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Customer Experience and Marketing Performance of Electricity Distribution Companies in Nigeria

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A R T I C L E I N F O

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A B S T R A C T

The overreaching objective of the study is to identify the association between Customer Experience (which comprises peace of mind, moments of truth, outcome focus and product experience) and Marketing Performance using non-financial indicators (comprising of customer satisfaction, customer retention and loyalty) of electricity distribution companies in the South-South of Nigeria. This research examined the customer experience in Akwa Ibom, Bayelsa, Cross River and Rivers States and the marketing performance of Port Harcourt Electricity Distribution Company (PHED) covering these states in South-south Nigeria. This study used data generated from 234 study elements which were analyzed using Structural Equation Modeling (SEM). The study affirms that dimensions such as peace of mind, moments of truth, outcome focus and product experience, play significant and substantial roles in enabling the customer satisfaction, customer loyalty and customer retention of electricity distribution companies in the South-South geopolitical region of Nigeria. The results further support the assertion and give credit to the position that customer experience is a critical and highly imperative factor in sustaining marketing performance

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INTRODUCTION

The customer experience journey has different phases. It begins with a search, purchase, consumption and after sales phase of the product. In distribution operations, the customer begins the search process by acquiring information about connection procedures and the documentation processes involved in electricity connection to their premises. Customers use word of mouth (WOM) as a primary means by which they search, evaluate and gather information about services (George and Berry, 1981). Researches carried out in the study of word of mouth has shown that the message about an organisation, its credibility and trustworthiness, its way of operating and its services, communicated from one person to another constitutes the content and these can have a positive effect on purchase decisions or negative effect (Bolfing 1989; Richins 1983; Grönroos 1990).

When this information is acquired by electricity customers and acted upon through connection application filing, the purchase process has been activated and it continues until the customer is connected, account status set up and the proto bill or account status report is generated. The product (energy) consumption stage commences when bills are issued or when energy tokens are vended while the after sales phase comprises of account maintenance activities that guides both products and service delivery. During the various phases the customer underwent, Chatzopoulos and Weber (2018) identified positive emotional experiences like pride, love, happiness and contentment or negative emotional experiences like shame, sadness, fear and anger.

Rawat and Mann (2018) in their research concluded that experiences are seen as memorable, personally inherent and exists in the minds of an individual who have been engaged on the physical, emotional and intellectual or even on spiritual level and that today's customers are looking for goods and services which are directed towards their fantasies, feelings and fun.

Statement of the Problem

Customer experience studies using the dimensions of peace of mind, moments of truth, outcome focus and product experience has been previously carried out in hotel operations by Imran K, Ruchi J.G, & Zillur R (2015) while Klaus & Maklan (2012) researched across four service settings to gain a better understanding of the construct of customer experience and its influence on important marketing outcomes (marketing performance). There is no evidence that such study has been carried out on the electricity sector.

The performance of Electricity distribution companies requires the understanding of customer experience from the feedback of service rendered. Most challenges and problems of electricity distribution companies result from lack of power supply, inadequate interest and focus on the changing needs and expectations of the electricity market; demand for electricity by households for lighting, cooking, and heating and by firms to operate equipment to produce goods and services.(Khanna, 2015) .

This gave rise to complaint and criticism of their services ranging from those of inefficiency, long outages, poor availability, long delays in fault clearing, non-reflection of payments, over billings(estimations and wrong meter

readings), poor attention to details and unfriendly nature of most electricity workers.

This is Further Compounded by their Apparent Lack of Innovative Ways in Tackling the Challenges and Growing Service Gaps in Their Environment

In the upcoming years, a notable increase in electricity demand is anticipated. The demand from households, which constitutes the largest portion, is expected to grow due to rising urbanization (projected at 4.23% annually) and population growth (estimated at 2.7% per year, compared to a global average of 1.1%), both of which are more than double the global rates. Additionally, industrial and commercial electricity demand is likely to rise, with gross domestic product growth rates forecasted between 4.50% and 7% (NERC 2016). To improve service delivery within the Nigerian Electricity Supply Industry (NESI), various measures are necessary to attract substantial private sector investment, enhance baseline power supply through data-driven innovations, and strengthen sector governance. Therefore, this study aims to assess the impact of customer experience on marketing performance, specifically identifying the key factors that will support both operational and technical improvements needed to enhance customer service operations of distribution companies in South-South Nigeria.

Thus, the researcher is motivated to investigate the relationship between Customer experience and marketing performance of electricity distribution companies, South – south Nigeria.

Goals and Purposes of the Research

The goal of this study is to empirically examine the extent to which customer experience effect with marketing performance of electricity distribution companies. However, the specific objectives are to empirically examine.

1. The extent to which peace of mind relates to marketing performance
2. The extent to which moments of truth relates to marketing performance
3. The extent to which outcome focus relates to marketing performance
4. The extent to which product experience relates to marketing performance

LITERATURE RIVIEW

Customer experience is the result of every interaction a customer has with a business, from navigating the website to talking to customer service and receiving the product/service they bought from you. The better experience customers have, the more repeat purchase and positive reviews you'll receive, while simultaneously reducing the friction of customer complaints and returns. A great customer service experience encourages interaction between the customer and product, but its physical surrounding known as cues or environmental dimension creates that experience (Baker, Levy and General. (1992).

Gentile, Spiller, and Noci (2007) categorized experiences into five types: sensory, emotional, rational, pragmatic, and relational. According to Berry and Carbone (2007), the various goods, services, or stimuli that customers can see, smell, taste, hear, or otherwise perceive while engaging with service systems serve as clues that significantly influence the customer's experience.

Customer experience is typically expressed through emotions such as mood and feelings, but it does not necessarily reflect the true function of emotions (Sorensen, 2008). Bagozzi, Gopinath, and Nyer (1999) described emotion as a mental state of readiness that emerges from cognitive evaluations of events or thoughts; it has a subjective quality, is linked to physiological responses, is often manifested physically (for instance, through gestures, posture, or facial expressions), and can lead to specific actions aimed at either affirming or managing the emotion, depending on its significance for the individual experiencing it. Sorensen (2008) and Kim and Gupta (2012) further categorized emotions into two types: those with positive valence and those with negative valence.

