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The Moderating Influence of Organizational Culture on Service Innovation and Customer Retention of Mobile Telecommunication Firms in Nigeria

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Abstract *: This study investigated the moderating influence of organizational culture in the Impact of service innovation on customer retention of telecommunication firms in Nigeria. The study adopted a quantitative research method with a cross sectional survey research design. The explanatory research design was specifically employed with a causal investigation. The population of the study was the four mobile telecommunication companies operating in Nigeria; Globacom Nigeria Ltd., MTN Nigeria Plc, Airtel Nigeria Ltd and 9mobile Nigeria Ltd. This population was fully studied as a census study. However, twenty eight executive directors in the industry were employed for the study. Twenty eight copies of the questionnaire were distributed to the directors, from the returned questionnaire of twenty seven, only twenty five copies were validly used for the study after data editing and cleansing. The instrument was pilot tested for validity and reliability. The Chronbach's Alpha Reliability coefficient and the confirmatory factor analysis (CFA) were used for the reliability, consistency and validity of the instrument respectively. Data were analyzed with the help of univariate and multivariate statistics. The multiple regression analysis was employed with the aid of the statistical package for social sciences (SPSS), version 25.0. The findings of the study revealed that, organizational culture positively and significantly mediates the impact of service innovation on customer retention in the context of telecommunication firms in Nigeria. The study concluded that organizational culture of innovation improves service innovation and enhance customer retention. We therefore, recommend that, telecommunication companies in Nigeria should adopt service innovation culture throughout their value delivery chain. This will bring about customer retention for enhanced customers life time values.*

Keywords: Moderating influence, organizational culture, service innovation, customer retention, mobile telecommunications firms, Nigeria.

1. Introduction

The telecommunication industry in Nigeria is one of the most valuable sectors of the economy and which is interlinked with all the industries and sectors for economic growth and development (Ajubaye, Adu & Wejuade, 2007). Thus, the telecommunication industry is a major driver of individual entrepreneurial efforts, businesses, sectoral, national and global economies (Choidozie, Lawal & Ajayi, 2017). Hence, this industry comprises of cable and broad brand companies, internet services providers, satellite companies and telephone organizations which support the Nigerian and global economies (Awoleye, Okogun, Ojuloge, Atoyebi & Ojo, 2012). Pertinent to note that players in the telecommunications industry are numerous in size. However mobile telephone organizations numerical strength are few compared to other telecommunications' services providers due to the huge investments associated with the mobile telephone sector of the telecommunication industry.

Historically, the mobile telecommunication industry has contributed significantly to the growth and development of the Nigerian economy in terms of sectoral growth and employment generation (Uzonwame & Ezenekwe, 2018). Irrespective of the contributions of the mobile telecommunications industry to the Nigerian economy, the sector is faced with competition where players are confronted with both regional, national and global competition and where players come to the market with relative marketing strategies and choices in order to retain customers and drive sustainable market share positions in the industry (Malik, Maclntosh & Memaster, 2015). Hence, this situation of relative service offerings in the market, have informed customers' transition from one player to another in search of superior services offerings in the marketplace. Thus, most organizations market share positions are negatively affected as a result of low patronage which impacts negatively on sales revenue and profit growths (Malik, Maclntosh & Memaster, 2015). Therefore, to reverse this negative trend, firms should work to retain customers in the markets or industries.

Customer retention is the deeply held commitment of the customers to patronize a preferred brand in the marketplace on a consistent basis, thereby evoking repurchase behavior despite the marketing efforts of the competition and situational factors (Khadka & Maharjan, 2017). Hence, customer retention is the emotional relationships between the customer and the brand and how willing customers repeatedly purchase the preferred brand (Abdghani & Tuhin, 2016). Thus, it is the bonding or commitment an individual customer has for a product or service offerings by repurchasing the brand in contrast to peer brands in the market or industry (Uncle, Dowling & Hammand, 2003). According to Khan (2022), customer retention could be defined as the intention of customers in repurchasing products and services of a particular company or firm. To ensure customer retention through patronage and loyalty, organizations should make optimal investment in service innovations and innovativeness of business processes and offerings in order to satisfy customers' changing needs and preferences (Durst, Mention & Poutanen, 2015).

Service innovation concept is the introduction of new ways of providing services for the organization's target market. It is the innovation that is taking place in the market in terms of introduction of new services and the incremental improvement of existing services to meet the changing needs and preferences of customers or the market (Durst, Mention & Poutanen, 2015). Thus, for a company to consistently innovate in the areas of service offerings, the institution should develop an innovation culture that should permeate the entire work organization. Management and employees at work should exhibit innovation behavior in order to consistently provide tailor-made services to customers and the market.

Several empirical studies were carried out on the moderating role of organizational culture on service innovation and business performance in different contexts, methodologies and environments. Indiya et al. (2021) investigated the moderating effect of organizational culture on the relationship between quality management system adoption and performance of public universities in Kenya. The study made use of step-wise or multiple regression analysis and the findings revealed that organizational culture positively and significantly moderates the relationship between quality management system adoption and business performance in the context of public universities in Kenya. In the same vein, Njoroge, Bula and Wanyoike (2020) examined the moderating influence of organizational culture on the relationship between organizational learning and employees' performance in a context specific of classified hospitality firms in Kenya. The study employed multiple regression analysis and the findings indicate that organizational culture positively and significantly mediate the relationship between organizational learning and employee performance. Again, organizational culture significantly drives the relationship between leadership style, strategy implementation and business performance (Maika & Wachira, 2020; Mohammad, 2012).

