92%)	3.99
3. Customers are regularly appreciated through bonuses, weekend deals, freebies and coupons	23 (17.69%)	67 (51.54%)	13 (10.0%)	19 (14.62%)	8 (6.15%)	3.91
4. Customers can ascertain that the performance of the selected companies is slightly better than other networks	65 (50.0%)	25 (19.23%)	9 (6.92%)	13 (10.00%)	18 (13.85%)	4.12
Overall Mean	4.02					
Cronbach Alpha (α)	0.88					
Valid N (listwise)	130					

Source: Field data, (2016).

Table 3.3: Descriptive Statistics on the Relationship between Corporate Planning (Strategic Implementation) and Service Quality in MTN, Globacom& Airtel Nigeria Telecommunication Companies

Description of Item	SA	A	U	D	SD	Mean
1. MTN, Globacom& Airtel are reliable in providing services at the time they promise and show sincere interest in solving customers problem	63 (48.46%)	31 (23.85%)	3 (2.31%)	15 (11.54%)	18 (13.85%)	4.09
2. The responsiveness shown by MTN, Globacom& Airtel customer service through their help line gives prompt service and are always willing to respond to customer requests even if busy	54 (41.54%)	59 (45.38%)	1 (0.77%)	3 (2.31%)	13 (10.00%)	4.19
3. MTN, Globacom& Airtel provide assurance to protect the confidentiality of customer information and customers feel safe in doing business with them	37 (28.46%)	57 (43.85%)	7 (5.38%)	17 (13.08%)	12 (9.23%)	3.97
4. MTN, Globacom& Airtel havewider range of products with better promotion and better service quality at a more competitive prices than their competitors	27 (20.77%)	71 (54.62%)	13 (10.00%)	8 (6.15%)	11 (8.46%)	3.98
Overall Mean	4.06					
Cronbach Alpha (α)	0.82					
Valid N (list wise)	130					

Source: Field data, (2016).

V. CONCLUSION

The Conclusions of this study were drawn based on the results of the study. In consonance with the foregoing, the study draws the following conclusions; Corporate planning has a significant relationship with customer satisfaction in MTN, Globacom and Airtel telecommunication. This position is corroborated by the fact that by having a customer focused corporate plans through bonuses, weekend deals, freebies and coupons may generate positive word of mouth and purchase recommendations which would have a spillover benefits on the repurchase and financial performance of telecommunication companies. The study finally confirms that there is significant relationship between corporate planning and service quality in MTN, Globacom and Airtel telecommunication. This shows that for telecommunication companies to provide high quality voice, data and multimedia services, corporate planning must be at the centre stage.

VI. RECOMMENDATIONS

The recommendations of this study were based on the conclusions. In the light of this, the study made the following recommendations;

1. In order for telecommunication companies to sustain and increase customer satisfaction, its corporate plan should incorporate operational excellence by ensuring that each individual consumer and enterprise end user are satisfied and continue to be satisfied with everything a network provider has to offer; the network and the services at all levels. Also, companies must completely redefine their relationship with their customers. They must prove that they can offer high-quality service with the state-of-the-art equipment, and reliable communications services; popular and fresh content on mobile and desktop platforms; and consumer-friendly websites with online billing, troubleshooting, scheduling, and account support.
2. The ultimate goal of every corporate plan is to anticipate end user needs and maintain a competitive edge by improving the end user quality of experience (QoE). To this end, telecommunication companies should improve their networks to ensure it can deliver high quality voice, data and multimedia services. Telecommunication companies should provide assurance to protect the confidentiality of customer information and customers feel safe in doing business with them. Also they should rollout wider range of products with better promotional incentives and better service quality at more competitive prices. Corporate planning is a forward-looking exercise and all corporate managers should be involved with it.

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**APPENDIX I
RESEARCH QUESTIONNAIRE**

Instruction: In the following section, please be guided by the scoring system below. Select the most suitable option regarding your opinion.