Bitner (1992) defined the physical environment to represent objects and physical factors controlled by companies that can affect employees and customers. Lee and Jeong (2012) defined physical environment as an environment created by service provider including overall layout, design, decoration, and aesthetics. Customers and employees react differently to the company's objects and physical factors. When the environment is safe and conducive, customers and workers have positive experience while the experience is negative, they avoid the environment.

In 2011, Klaus and Maklan developed a scale to measure customer experience, known as EXQ, which includes four key dimensions: product experience, outcome focus, moments-of-truth, and peace-of-mind (POMP). Product experience highlights the significance of customers' perceptions regarding their options and the ability to compare different offerings, which is essential for understanding consumer behavior and fostering loyalty. Outcome focus pertains to minimizing customers' transaction costs, such as the effort involved in finding and evaluating new providers, underscoring the value of goal-oriented experiences in consumer behavior (Huffman and Houston, 1993). Moments-of-truth stresses the necessity of effective service recovery (Tax et al., 1998) and adaptability (Liljander & Strandvik, 1993) when addressing customer issues. Peace-of-mind reflects the customer's evaluation of all interactions with the service provider throughout the service purchase process, encompassing emotional aspects of the service experience.

This scale was initially developed and validated in the banking sector (Maklan and Klaus, 2011; Klaus and Maklan, 2012). Subsequently, Klaus and Maklan (2013) confirmed its applicability across four different service areas: retail banking, mortgages, fuel and service stations, and luxury goods, all within the context of the United Kingdom, a developed economy. The dimensions were also tested in the hotel industry in India, a developing country similar to Nigeria, by Imran, Ruchi, and Zillur in 2015. This raises three pertinent questions: (1) Is customer experience significant in a developing economy like Nigeria? (2) Can the dimensions of customer experience, as adapted from Imran et al. (2015), provide a more effective measurement in the electricity sector, which is a highly experiential service industry? and (3) How does this contribute to our understanding of customer experience research and its implications in the Nigerian electricity market?

This study aims to explore the dimensions of customer experience as adapted from Imran et al. (2015) within the electricity sector, addressing the issue of generalizability and examining its impact on key marketing outcomes, such as customer satisfaction, loyalty, and retention (Gao, 2010). Consequently, the focus is on understanding the significance of customer experience in the electricity industry in South-South Nigeria and its relationship with marketing performance.

The Concept of Customer Experience

To understand customer experience requires comprehensive knowledge of all the things that can make a product marketable. A product or service sold or distributed, can then be used by consumers as end users. Customer experience is considered important lately because of the role it's played in enhancing the ability of the company in terms of cross and upselling that bring in, increased customer satisfaction, customer loyalty and customer retention, and increase in return for the company (marketing performance). For that the researcher considered the need to pay attention to the four dimensions of customer experience, namely peace of mind, moments of truth, outcome focus and product experience (Imran, Ruchi and Zillur 2015).

Klaus and Maklan (2013) describe customer experience as the cognitive and emotional evaluation of all direct and indirect interactions a customer has with a company in relation to their buying behavior. Similarly, Lemke et al. (2011) characterize customer experience as the individual's subjective reaction to the comprehensive direct and indirect interactions with the company, while also defining experience quality as the perceived excellence or superiority of that experience. To fully grasp customer experience, one must possess in-depth knowledge not only about the products or services but also about the processes, marketing, and sales strategies involved (Meyer and Schwager 2007; Payne and Frow 2004; Schmitt 2003). Despite numerous recent studies investigating customer experience, the extent and depth of these analyses remain unclear. While the concept of customer experience has been applied across various sectors, including telecommunications, retail, information technology, and banking, the electricity industry has lagged behind. Many organizations still have not fully developed their understanding of customer experience, which primarily focuses on the interactions between customers and the overall goods or services, particularly in the post-purchase phase (Bernier, Paula, 2011: 40).

The Concept of Marketing Performance

The growth of a business is indicated by an increase in sales of its products and services, a reduction in production costs, and an overall rise in profits. The topic of marketing performance has sparked ongoing discussions within management, particularly in strategic management, attracting significant interest from both academics and practitioners (Morgan, Clark, and Goner, 2002). Some marketing researchers have pointed out that the existing literature on marketing performance lacks analytical depth (Pont and Shaw, 2003). This limitation, as noted by Ambler and Kokkinaki (1997) and Clark (1999), stems from the

overwhelming variety of metrics and the challenges associated with making comparisons.

Marketing performance refers to the effectiveness and efficiency of marketing strategies, as defined by various scholars (Maclayton and Nwoka, 2012). Despite numerous definitions, there is no consensus on a single measure of marketing performance. Brudan (2010) describes marketing performance measurement as a part of performance management that involves identifying, monitoring, and communicating results through performance indicators. Lamberti and Noci (2010) evaluated marketing performance based on factors such as marketing budget, marketing assets, and the behavior of marketing units. Didia and Nwokah (2015) provided a summary of the definition of marketing performance as articulated by Nwokah and Maclayton (2006), stating that "Performance is the achievement of financial and operational business goals, which helps to assess an organization's standing relative to its competitors."

In this context, the electricity sector in the South-South region of Nigeria can thrive in a dynamic environment by maintaining a strong focus on customer experience. This approach involves meeting customer needs through the application of effective processes and expertise, ultimately delivering high-quality service. In this study, marketing performance is viewed as the dependent variable influenced by customer experience.

Measures of Marketing Performance

Marketing performance measurement (MPM), or marketing performance management, is the systematic management of marketing resources and processes to achieve the measurable gain in return on investment and efficiency while maintaining quality in customer experience.

Although there is little consensus on how to measure marketing performance, some general trends may be identified from studies of marketing performance. Clark (1999) provided a review of the history of measuring the performance of marketing and suggested three shifts.

Initially, there has been a transition from relying solely on financial metrics to incorporating nonfinancial indicators of performance. Early studies on marketing performance measurement primarily concentrated on financial metrics such as profit, sales (both in units and value), and cash flow (Bonoma and Clark 1988; Feder 1965; Sevin 1965). Concerns have been raised regarding the adequacy of financial metrics for evaluating performance (Eccles 1991). Traditional accounting practices have faced criticism for neglecting long-term considerations (Chakravarthy 1986). In contrast, newer nonfinancial metrics, including customer satisfaction, loyalty, and brand equity, have garnered significant research attention (Clark 1999). Davidson (1999) also highlighted the increasing significance of nonfinancial performance measures, noting that intangible assets like brand reputation, technology, skills, and customer loyalty have become vital indicators of corporate success.