However, empirical literature investigating the moderating influence of organizational culture on the impact of service innovation on customer retention in the context of mobile telecommunication firms in Nigeria is limited in the literature. This study aim to address this gaps by investigating the moderating influence of organizational culture on service innovation and customer retention in a context specific of mobile telecommunication firms in Nigeria. Therefore, this study is anchored on the diffusion of innovation theory and the objective of the study is;

i. To investigate the moderating influence of organizational culture on the impact of service innovation on customer retention of mobile telecommunication firms in Nigeria.

2. Literature Review

2.1 Theoretical Framework

2.1.1 The Diffusion of Innovation Theory

The diffusion of innovation theory was developed or propounded by E.M. Rogers in 1962 which is one of the oldest social science theories. The theory originated in the field of communication to explain how over time, an idea or product gains momentum and diffuses or spreads through a specific population or a social system. The players in the theory are innovators, early adopters, early majority, late majority and laggards (Sahin, 2006). Thus, the concept of diffusion is a social process which occurs among a population of people in response to learning and knowledge about an innovation such as new products, new services, news ideas, new processes for improving a systems such as business and public organizations (Dearing & Cox, 2018). Hence, Roger's diffusion of innovation theory is the most relevant for the adoption of innovation or technology in any field of human endeavour.

The diffusion of innovation research encompasses technological innovation. The scholar employed the use of technology and innovation constructs synonymously. According to Roger (1962) technology as a concept is a design or strategy for instrumental action that brings down or reduces uncertainty in the causal relationships involve in the achievement of a desired result. Technology is made up of two varied parts; the hardware and the software. The hardware embodied the technology in terms of materials and physical objects. In contrast, the software is measured in terms of the information base for the material (Sahin, 2006 & Rogers, 2003). Therefore the adoption of innovation or technology is the decision of full use or employment of emerging technology or innovation and its rejection is the decision not to adopt a new technology or innovation.

According to Rogers (2003) diffusion could be defined as the process in which a new technology or innovation is communicated through certain roots or channels over time among people or members of a social system; community, organization, society, government etc. From this exposition, the component of the diffusion of innovation are; innovation, communication channels, time and social systems (Rogers, 1962 & Rogers 2003). An innovation is a product, service, idea, practice, project etc. that is new and perceived by the individuals or other entities of adoption as entirely new. Importantly, the newness quality of an innovation is more associated with three variables or factors; knowledge, persuasion and decision for adoption.

An important element of the diffusion of innovation is the concept of communication channels. Communication is the means members of a social system create and share information among themselves so as to reach common understanding. This communication happens through channels between different sources such as individuals or institutions and organization that brings up the message. The channel is the means by which messages moves from the source to the recipient. Therefore, diffusion is a specific brand of communication which include three constructs or concepts; an innovation, two individuals or more and the communication channels (Stuart, 2000). Thus, the mass media and interpersonal communication are two communication channels. The mass media include television, radio and newspaper. On the other hand, interpersonal channels of communication are made up of two-way communication between at least two people or individuals (Stuart, 2000).

From the theory of the diffusion of innovation discussed so far, it may be right to state that individuals and organizations relative time for the adoption of an innovation or technology. Some entities with their relative rate of adoption are innovators, those institutions that introduce new products, news services, new technologies, new production processes, new organizational processes. Others are early adopters, early majority, late majority and laggards of the adoption of innovation or technologies (Sahin, 2006). Thus, an important question is at what state, an individual or an organization should adopt an innovation? It is good for a company or individual to be an innovators in their chosen industry or be the first to embrace an emerging technology in the industry. This answer to this question will help the organization to adapt to markets and industry dynamics as customers and industry's stakeholders needs and wants changes with time. This is the premise upon which an organization should community innovate its business systems to suit the market.

The relevance of the diffusion of innovation theory to our present study is that, the service organization should understand the innovation diffusion concept and be well abreast with the stage at which new services should be introduced in the market. The theory will immensely benefit management of this research to understand at what stage to adopt service technologies or innovation in the market or industry. Again, when new technologies or service innovations are introduced in the market, management will be abreast with the right adoption stage in terms of timing.

2.2 The Concept of Service Innovation

The concept of service innovation is the introduction of new ways of providing services for organization's customers. It is the innovation that is taking place in the market in terms of introduction of new services and incremental improvement of existing services to meet the changing needs and wants, preferences and perceptions of customers (Durst, Mention & Poutanen, 2015). Thus, service innovation is a construct which takes place in the context of service marketing, encompassing the introduction of new service offerings and upgrade or improvement of existing service offerings in the market place (Durst, mention & Poutanen, 2015).

Industry and market requirements are dynamic. Customers or market needs and wants, preferences and perceptions changes with time, the needs of institutions within the service supply chain also changes with time. The service requirements of consumers and their consumption behaviours are dynamic. The innovative service work organization is that institution which adapts its service processes to the requirements of the market, satisfy the customers, earn their loyalty for retention and achieve long term progress and vitality (Gabriel & Marques, 2020; Senbabaoglu, 2017; Woo *et al*., 2019). Hence, service innovation is the introduction of new services taking place in the various perspectives of services encompassing introduction of new services or incremental improvement of existing services.