SECTION 1: CORPORATE PLANNING (STRATEGIC ANALYSIS & IMPLEMENTATION)

Note: Strongly Agree = SA, Agree = A, Neutral = N, Disagree = D, Strongly Disagree = SD

S/N	Item Description	SA	A	N	D	SD
CP	Corporate Planning (Strategic Analysis & implementation)					
CP2	MTN, Globacom and Airtel face competition in the telecommunication industry but modernizes its operations to withstand threats					
CP3	MTN, Globacom and Airtel are always modernizing, expanding and diversifying its corporate plans					
CP4	MTN, Globacom and Airtel regularly review its adopted contingency plans					
CP5	MTN, Globacom and Airtel does a formal, comprehensive and systematic appraisal of environmental and internal factors in order to evolve strategies to achieve organizational objectives					
CP6	MTN, Globacom and Airtel engages in the formulation of plans, strategies and policies on the basis of documents and figures					
CP7	At MTN, Globacom and Airtel, a team of corporate planners assists the senior management in deciding objectives and goals to be achieved					
CP8	Corporate planners at MTN, Globacom and Airtel are involved in a continuous monitoring of the implementation process and the process taking place.					
CP9	Action plans are always reviewed and reformulated, if necessary					

SECTION 2: PERFORMANCE

Note: Strongly Agree = SA, Agree = A, Neutral = N, Disagree = D, Strongly Disagree = SD

s/n	Performance	SA	A	N	D	SD
CS	Customer satisfaction					
CS1	Pleasure with a promotion can be linked to repurchase					
CS2	When customer are satisfied, this generate positive word of mouth and purchase recommendations					
CS3	Customers are regularly appreciated through bonuses, weekend deals, freebies and coupons					
CS4	Customers can ascertain that the performance of MTN, Globacom and Airtel is slightly better than other networks					
CQ	Service Quality					
CQ1	MTN, Globacom and Airtel are reliable in providing services at the time it promises and show sincere interest in solving customers problem					
CQ2	The responsiveness shown by MTN, Globacom and Airtel customer service through their help line gives prompt service and are always willing to respond to customer requests even if busy					
CQ3	MTN, Globacom and Airtel provides assurance to protect the confidentiality of customer information and customers feel safe in doing business with them					
CQ4	MTN, Globacom and Airtel has wider range of products with better promotion and better service quality at a more competitive prices than its competitors					

**APPENDIX II
SPSS OUTPUT FOR CRONBACH (α) ALPHA STATISTICS**

Reliability

Notes		
Output Created		30-march-2016 08:02:52
Comments		
Input	Data	C:\Users\MY\Documents eji.sav411.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	2100
	Matrix Input	
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data for all variables in the procedure.
Syntax		RELIABILITY /VARIABLES=Q1 Q2 Q3 Q4 Q5 /SCALE('Corporate Planning') ALL /MODEL=ALPHA.
Resources	Processor Time	00:00:00.000
	Elapsed Time	00:00:00.009

Scale: Corporate Planning

Reliability Statistics

Cronbach's Alpha	N of Items
.903	8

Reliability

Notes		
Output Created		30-march-2016 08:02:52
Comments		
Input	Data	C:\Users\MY\Documents eji.sav411.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	2100
	Matrix Input	
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data for all variables in the procedure.
Syntax		RELIABILITY /VARIABLES=Q1 Q2 Q3 Q4 Q5 /SCALE('Customer Satisfaction')ALL /MODEL=ALPHA.
Resources	Processor Time	00:00:00.016
	Elapsed Time	00:00:00.006

Scale: Customer Satisfaction

Reliability Statistics

Cronbach's Alpha	N of Items
.878	4

Reliability

Notes		
Output Created		30-march-2016 08:02:52
Comments		
Input	Data	C:\Users\MY\Documents eji.sav411.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	2100
	Matrix Input	
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data for all variables in the procedure.
Syntax		RELIABILITY /VARIABLES=Q1 Q2 Q3 Q4 Q5 /SCALE('Service Quality') ALL /MODEL=ALPHA.
Resources	Processor Time	00:00:00.000
	Elapsed Time	00:00:00.006

Scale: Service Quality

Reliability Statistics

Cronbach's Alpha	N of Items
.818	4

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