Furthermore, there has been a shift from merely assessing the outcomes of marketing efforts to also evaluating the inputs involved in marketing. Activities such as marketing audits, implementation, and market orientation contribute to intermediate results like customer satisfaction and loyalty, which subsequently

influence financial outcomes. These intermediate results can be viewed as marketing assets that enhance financial performance (Srivastava, Shervani, and Fahey 1998).

Additionally, there has been a gradual transition from one-dimensional to multidimensional performance measures. Bonoma and Clark (1988) and Walker and Ruekert (1987) independently proposed that marketing performance assessment should encompass both efficiency and effectiveness. A growing consensus among researchers now acknowledges that marketing performance is inherently multidimensional (e.g., Ambler, Kokkinaki, and Puntoni 2004; Vorhies and Morgan 2003).

Recently, a new trend has emerged that connects marketing performance to overall firm value, particularly shareholder value (Lehmann 2004; Luo and Bhattacharya 2006; Luo and Donthu 2006a; Rust et al. 2004). This trend has arisen from the increasing demand for marketing to demonstrate accountability and credibility (Luo and Donthu 2006b; O'Sullivan and Abela 2007; Stewart 2008). For marketing professionals to gain equal standing within executive discussions, they must establish and present quantitative metrics that illustrate marketing's contribution to firm value (Lehmann 2004). Consequently, the range and diversity of available performance measures have expanded. While companies typically do not face issues with having too few metrics (Kaplan and Norton 1992), it has been recommended that marketing researchers create a manageable yet comprehensive set of measures to accurately assess performance (Clark 1999).

According to O'Sullivan and Abela (2007), research on the measurement of marketing performance may be divided into three streams, namely (1) the measurement of marketing productivity (e.g., Rust, Ambler, Carpenter, Kumar and Srivastava 2004), (2) the identification of metrics in use (e.g., Ambler 2000; Barwise and Farley 2004), and (3) the measurement of brand equity (e.g., Aaker and Jacobson 2001; Ailawadi, Lehmann and Neslin 2003).

Gao (2010) however, noted that the classification of marketing performance as one-dimension construct is incomplete and needs to be updated in order to incorporate both financial and non-financial dimensions. In her study, she provided a relationship between financial and non-financial measures of marketing performance. She also identifies marketing accountability and credibility, marketing productivity, the interface between marketing and accounting, linking marketing performance to financial performance, the selection of metrics, and the use of marketing metrics in organizations. She further identifies those metrics that are most frequently used to link marketing to firm performance. The key metrics are customer satisfaction/customer lifetime value, branding/brand equity, innovation, and market share.

From the literature on marketing performance, it may be seen that a system that incorporates nonfinancial measures into new financial ones is urgently required. Although there is no generic tool for measuring marketing performance, Clark (1999) suggests that better use should be made of the existing measures, rather than devising new ones. Judging from the literature, five dimensions of the measurement of marketing performance are the most crucial:

market share, customer satisfaction, customer loyalty/retention, brand equity, and innovation.

For the purpose of this paper, we shall be discussing customer satisfaction, customer loyalty and customer retention as measures of marketing performance.

METHODOLOGY

Research Design

For this study, the population consists of the customers and Port Harcourt Electricity Distribution Company (PHED) managers in the South-South Nigeria. The population consists of six hundred and thirty-five thousand, seventy-four (635,074) customers and managers of PHED in the South-South Nigeria. Edo and Delta states were excluded in the population because report from Nigeria Electricity Regulatory Commission (NERC) did not dissect customer population of Benin Electricity Distribution Company into states. In other words, the Benin Disco covers Edo and Delta states as well as parts of the South-West. Rivers, Bayelsa, Akwa Ibom and Cross River were then chosen on the basis of critical mass theory (Bingham, 1976; Bouchard, 1993) - the assumption is that cities with higher socio-economic status are in close proximity and are more prone to amenity-based values than low socio-economic cities, who often emphasize necessity-based.

Sample Size and Sampling Technique

A total of two hundred and thirty-four (234) study elements were generated using Krejcie and Morgan (1970) table to provide the guide. However, because we are interested in four states, Bowley's (1926) proportional allocation was applied:

$$n1 = \frac{n(Nh)}{N}$$

Where n1 = proportion; n = sample size; Nh = population for each location; and N = overall population.

Thus, the sample distribution was One hundred and twenty-two (122) elements for Rivers state, twenty-six (26) for Bayelsa State, fifty-four (54) for Akwa Ibom State, and thirty-two (32) for Cross River State to make a total of two hundred and thirty-four (234) respondents. However, the approach for sampling is purposive sampling technique because of the nature and characteristics of the respondents.

The study adopts a dominant quantitative methodology in the study of customer experience and customer satisfaction and data analysis for inferential statistics was carried out through Structural Equation Modeling (SEM) involving AMOS 24.0 software and Statistical Package for Social Science (SPSS) version 25.0.

Table 1. Methodological Analysis of Response Rate

Activities	Number Of Occurrances	Percentage Of Occurances
Copies of Questionnaire administered (Adjusted sample size)	281	100.00
Copies of Questionnaire retrieved	244	86.83
Copies of Questionnaire not retrieved	37	13.17
Copies of Questionnaire completed but not usable	14	4.98
Copies of Questionnaire completed and usable	230	81.85

Source: Fieldwork Data Result, 2020

As indicated in Table 1, a total of 281 copies of the questionnaire were administered, out of which a total of 244 copies were retrieved, representing 86.83% of actual distribution rate. However, 37 copies representing 13.17% were not retrieved, as the concerned respondents could not create time to complete them, despite the fact that the researcher embarked on several visits, sent emails and made phone calls as reminders. Of the 244 copies of the instrument retrieved, 14 copies, representing 4.98% were not usable due to missing responses. This is in line with Kline (1998), who posited that only cases with complete records or equivalent number of cases, are included in order to maintain consistency, using a case-wise deletion method. On the whole, due to concerted efforts of the researcher and the research assistant, 230 copies of the questionnaire, representing 81.85% were retrieved and found to be completed usable.