According to Toivonene and Tupminen (2009), service innovation could be defined as a new service or renewal of existing services which is operationalized and provide benefit to both the organization and customers. The benefits of service innovation which are obtained from added value which the renewal provides for the customer. Again, the renewal must be new not only to the innovation but encompass a broader context covering all stakeholders in the market; marketing intermediary institutions and channels, customers and the publics (Witeu *et al,* 2016). Service innovation therefore is the creation of new services for the company's customer group or the renewal or improvement of existing services both aimed at meet customers evolving needs and wants, their preferences and perceptions.

According to Durst, Mention and Poutanen (2015) service innovation could be defined as the provision of new service offerings by the origination to the customers in the marketplace. This is to means the organizations employ to meet customers changing demand in the services landscape as well as adapting its self to the competition in the industries (Mention, 2011). Service innovation can provide an effective means to create sustainable competitive advantage for the work organization, especially when the service offerings are customized or tailored to meet customers' dynamics as well as the provision of superior new services offering to both existing and potential customers (Mention, 2011). Thus, a well-managed service strategy will enbale companies overcome the challenges of growth maintenance an already saturated market (Durst, Mention & Poutanen, 2015).

Service innovation comes with several advantages in the marketplace. Adopting and implementing a service based orientation can make an organization to excel in its service offerings, cost structure, technology or innovation and delivery system (Noorani, 2014 & Bettencourt, 2010). Academics, scholars and practitioners are well abreast with the advantages inherent in service innovation management. Service innovation has significantly grown in many industrialized and emerging economies and is seen to have exceptional contribution to the growth and development of economies (Cheng *et al*., 2019). Service innovation has great contribution to industries and economics as the services space is largely occupying reasonable position of a nation's productive activities and significantly driving national productivity and output (Chen *et al*., 2016).

Furthermore, management of an organization either in a services industry or having customer services unit should effectively and efficiently develop choices on how best to manage service innovation in the market space. Service innovation management in the market is imperative. Management of an organization should effectively manage the new service development stages just like tangible product management; from idea generation, idea screaming, concept development, business analysis, product development, test marketing and commercialization (Kotler & Keller, 2012; Kotler & Armstrong, 2008). Good management should permeate the stages from generating service ideas, screaming the service ideas, services concept development, analysis of services business, service development, market testing and commercializing the new services or service innovation.

In managing the service innovation, management of the work organization should harness the right resource mix; human capital financial resources, materials, methods and information. These resources should be optimally integrated for the firm to develop the requisite new services that are in line with changing customers' service requirements (Galloui, 2015). Again, in developing service innovation the organization should come up with service innovations that are superior relative to the existing or new service offerings of the competition in the market place (Noorai, 2014). This will enhance the performance and competitiveness of the organization in the market or industry.

Service innovation for the organizations both in the services industry and non-services businesses is highly important. It is good for companies to periodically take stock of the impact of innovation activities on the organizations services. Service innovation of the firm help to adequately serve the needs and wants, preferences and perception of the changing marketplace, outperform our closest competitors and translate the organization to success in order to earn above average returns (Poor, Poor & Darkhaneh, 2013). This importance or value of service innovation results to the advantage of improved market share and sales growth, profit increase, employee retention and shareholders value maximization etc. (Noorani, 2014 & DFI, 2004). Thus, advantages of service innovation comes with improved productivity, cost reduction, increased competitiveness, enhance brand recognition and value, strengthen new partnerships and relationships, increase company's turnover and profitability (Roberts & Amit, 2003).

Service innovation which aims to improve services in order to meet customers' changing services demand and create positive customer service experiences comes with some attendant challenges (Riddle, 2008). First, successful service organizations compete through innovation competition, this is because how organization's services are designed and implemented is not shield or protected by patent or copyright. Again, customers frequent transition from one service provider to another and their attendant changing services demand is what workplace management ought to contend with (Riddle, 2008). Importantly, adopting the right technologies and the development of the right resource mix for service innovation is another challenge which the workplace service organizations ought to contend with (Zitkiene, Kazlauskiene & Deksnys, 2015). Hence, the management of the service organization should harness the right resource mix; human capital, materials, information and methods to effectively and efficiently adapt to the vagaries imposed by these exogenous and endogenous challenges of the services marketing space.

2.3 The Concept of Customer Retention

The reason for being in business as an organization is the customers. Without customers to continue patronage of the firm's products and services, such institution is not in business and should not be counted as one (Musumali, 2019). The focus of all organization is to build successful customer relationships through provision of superior goods and services, ensure customers satisfaction or their delight and earn the loyalty of the market. Therefore, it is imperative for companies to provide superior goods and services for customers relative to the competition in the industry. This is the premise upon which the organization can earn the loyalty and retention of the customers, improve market share, sales and profitable growth of the work organization (Kumar & Shah, 2004; Keiningham *et al*., 2008). Hence, the road map to organizational growth and development runs through customers' successful

relationships building and sustenance of their retention. This is the major driver of profitable growth for the work organization (Keiningham *et al*., 2008).
Customer retention implies individual willingness to interact with a particular corporate, product or service brands and continue patronage of the specific brands on an ongoing basis or for a sustainable period. It is the emotional relationship between a customer and the brand, manifesting on how willing the individual customer repeatedly purchase the brand as against the brand of the competition (Kahn & Singh, 2009). Thus, according to Jacobsen, Olsson & Sjovall (2004), customer retention could be defined as an individual customer who in the long term continues patronage of one company to satisfy his/her needs by using the company's brand in the form of products or services. The implication is that the individual consumer is retained to a particular corporate, product or service brand in contrast to peer brands in the industry or market. When customers continue to buy their products and services from a particular corporate brand as against the competition such customers are termed to be retained to the organization (Jacobson, Olsson & Sjovall, 2009). Again, if the individual consumer continues to patronize a particular product or service brand among product or service categories for a sustainable period, the customer is loyal to the product or service brand.