Assessment of Reliability

In this phase, the reliability of the measurement tool was evaluated by examining the Cronbach's Alpha values for the various scales. A threshold of 0.7 was established as the acceptable minimum for Cronbach's Alpha, following the guidelines set by Nunnally and Bernstein in 1994. Overall, all scales demonstrated strong internal consistency, surpassing the recommended minimum of 0.70. Specifically, the Cronbach's Alpha values for three constructs—customer satisfaction, customer loyalty, and customer retention—were at or above 0.90. Additionally, three other constructs—peace of mind, moment of truth, and political factors—showed Cronbach's Alpha values exceeding 0.80. Lastly, the outcome focus and product experience scales had Cronbach's Alpha values greater than 0.70. In conclusion, these findings indicate that the measurement tool is reliable. An overview of the final results from the reliability analysis is presented in Table 3 below.

Table 2. Reliability Statistics

SN	Construct	No. Of Items	Cronbach's Alpha
1.	Peace of Mind (PM)	6	0.845
2.	Moment of Truth (MT)	5	0.812
3.	Outcome Focus (OF)	5	0.778
4.	Product Experience (PE)	5	0.740
5.	Customer Satisfaction (CS)	5	0.920

Source: Researcher's Desk, SPSS 25.0 Outputs 2020

Data Analysis

The analysis included univariate, bivariate, and multivariate approaches. The univariate analysis focused on descriptive statistics, utilizing frequencies, means, and standard deviations to characterize the variables being examined. It also employed measurement models, specifically confirmatory factor analysis, to highlight the unique attributes of each construct by assessing the strength of indicators and the fit indices. Bivariate analysis was conducted to test the proposed hypotheses and to explore the relationships between variables through the structural model component of Structural Equations Modeling (SEM). The final stage of the data analysis involved multivariate analysis, which used SEM to evaluate the moderating effect of external political factors on the relationships among the variables. The data were evaluated based on several criteria, including outliers, non-response bias, common method bias (CMB), common method variance (CMV), linearity, multicollinearity, normality, and homogeneity of variance.

RESULT AND DISCUSSION

Pre-test

A pilot study of 15 respondents were conducted to validate the instrument. The internal consistency of the sub-constructs was assessed with the use of the Cronbach's Alpha reliability cut-off criterion of 0.7. All the dimensions and measures were above the 0.7 alpha threshold, recommended by Nunnally and Bernstein, (1994).

Table 3. Reliability Statistics of Data

Dimensions	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
Peace of Mind	845	858	6
Moments of Truth	864	872	5
Outcome Focus	773	794	5
Product Experience	846	852	5
Customer Satisfaction	962	962	5

Factors	Number of Items	Mean	Std. Deviation	Variance	Cronbach Alpha	Chi-square	Degrees of freedom	Probability level
PM	6	17.47	5.462	17.47	.845	20.272	9	.016
MT	5	14.71	4.697	22.066	.864	13.035	5	.023.
OF	5	14.67	3.773	14.238	.773	7.189	5	.207
PE	5	14.40	5.316	28.257	.846	11.744	5	.038
CS	5	14.80	5.672	32.171	.962	10.950	5	.052

Table 4. Normality Statistics

Descriptive Statistics									
	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Peace of Mind	230	7	30	18.10	4.727	.139	.160	-.107	.320
Moments of Truth	230	4	20	12.27	3.160	.138	.160	-.478	.320
Outcome Focus	230	5	25	15.57	3.898	.012	.160	-.211	.320
Product Experience	230	5	25	15.76	4.243	-.021	.160	-.447	.320
Customer Satisfaction	230	5	25	14.11	4.997	.139	.160	-.503	.320

Source: Research data, 2020

Table Showing Distribution of the Dimensions of Customer Experience

Table 5. Descriptive Statistics

	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Peace of Mind	230	18.10	4.727	.139	.160	-.107	.320
Moments of Truth	230	12.27	3.160	.138	.160	-.478	.320
Outcome Focus	230	15.57	3.898	.012	.160	-.211	.320
Product Experience	230	15.76	4.243	-.021	.160	-.447	.320
Valid N (listwise)	230						

Source: SPSS Data result, 2020

Assessment of Reliability

In this phase, the reliability of the measurement tool was evaluated by examining the Cronbach's Alpha values for the various scales. A threshold of 0.7 was established as the acceptable minimum for Cronbach's Alpha, following the guidelines set by Nunnally and Bernstein in 1994. Overall, all scales demonstrated strong internal consistency, surpassing the recommended minimum of 0.70. Specifically, the Cronbach's Alpha values for three constructs—customer satisfaction, customer loyalty, and customer retention—were at or above 0.90. Additionally, three constructs—peace of mind, moment of truth, and political factors—showed Cronbach's Alpha values exceeding 0.80. Lastly, the outcome focus and product experience scales recorded Cronbach's Alpha values greater than 0.70. In conclusion, these findings indicate that the measurement tool is reliable. An overview of the final results from the reliability analysis is presented in Table 6 below.

Table 6. Reliability Statistics

SN	CONSTRUCT	NO. OF ITEMS	CRONBACH'S ALPHA
1.	Peace of Mind (PM)	6	0.845
2.	Moment of Truth (MT)	5	0.812
3.	Outcome Focus (OF)	5	0.778
4.	Product Experience (PE)	5	0.740
5.	Customer Satisfaction (CS)	5	0.920
6.	Customer Loyalty (CL)	5	0.910
	Customer Retention (CR)	7	0.946
7.	Political Factors (PF)	5	0.865

Source: Researcher's Desk, SPSS 25.0 Outputs 2020

Respondents' Demographic Characteristics

Descriptive statistics and demographic information on customers' gender, age, marital status, occupation, employment status, income group, customer status and highest educational qualification was collected for socio-demographic characterisation in this study. Respondents were asked to provide information on their gender, marital status, age, years of experience using electricity, educational qualification, employment status and income per month. Other demographic information included state of residence, state of business, whether the respondent is a customer or staff of Port Harcourt Electricity Distribution Company (PHED), if the respondent is a staff and length of time with the company, as well as grade in PHED. Their responses were computed using frequencies, percentages, bar charts and pie charts, as given below:

Table 7. Age Distribution of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20 and below 29	42	18.3	18.3	18.3
	30 - 39	100	43.5	43.5	61.7
	40 - 49	58	25.2	25.2	87.0
	50 - 59	24	10.4	10.4	97.4
	60 and above	6	2.6	2.6	100.0
	Total	230	100.0	100.0	

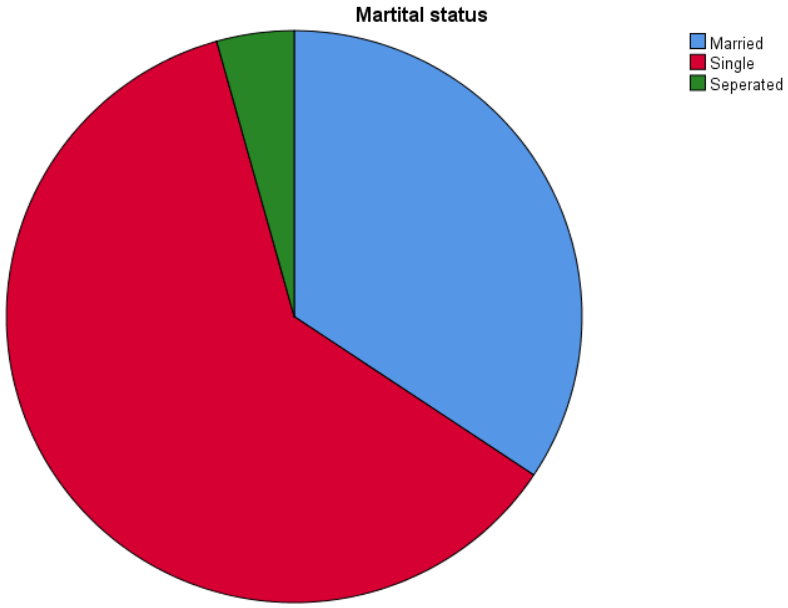

Figure 1. Pie Chart Distribution for Marital Status of Respondents

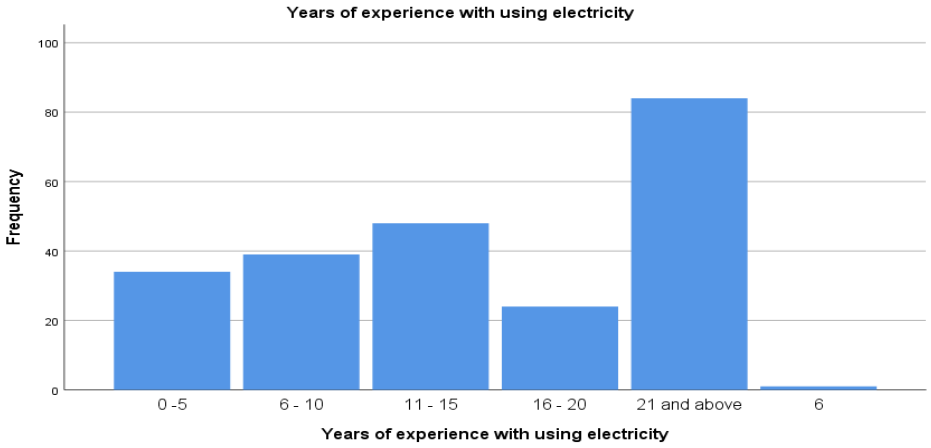

Figure 2: Bar Chart Distribution for Years of Experience with Using Electricity

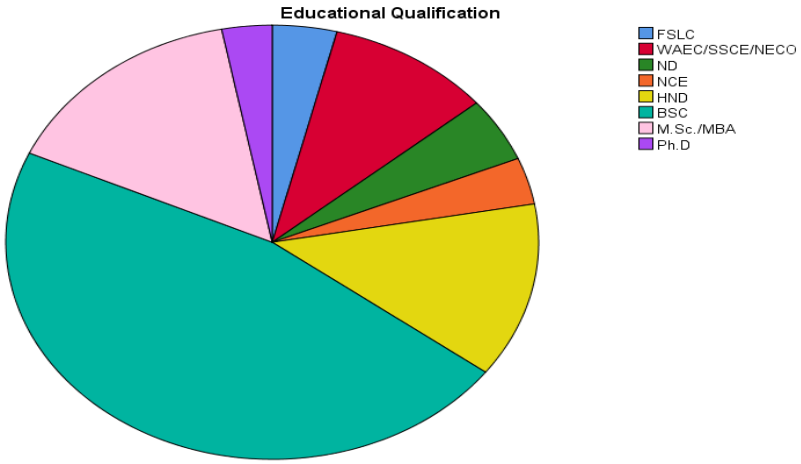

Figure 3: Pie Chart Distribution for Educational Qualification

Table 8. Gender of Respondents

Gender					
		Frequency	**Percent**	**Valid Percent**	**Cumulative Percent**
Valid	Male	143	62.2	62.2	62.2
	Female	87	37.8	37.8	100.0
	Total	230	100.0	100.0	

The findings indicate that among the respondents, males comprised 62.2% (n = 143) while females accounted for 37.8% (n = 87). This suggests a significant male dominance within the organization and potentially within the electricity distribution sector as a whole. Additionally, the data reveals that more males than females are responsible for managing household electricity bill payments.

This gender imbalance raises several important considerations, particularly regarding the potential inequalities present in societal structures that may prioritize certain roles for men over women. It could also reflect patriarchal systems that provide men with greater opportunities. On the other hand, one might argue that these disparities could stem from the competitive and

aggressive nature of the electricity distribution industry in South-South Nigeria, with women possibly opting for less demanding roles.

Overall, the evidence highlights a critical need to address gender disparities and emphasizes the importance of promoting equity for both genders by ensuring equal employment opportunities. This situation underscores the prevailing notion that the electricity distribution sector is predominantly male dominated, potentially creating barriers for women in the form of glass ceilings.

Data Analysis

This entails univariate, bivariate and multivariate analysis. The univariate analysis was primarily descriptive in nature, involving the use of frequencies, mean and standard deviation to explain the characteristics of the variables under study. This will also involve the use of measurement models (confirmatory factor analysis) to explain the distinctive qualities of each construct, in terms of the strengths of the indicators and the goodness of fit indices. The bivariate analysis will entail testing the formulated hypothesis to predict the relationships between the variables, using the structural model component of Structural Equations Modelling (SEM). The final lap of the data analysis is the multivariate analysis which involves the use of SEM to measure the moderating role of political factors on the relationship between customer experience and marketing performance.