Customer retention can be measured in terms of the individual customer frequency of repeated purchase of a particular brand. This brand can be product or service brand which is chosen in preference against the competition brands (Ilona, Neringa & Sergej, 2015). Hence, customer retention is important for all types of organizations either product or service oriented as it helps the firm's survival and going concern in the market place. The retention of the customer will create the advantage of customers' life time value for the company as the organization enjoy stream of sales revenue flows from each individual customer's account (Feiz, Ghotbabadi & Kalifah, 2016). Importantly, for a company to achieve customer retention and improve on its business volume, the management of the organization should focus on the provision of high quality products and services for the market, low prices, effective customer care and relationship management *etc.* (Senbabaoglu, 2017). All of these strategies should be implemented as superior value to the market and differentiated in the eyes of the customers relative to the competition.

Executive management in the workplace should ensure that customers are provided with the right products and services that fit their specifications, the marketing department should ensure that the company's offering is superior compared to the competition, build relationships across the market segments etc. This is the way to provide superior value for the customers and earn the loyalty of the market (Oko & Kalu, 2014). Customer retention is one of the valuable characteristics of marketing performance. It is one of the variables the marketing executive employ in measuring performance and it is the underlining factors for company's market share, sales growth, return on investment and profitability etc. (Oko & Kalu, 2014). Therefore, for a company to achieve revenue flows and profitable growth, the creation of superior value for customers is imperative. Superior value created in the form of products and services will significantly lead to customer satisfaction for enhance customer loyalty and retentions (Kotler & Keller, 2012; Kotler & Armstrong, 2010).

For the company to achieve sustainable customer retention, the organization should focus on the customers, providing the needs of the market better than the competition. The goods and services provided for the customers should be superior augmented with customer care and relationship management (Kotler & Keller, 2012). Hence, these choices will ensure the retention of the customers. Customer retention is salient to the owners of the organization, as it helps in maximizing shareholders value through sales revenue growth and profitability. To ensure the going concern of the organization, company's leadership should effectively manage its customer by providing value creating goods and services for the market (Oko & Kalu, 2014). Thus, customer retention significantly improves the performance of the work organization. For an organization to achieve sustainable performance, management of the organization should orchestrate customer driving and retaining strategies.

2.4 The Concept of Organizational Culture

The moderating variable in this study is organizational culture. This construct is proposed to moderate the impact of service innovation on customer retention. The construct of organizational culture is the workplace values, norms, regulations, symbols and artifacts which regulate the conduct of people in a work organization. The culture regulates the way businesses are practiced by workplace members, describes established work orientation, ethics and governance of the company (Kapur, 2020; Sinha, 2020). Hence, everything we do in the company; firm production activities to marketing operations, to financing, staffing and research and development etc. are all guided by organizational culture. There are principles and rules that regulate the conduct of workplace member in terms of their job roles and responsibilities (Kapur, 2020).

Organizational culture is a framework of common assumptions, values, beliefs that dictates how the companies treat employees and other stakeholders in the workplace (Bamidele, 2022). Thus, these shared values affect the employees in the firm strongly and control how they dress, conduct, behave and perform their job responsibilities (Tianya, 2015; Bamidele, 2022). Organization is one of the main unit of society, as organization is created they came with values during their establishment and development and guide the conduct of its members (Rully, 2012). Hence, the purpose of organizational culture is to promote unity and oneness and to drive the passion interest and innovation of workplace members in order to enhance the productivity, effectiveness and efficiency of the work organization (Robbins & Sanghi, 2007).

Organizational culture influences the beahviour of members of the company (Tianya, 2015). However, every organization has its own peculiar culture and character. Organizational culture is essentially intangible asset of the firm which is a significant force among the community of workplace members who work together and influence both individual and group behaviours (Arnold, 2005). Importantly, organizational culture plays critical role in the life of a firm. To increase customer loyalty, a good image of the firm is required; a good corporate image brings about firm performance. Hence, a good or excellent company image is a function of good organizational culture (Douglas, 2010). However, the organizational culture that is well developed should be effectively communicated to the members of the organization for proper orientation and practice in the workplace. Culture of the organization should permeate the entire organization and regulate the conducts of individual, department and functions at work.

According to Douglas (2010), organizational culture or corporate culture could be defined as the proper way to behave within the work organization. This implies the proper way members of the organization or employees should conduct themselves in the workplace. This culture encompass shared or common beliefs, values, norms, regulations etc. which are established by management or leaders of the firm and communicated through various means, which ultimately influence and shape workers conduct, perceptions, their behaviours and understanding. In the same vein, Morcos (2018), defined organizational culture as the characteristic and the tangible personality emanated inside every company. Organizational cultures keep apart extraordinary progressive workplaces from all other firms. It is a competitive weapon for companies with the right corporate culture. The corporate culture is always distinct but the winning firms always make organizational culture a priority in business (Morcos, 2018).
Organizational culture is highly laudable as it significantly affect the innovation strategy of the work organization (Morcos, 2018). Company culture guides the organization and its members to think and act creatively and provide innovative solution to problems and opportunities in the workplace (Shayah & Zehou, 2019). Thus, organizational colure indirectly influences company performance through the mediating force of firm innovation. Importantly, a flexible corporate culture will support the innovativeness and innovation taking place in the business space. If the structure of the company is flexible in contrast to rigid structure, then it will strive to adopt innovative approaches to production goods and services in order to meet market needs and requirements (Dedahanov, Rhee & Yoon, 2017; Sharma, Sushil & Jain, 2010). Flexibility makes organizational culture to be healthy.