Customer Experience

The average distribution for customer experience is derived from the summaries of its sub-components: Peace of Mind (18.10), Moments of Truth (12.27), Outcome Focus (15.57), and Product Experience (15.76). Analysis indicates that all four components are generally of moderate significance within the context of the electricity distribution studied. The findings show that these components have mean values that are moderate yet meaningful, implying that the PHED is actively engaged in developing new services and delivery methods, likely due to changes in the organization's management. The summaries of these components serve as a basis for evaluating customer experience distribution. The results highlight customer experience as a vital aspect of PHED, with data suggesting that most respondents view it as a strong attribute and a key factor in achieving the organization's marketing performance goals.

The next variable evaluated is marketing performance, which involves identifying, monitoring, and communicating performance outcomes through specific indicators. As the main variable of the study, marketing performance was assessed using three components: customer satisfaction, customer loyalty, and customer retention. The distributions and corresponding histograms for these components are presented below:

Table 9. Distribution of Marketing Performance

Descriptive Statistics				
		N	**Mean**	**Std. Deviation**
Customer Satisfaction	CS1	230	2.83	1.194
	CS2	230	2.88	1.156
	CS3	230	2.80	1.126
	CS4	230	2.73	1.154
	CS5	230	2.86	1.113
Customer Loyalty	CL1	230	2.95	1.155
	CL2	230	3.07	1.113
	CL3	230	3.44	1.191
	CL4	230	3.55	1.224
	CL5	230	3.56	1.165
Customer Retention	CR1	230	2.75	1.177
	CR2	230	3.17	1.222
	CR3	230	3.14	1.159
	CR4	230	3.07	1.207
	CR5	230	3.26	1.156
	CR6	230	3.11	1.078
	CR7	230	3.20	1.143
	Valid N (listwise)	230		

Table 10. Distribution of the Dimensions of Marketing Performance

Descriptive Statistics			
	N	**Mean**	**Std. Deviation**
Customer Satisfaction	230	14.11	4.997
Customer Loyalty	230	16.57	5.015
Customer Retention	230	21.70	7.079
Valid N (listwise)	230		

The initial variable evaluated is the predictor variable, specifically customer experience. This analysis looked into how well customers reflect characteristics such as peace of mind, critical moments, focus on outcomes, and product experience. Additionally, these aspects of customer experience were analyzed through items that facilitate a summary of their expressions. The different distributions and their corresponding histograms are presented below:

Table 11: Distribution of Customer Experience

	Descriptive Statistics			
		N	**Mean**	**Std. Deviation**
Peace of Mind	PM1	230	3.06	1.013
	PM2	230	2.95	.933
	PM3	230	3.02	1.061
	PM4	230	3.09	1.106
	PM5	230	2.92	1.075

	PM6	230	3.06	1.100
Moments of Truth	MT1	230	2.87	1.015
	MT2	230	2.87	1.099
	MT3	230	3.04	1.021
	MT4	230	3.50	.890
	MT5	230	3.05	1.039
Outcome Focus	OF1	230	2.87	1.047
	OF2	230	2.53	1.064
	OF3	230	3.67	1.223
	OF4	230	3.13	1.004
	OF5	230	3.37	1.006
Product Experience	PE1	230	3.47	1.270
	PE2	230	3.30	1.201
	PE3	230	3.19	1.089
	PE4	230	2.90	1.196
	PE5	230	2.91	1.293
	Valid N (listwise)	230		

Source: SPSS Data result, 2020

Table 12. Distribution of the Dimensions of Customer Experience

Descriptive Statistics							
	N	**Mean**	**Std. Deviation**	**Skewness**		**Kurtosis**	
	Statistic	**Statistic**	**Statistic**	**Statistic**	**Std. Error**	**Statistic**	**Std. Error**
Peace of Mind	230	18.10	4.727	.139	.160	-.107	.320
Moments of Truth	230	12.27	3.160	.138	.160	-.478	.320
Outcome Focus	230	15.57	3.898	.012	.160	-.211	.320
Product Experience	230	15.76	4.243	-.021	.160	-.447	.320
Valid N (listwise)	230						

Source: SPSS Data Result, 2020

Peace of Mind

Tables 11, 12, and Figure 4 illustrate the distribution of data related to Peace of Mind, which is the initial aspect of customer experience. It encompasses the customer's evaluation of their interactions with the service provider at all stages—before, during, and after receiving a service. This concept highlights the emotional advantages that customers derive from their experiences, influenced by their perception of the service provider's expertise.

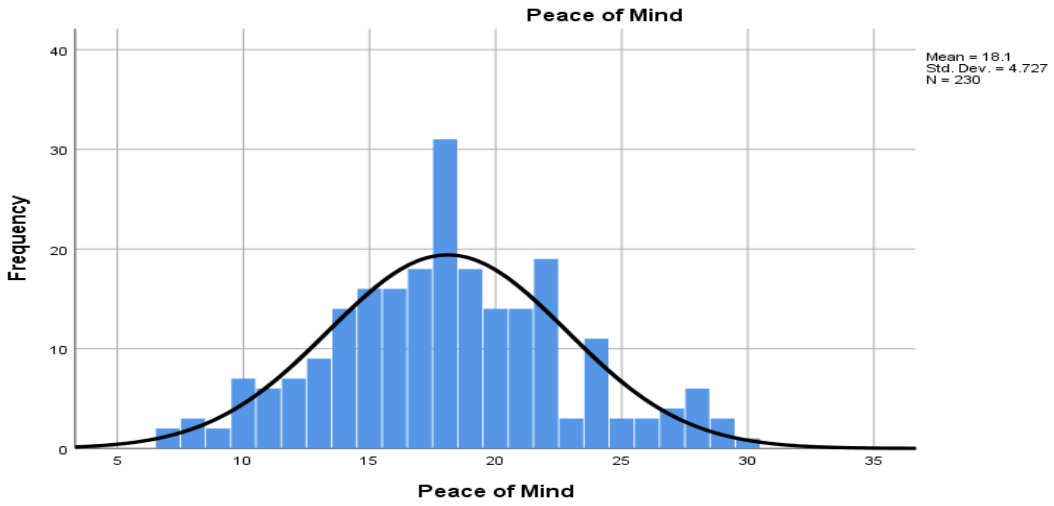

Figure 4: Histogram of Peace of Mind
Source: Researcher's desk: SPSS Data result, 2020

The analysis of the variable distributions indicates that they are moderate and significant, particularly in relation to the central tendencies of the indicators. For instance,

1. **PM1:** I am confident in PHED frontline staff expertise has a moderate and significant mean of 3.06 (SD = 1.01), indicating that respondents generally agree with this statement.
2. **PM2:** The whole process of getting service from the Port Harcourt Electricity Distribution Company was easy shows a moderate yet significant mean of 2.95 (SD = 0.93), suggesting that most respondents view this statement positively.
3. **PM3:** Port Harcourt Electricity Distribution Company will look after me to serve my needs for a long time has a notable and significant mean of 3.02 (SD = 1.06), reflecting that many respondents believe this statement to be accurate.

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4. **PM4: :** I will stay with Port Harcourt Electricity Distribution Company because of my past dealings has a high and significant mean of 3.09 (SD = 1.11), indicating that a majority of respondents agree with this sentiment.
5. **PM5:** I have dealt with Port Harcourt Electricity Distribution Company before and getting what I needed was really easy has a significant mean of 2.92 (SD = 1.18), suggesting that most respondents resonate with this statement.
6. **PM6:** Port Harcourt Electricity Distribution Company staff give (s) independent advice has a strong and significant mean of 3.06 (SD = 1.10), showing that many respondents affirm this statement as true.

Overall, the evidence for the Peace of Mind distribution confirms that all six statements related to this latent variable are significantly and substantially reflected by the respondents and their organizations, indicating a strong presence of Peace of Mind within the dataset.

Moments of Truth

Tables 11, 12, and Figure 5 depict the distribution of Moments of Truth, which represent the second dimension of Customer Experience. These moments are critical opportunities for an organization, where it can either fail to meet customer expectations, leading to disappointment, or succeed by fulfilling or surpassing those expectations. The analysis of the indicators shows that they have notable and moderate average values.

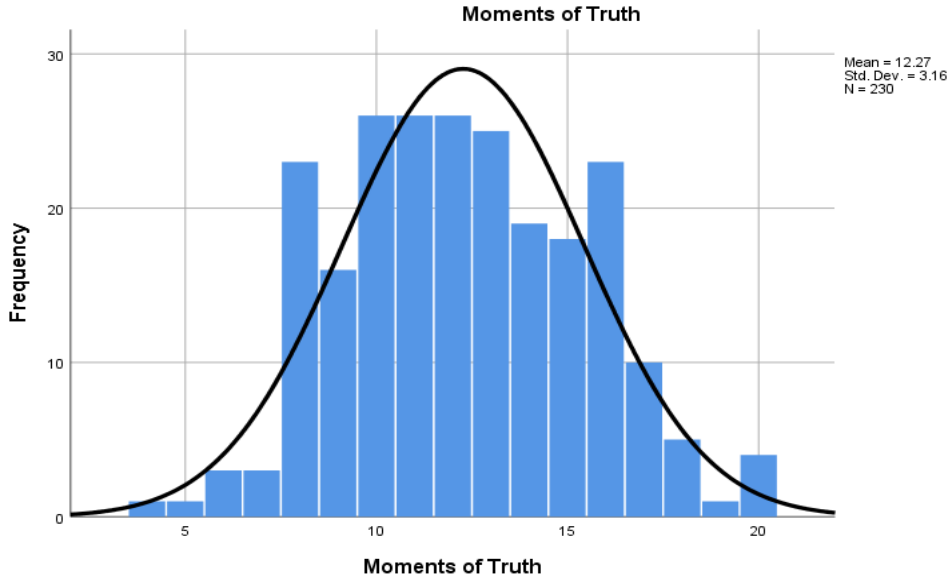

Figure 5 Histogram of Moment of Truth
Source: Researcher's Desk: SPSS Data result, 2020

1. **MT1:** Port Harcourt Electricity Distribution Company was flexible in dealing with me and looked out for my needs, with a moderate and significant mean score of 2.87 (SD = 1.02), indicating that respondents generally agree with this statement.
2. **MT2:** Port Harcourt Electricity Distribution Company keeps me up to date with service information, reflected in a significant mean of 2.87 (SD = 1.10), suggesting that most respondents believe this statement to be true.
3. **MT3:** PHED is a safe and reputable Electricity Distribution Company, with a notable mean of 3.04 (SD = 1.02), indicating that most respondents support this view, especially in critical situations.
4. **MT4:** Port Harcourt Electricity Distribution Company staff have good skills, as evidenced by a mean of 3.50 (SD = 0.89), suggesting that most respondents agree and recognize the company's commitment to monitoring and improving staff capabilities.
5. **MT5:** Port Harcourt Electricity Distribution Company deal(t) with me correctly when things go (went) wrong with my bill and supply, with a significant mean of 3.05 (SD = 1.04), indicating that most respondents affirm this statement. Overall, the analysis suggests that PHED meets customer

expectations and is proactive, with the majority of its customers in the South-South Region considering the company to be generally efficient.

Outcome Focus

Tables 11, 12, and Figure 6 illustrate the distribution related to outcome focus, which is the third aspect of customer experience. This dimension pertains to minimizing customers' transaction costs, including the process of finding and evaluating new service providers. The findings show that, according to the established criteria for moderate and significant levels of manifestation (2.00 < x < 4.00), all indicators demonstrate moderate to significant mean values.