Healthy organizational culture is an important yardstick or condition for the strategic or long term stable progress of the workplace. It is pertinent for the company to share the understanding and interpretation of workplace culture, developing healthy attitudes, complex of values, developing choices for integrating personality and corporate cultures, determining compatibility with human values of workplace culture (Gulua & Kharadze, 2018). However, an unhealthy organizational culture will negatively affect the organization may not work in unity and cohesion due to an unhealthy state of the workplace culture (Wil;son & Book, 2020). It is therefore, imperative for the promoters of the organization to design healthy corporate culture that will successfully regulate the conduct of organization's members and drive workplace performance (Sun, 2011). Organizational culture is high important as it affect the conduct of the entire business and the going concern of the work organization.

The Study Conceptual Model

The independent variable of this study is service innovation. The criterion or dependent variable is customer retention while the contextual factor or moderating variable is organizational culture. This is shown in the model

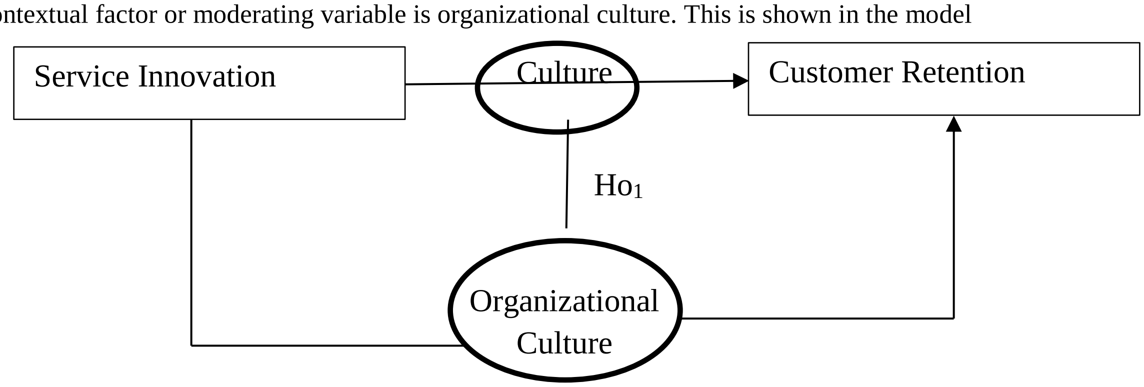

Fig. 1 Conceptual Model of Study Variables
Source: Researcher's Conceptualization from Review of Literature, 2023

2.5 Empirical Review

The culture of an organization prescribes rules and regulations that guides the conduct of all members of the organization in terms of how we manage the workplace, relate with one another in order to achieve predetermined goals and objectives of the work organization (Harvey & Stensaker, 2008). Thus, this influences all aspects of our business including services innovation as a sub-variable of service marketing. Again, organizational culture also influence the way we relate with the external stakeholders including the customer (Hussain & Younis, 2015). Hence, several empirical studied were carried out, evaluating the influence of organizational culture on the nexus between service innovation and business performance variables; customer loyalty, customer retention, organizational competitiveness, workplace growth etc.

Organizational culture influence service innovation management and business performance. Indiya *et al* (2021) studied the moderating effect of organizational culture on the relationship between quality management system adoption and performance of public universities in Kenya. The study employed the step wise or multiple regression analysis and the findings indicates that organizational culture positively and significantly moderate the relationship between quality management system adoption and business performance of public universities in Kenya. Again, Njoroge, Bula and Wanyoike (2020) evaluated the moderating effect of organizational culture on the relationship between organizational learning and employees' performance in the context of classified hospitality firms in Kenya. The study employed multiple regression analysis and the findings are that organizational learning and employees performance relationship was significant. However, it was strongly mediated by organizational culture.

The choices adopted and implemented by workplace management are largely influenced by organizational culture. Ayiecha and Senajir (2014) investigated the moderating effect of organizational culture on the implementation of turn-around strategy. The study employed a quantitative research methods and the finding revealed that organizational culture significantly moderate the implementation of turn-around strategy. This is also corroborated with Maika and Wachira (2020) the scholars examined the effect of organizational culture on strategy implementation in the context of water board's company in Kenya. It was revealed that organizational culture positively moderate strategy implementation in a context specific of water boards in Kenya.

Organizational culture influences the entire behaviour of the work organization. Business activities are being regulated by the culture of the workplace. Mohammad (2012) studied the moderating effect of organizational culture on the relationship between leadership styles and quality management practices in the context of public hospitals in Saudi-Arabia. The study employed quantitative research method and the finding of the study is that organizational culture significantly moderates the relationship between leadership styles and quality management practices in a context specific of public hospitals in Saudi-Arabia. This finding is corroborated with the works of Muhammad and Khoiruul (2020), the scholar carried out an empirical study on organizational performance, the moderating effect of organizational culture. The study employed quantitative research method and the finding is that organizational culture significantly moderate organizational performance.

The performances of most institutions in the industries are largely driven by organizational performance among several variables. Ahmed *et al* (2021) studied organizational performance in the banking sector of Pakistan, evaluating the moderating impact of strategic orientation and organizational culture. The study employed structural equation modeling and the findings of the study revealed that both strategic orientation and organizational culture positively and significantly impact organizational performance. Both strategic orientation and organizational culture a laudable mediators of organizational performance. This foregoing fining is consistent with the works of Hasan, Abdullah and Pushan (2016), the scholars investigated the mediating role of TQM and organizational excellence and the moderating effect of entrepreneurial organizational culture on the relationship between ERP and organizational performance in the context of Dubai police departments. With the aid of structural equation modeling, it was revealed that organizational culture positively moderate ERP – performance relationship.

Organizational culture influence the link between organization's service innovation and business performance outcomes. Kang (2020) carried out a study on the determinants of public officials organizational citizenship behaviour, focusing on the moderating effect of organizational culture. The study employed quantitative rasher method, findings revealed that organizational culture significantly moderate public officials organizational citizenship behaviour. This finding is consistent with the empirical works of Jae-won (2019) who also discovered the effect of organizational culture on job satisfaction and organizational commitment.

Generally, workplace activities associated to group department functions and corporate integration are influenced by organizational culture. The entire organization is guided by corporate culture. Muteanu and Oana (2017), the scholars investigated the influence of organizational culture on company performance. The study employed qualitative research strategy and it was revealed that organizational culture positively and significantly correlates with company performance. This finding is an agreement with the works of Denison, Haaland and Goelzer (2003), the study examined corporate culture and organizational effectiveness in a variety of national settings in Europe, North America, Japan, Jamaica and South Africa, a comparative investigation. The study employed a qualitative research methods, findings of the study indicates that organizational culture significantly improves organizational effectiveness.

The concept of organizational culture is so important that organizations and people will not be well guided to achieve goals and objectives in the absence of organizational culture. It guides policies and strategies of the workplace. Akpa, Asikhia and Nneji (2021) investigated the relationship between organizational culture and organizational performance. A qualitative content analysis was conducted and it was revealed that organizational culture significantly correlates with organizational performance. This is consistent with Muya and Wesonga (2012), the authors evaluated the impact of organizational culture on performance of educational institutions. A qualitative study was conducted to evaluate the impact of organizational culture on performance. The findings revealed that organizational culture positively and significantly impact performance of educational institutions.

Workplace culture is a major driver of corporate effectiveness, it guides the conduct of all company functions including the behaviour of members in the work organization. Olughor (2014) studied the influence of organizational culture on firms' effectiveness in the context of 200 respondents from the banking sector in Nigeria. The study employed a qualitative research method and the findings of the study revealed positive and significant influence of organizational culture on firm effectiveness in the context of banks in Nigeria. This result is highly supported with Hussain and Younis (2015), quality management which improves business performance. From the revelations above, organizational culture practiced by the telecommunication companies in Nigeria will bring about successful service innovation for sustained customer retention.

3. Methodology

This study made use of the cross-sectional survey research design. The explanatory research design was specifically employed with a correlational study. The study population was the four (4) mobile telecommunications organizations in Nigeria which are MTN Nigeria Plc, Airtel Nigeria Limited, Globacom Nigeria Limited and 9mobile Nigeria limited. A census study was employed to fully study the population. However, seven (7) directors from each company constituted the respondents of the study. The respondents are; marketing director, operations director, human resource director, ICT director, finance director, corporate communications director and the general manager. Thus, twenty eight (28) directors were employed for the study. Primary data were collected from the respondents with a twenty eight (28) item questionnaire. Twenty eight (28) copies of the questionnaire were distributed to the respondents, seven copies to each organization. The study instrument was pilot tested, the instrument was also validated through Cronbach's Alpha Reliability Coefficient and the confirmatory factor analysis. Item variables of the instrument were within recommended threshold. The study employed both univariate and multivariate analysis with relevant statistics and with the aid of the statistical package for social sciences (SPSS), version 25.0

4. Estimation of Results

4.1 Univariate Analysis

Table 4.1 Demographic Information of Respondents

Variables	Frequency	Percentage (%)
Field Report		
Questionnaire distributed	28	100
Questionnaire returned	27	96
Questionnaire used	25	89
Gender of Respondents		
Male	15	60
Female	10	40
Total	25	100
Age Distribution of Respondents (Years)		
39 – 49	12	48
50 – 59	13	52
Total	25	100
Marital Status of Respondents		
Married	21	84
Single	4	16
Total	25	100
Educational Status of Respondents		

HND/1st Degree	15	60
Masters Degree	7	28
Ph.D	3	12
Total	25	100
Respondents' Year of Working Experience		
11 – 15	13	52
16 – 20	8	32
21 – 25	4	16
Total	25	100

Source: Research Data, 2023

Table 4.1 gives an explanations of the demographics of respondents. The field report indicates that, of the 28 copies of the questionnaire distributed to the directors of the companies, only 27 copies returned representing 96% of the total number of questionnaire distributed. Again, 25 copies representing 89% were validly used after data cleansing, editing/coding. Gender demographics shows that 15 respondent were male, representing 60% while 10 respondents were female, representing 40%. Thus, managerial level of the firms were most dominant by male directors. The age distribution of respondents shows that 12 respondents (48%) were within the age range of 39-49 years. 13 respondents (52%) were within the age range of 50-59. This shows that managerial level functions are executed by young professionals. The marital status of the respondents indicates that, 21 respondents (84%) were married while 4 respondents (16%) were single. This shows that managerial level workers are made up of more of married staff. Again, educational status distribution of the respondents revealed that, 15 respondents (60%) were with HND/1st degrees, 7 respondents (28%) were with the master's degrees while 3 respondents (12%) were with the Ph.D degrees. This shows that respondents are generally highly educated. The respondents years of working experience revealed that, 13 respondents (32%) has 16-20 years working experience. Again, 4 respondents (16%) has 21-25 years hands on experience. Thus, respondents have reasonable years of working experience on the job.

4.2 Multivariate Analysis

4.2.1 Test of Hypothesis 1

Ho1: Organizational culture does not significantly moderate the impact of service innovation on customer retention of telecommunication firms in Nigeria.

H_{A1}: Organizational culture significantly moderate the impact of service innovation on customer retention of telecommunication firms in Nigeria.

Table 2 Model Summary for Service Innovation, Customer Retention and organizational Culture

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics: R Square Change	F Change	df1	df2	Sig. F Change
1	.837[a]	.795	.794	.980	.795	2041.190	2	22	.000
2	.877[b]	.844	.834	.977	.049	.868	1	22	.032

a. Predictors: (Constant), Organizational Culture , Service Innovations

b. Predictors: (Constant), Service Innovations

Source: SPSS Version 25.0 (2023)

From the output of the model on table 2, it can be seen that before the introduction of the mediating variable (organizational culture) in model 1, the regression coefficient was 0.837 and the coefficient of determination (R^2) is 0.795 and 0.794 adjusted indicating that 79% of the variations in customer retention were accounted for by service innovation while the remaining 21 % of the variations or changes are traceable to external variables. However, in model 2, with the introduction of organizational culture, the regression coefficient increased to 0.877 and the coefficient of determination (R^2) also increased to 0.844 and 0.834 adjusted, indicating an impact of the mediating variable. Thus, organizational culture significantly mediate the impact of service innovation on customer retention in a context specific of telecommunication firms in Nigeria metropolis.

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Table 3 **ANOVA for Service Innovation, Customer Retention and Organizational Culture**

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3922.621	2	1961.310	2041.190	.000[b]
	Residual	21.139	22	.961		
	Total	3943.760	24			
2	Regression	3921.787	1	3921.787	4105.161	.000[c]
	Residual	21.973	23	.955		
	Total	3943.760	24			

a. Dependent Variable: Customer Retention

b. Predictors: (Constant), Organizational Culture , Service Innovations

c. Predictors: (Constant), Service Innovations

Source: SPSS Version 25.0 (2023)

Table 3 explained the ANOVA for service innovation, customer retention and organizational culture. The model statistically and significantly predicts the outcome variable. This means, organizational culture statistically and significantly mediate the impact of service innovation on customer retention in the context of telecommunication firms in Nigeria metropolis

Table 4 **Coefficient for Service Innovation, Customer Retention and Organizational Culture**

Coefficients[a]

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	2.071	.779		2.657	.014
	Service Innovations	.996	.144	.135	7.617	.000
	Organizational Culture	.047	.037	.139	.931	.042

a. Dependent Variable: Customer Retention

Source: SPSS Version 25.0 (2023)

In table 4, the understandized coefficient indicate how much the dependent variable customer retention varies with the independent variable with the introduction of organizational culture. As shown on the table in model 2, the intercept B_o is 2.071 which is the predicted value of customer retention without the contribution of service innovation and organizational culture were equal to zero. As shown on the table in model 2, the intercept B_o is 2.071 which is the predicted value of customer retention without the contribution of service innovation and organizational culture were indicating that 1 unit increase in service innovation will bring about 0.996 unit increase in customer retention. But the slope B_2 is 0.047 indicating that 1 unit increase in organizational culture will bring about 0.047 unit decrease in the impact of service innovation on customer retention. Also the probability values are 0.042 and 0.000 < 0.05, which means organizational culture significantly mediate the impact of service innovation on customer retention. From this table the regression model can be built thus;

$$CR = B_o + B_1SI + OC + \varepsilon \quad (1)$$

5. Discussion of Findings

This study investigated the mediating influence of organizational culture on the impact of service innovation on customer retention of telecommunication firms in Nigeria metropolis. The study employed a multivariate analysis of multiple regression model and the findings of the study revealed that organizational culture positively and significantly mediate the impact of service innovation on customer retention in a context specific of telecommunication firms in Nigeria metropolis. This finding is in line with the works of (Harvey & Stensaker, 2008; Hussain & Younis, 2015). Again, our findings are corroborated with Indiya *et al*. (2021), the scholars studied the moderating effect of organizational culture on the relationship between quality management system adoption and performance of public universities in Kenya. The study employed step wise regression analysis and the findings indicates that organizational culture positively and significantly moderate the relationship between quality management system adoption and business performance of public universities in Kenya.

Furthermore, our study findings is in agreement with the works of Njoroge, Bula and Wanyoike (2020), the scholars evaluated the moderating effect of organizational culture on the relationship between organizational learning and employees' performance in the context of classified hospitality firms in Kenya. The study employed multiple regression analysis and the findings are that organizational learning and employee performance relationship was significant. However, it was strongly mediated by organizational culture. This is also supported with Ayiecha and Senajir (2014), the authors investigated the moderating effect of organizational culture on the implementation of turn around strategy. This is also validated with Maika and Wachira (2020), the scholars examined the effect of organizational culture on strategy implementation in the context of water board's company in Kenya. It was revealed that organizational culture positively moderate strategy implementation in a context specific of water boards in Kenya.

Moreso, our empirical works is strongly validated with Mohammad (2012), the author studied the moderating effect of organizational culture on the relationship between leadership styles and quality management practices in the context of public hospitals in Saudi-Arabia. The study employed quantitative research method and the findings of the study is that organizational culture significantly moderate the relationship between leadership styles and quality management practices in a context specific of public hospitals in Saudi –Arabia. This is also supported with Muhammad and Khoiruul (2020), the scholars carried out an empirical study on organizational performance, the moderating effect of effect of organizational culture. The study employed qualitative research method and the finding is that organizational culture significantly moderate organizational performance.

In addition, Ahmed *et al* (2021), studied organizational performance in the banking sector of Pakistan. Evaluating the moderating impact of organizational culture and strategic orientation. The study employed structural equation modeling and the findings of the study is that, both organizational culture and strategic orientation mediate organizational performance. This is also in line with Hasan, Abdullah and Pushan (2016), the scholars investigated the mediating role of TQM and organizational excellence and the moderating effect of entrepreneurial organizational culture on the relationship between ERP and organizational performance in the context of Dubai police departments. With the aid of structural equation modeling, it was revealed that organizational culture positively moderate ERP – performance relationship.

The result of this research work is also in agreement with Kang (2020), the author studied the determinants of public officials organizational citizenship behavior focusing on the moderating effect of organizational culture. The study employed quantitative research methods and the findings revealed that organizational culture significantly moderate public officials organizational citizenship behavior. This is also corroborated with Jac-won (2019), who also discovered the effect of organizational culture on job satisfaction and organizational commitment. This study findings are also supported with Muteanu and Oana (2017), the scholars investigated the influence of organization culture on company performance. The study employed qualitative research strategy and it was revealed that organizational culture positively and significantly correlates with company performance. This is also in agreement with Danison, Haaland and Goelzer (2003), the study examined corporate culture and organizational effectiveness in a variety of national settings in Europe, North America, Japan, Jamaica and South Africa, a comparative study. The study employed qualitative research methods and findings of the study indicates that organizational culture significantly improve organizational effectiveness.

Again, this study findings is associated with the empirical works of Akpa, Asikhia and Nneji (2021), the scholars investigated the relationship between organizational culture and organizational performance. The study employed qualitative approach to problem investigation. The findings revealed that organizational culture significantly correlates with organizational performance. This study findings are also consistent with Muya and Wesongo (2012) study. The authors evaluate the impact of organizational culture on performance of educational institutions. A qualitative study was conducted to evaluate the impact of organizational culture on performance. The findings of the study revealed that organizational culture positively and significantly impact performance of educational institutions.

Importantly, this study findings are highly supported with Olughor (2014), the scholar examined the influence of organizational culture on firm's effectiveness in the context of 200 respondents from the banking sector in Nigeria. The study made use of qualitative research methods and the findings revealed positive and significant influence of organizational culture on firm's effectiveness in the context of banks in Nigeria. This is also supported with (Hussain & Younis, 2015). Thus, organizational culture positively and significantly mediate the impact of service innovation and customer retention in a context specific of telecommunication firms operating in Nigeria metropolis.

6. Conclusion

This study investigated the moderating influence of organizational culture on service innovation and customer retention of telecommunication firms in Nigeria. From the empirical results, we conclude that organizational culture significantly mediate the impact of service innovation on customer retention in a context specific of telecommunication firms in Nigeria. Thus, service innovation culture enhance customer retention.

7. Recommendations

The following recommendations were made;

i. The telecommunication companies in Nigeria should institute service innovation culture throughout their value delivery chain. This will significantly enhance customer satisfaction and loyalty and improve customer retention in the telecommunication market in Nigeria.

ii. The companies should develop the culture of periodically taking stock of developing new and innovative organizational service delivery system to enhance customer service. This will improve customer retention and bring about customers' life time values advantages for the telecommunication organizations in Nigeria.

iii. The management of the telecommunication firms should always adopt new technologies as a culture to meet emerging and changing market demand. This will positively drive customer loyalty, service quality and customer commitment and significantly improve customer retention of telecommunications in Nigeria.

iv. Management of the telecommunication organizations should institute customer interactions in existing and new ways as a culture. This will improve customer loyalty, enhance service quality, customer commitment and significantly improve customer retention of telecommunication firms in Nigeria.

8. Contribution to Knowledge

Several studies have been carried out by scholars linking service innovation with business performance in different cultures, industries and methodologies contexts (Woo et al., 2019; Gabriel & Marques, 2020; Obrahim & YUsheng, 2020; Bligin & Adiguzeh, 2021; Makgopa, 2019; Mahmoud, Hinson & Anim, 2017). However, investigating the moderating role of organizational culture on the impact of service innovation on customer retention in the context of telecommunication firms in Nigeria is limited in the literature. This study was able to fill this gap in the literature, thus, substantially contributing to knowledge in innovation and customer management.

9. Theoretical/Practical Implications

The theoretical implication of this study is that students, scholars and researchers in the areas of entrepreneurship, innovation and strategy will find this research as valuable material for the advancement of knowledge. The practical or managerial value of this work is that, it will aid practitioners search for building and reinforcing innovative culture in marketing of services in the telecommunication's sector and other industries.

10. Suggestions for Further Studies

Future researchers should continue this study in other sectors or industries in Nigeria. Again, this study can also be replicated in the telecommunication sectors, other industries/sectors of other nations and regions. This is to test whether similar, the same or different results will be obtained by the studies.

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