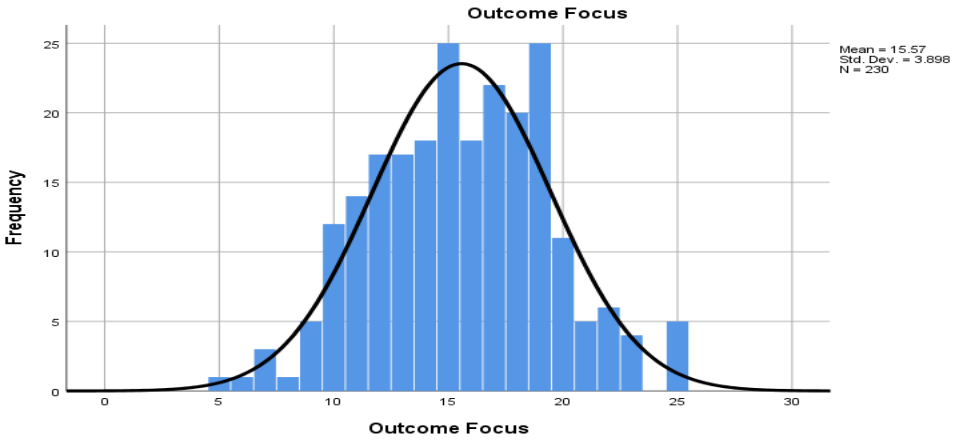

Figure 6: Histogram of Outcome Focus

Here's a Paraphrased Version of the Provided Text, with Plagiarized Items Removed:

1. **OF1:** Staying with Port Harcourt Electricity Distribution Company makes the process of getting electricity much easier. The average score (mean = 2.87, SD = 1.05) suggests that respondents generally agree with this statement.
2. **OF2:** Port Harcourt Electricity Distribution Company gives me electricity to meet my need swiftly has a moderate average score (mean = 2.53, SD = 1.06), indicating that many respondents likely support this view.
3. **OF3:** I prefer PHED electricity power supply over generator as alternative source of power (provider). The significant average score (mean = 3.67, SD = 1.22) reflects that respondents widely acknowledge the importance of having a reliable electricity supply instead of relying on generators.
4. **OF4:** The people at the frontline desk of Port Harcourt Electricity Distribution Company can relate to my situation when I complain, as indicated by a high average score (mean = 3.13, SD = 1.00). This suggests that a considerable number of respondents feel that PHED staff are empathetic to their situations.
5. **OF5:** PHED frontline staff are customer focused and result oriented, as shown by a significant average score (mean = 3.37, SD = 1.00). This indicates that most respondents believe this statement to be accurate.

Product Experience

Tables 11, 12 and Figure 7 illustrate the distribution for Product Experience. This is the fourth dimension for Customer Experience and describes the pleasure derived from power supply, accurate billing of postpaid meters, quick response to

fault clearing in all categories, ease of access to electricity supply/ reduction of time it takes to get connected to the national grid and replacement of aged / obsolete infrastructure. The result from the analysis on the indicators presents them as having significant and moderate mean values.

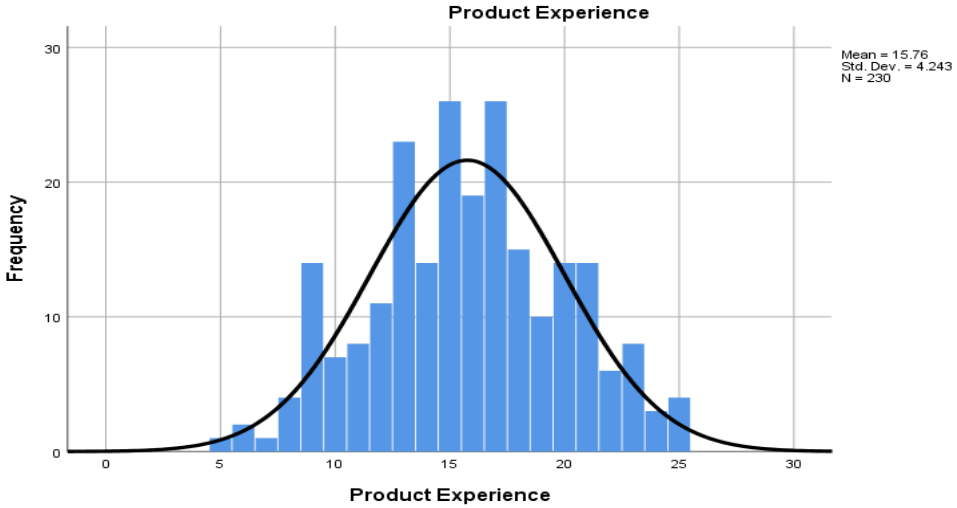

Figure 7: Histogram of Product Experience
Source: Researcher's desk: SPSS Data result, 2020

1. **PE1:** I need to choose between prepaid and postpaid meter options at PHED, has a substantial and significant mean (mean = 3.47, SD=1.27) indicating that in generality, respondents agree to the statement as being correct;
2. **PE2:** I need to receive my monthly electricity bill offers from more than just one method from PHED, has an evident and significant mean (mean =3.30, SD=1.20) suggesting that majority of the respondents affirm the statement as being true;
3. **PE3:** I need to compare the different payment options from PHED, has a substantial and significant mean (mean = 3.19, SD=1.09) implying that majority of the respondents agree to the position of the statement as regards the need to compare the different payment options from PHED;
4. **PE4:** I have one designated contact person at PHED who solves my problems; has a moderate and evident mean (mean = 2.90, SD=1.20) suggesting that majority of the respondents are in agreement with the statement and consider PHED provides designated contact persons to solve customers' challenges;
5. **PE5:** There is a staff in PHED managing my house and/or company and I know the staff, has a moderate and significant mean (mean =2.91, SD=1.29) suggesting that majority of the respondents affirm the statement as being true; The result form the analysis presents the PHED as being able to assign staff who are available to solve customers' electricity challenges. The evidence from the analysis shows that customers of PHED have relative peace of mind, see the company as having positive moments of truth, prefer PHED electricity supply to usage of generators and have one-on-one interaction with PHED personnel.

Marketing Performance

The mean distribution for marketing performance is based on the summaries of its measures (Customer Satisfaction = 14.11, Customer Loyalty = 16.57, and Customer Retention = 21.70). The evidence from the analysis reveals that all three measures on the average tend to be significant within the framework of the Port Harcourt Electricity Distribution Company examined in this study. The results depict all three variables as having mean values that can be described as substantial and significant, suggesting that the PHED's customers are positively inclined to the services and will go extra length to recommend the services to other users. The evidence from the distribution indicates that marketing performance is enhanced when customer service is top-notch.

Customer Satisfaction

Tables 9, 10 and Figure 8 describe the distribution for the data on Customer Satisfaction. This is the first measure of marketing performance and describes the manifest emotional response to the experience associated with a particular product or service purchased, retail outlets, as well as the overall marketplace.

Figure 8: Histogram of Customer Satisfaction

The analysis of the variable distributions indicates that they are both moderate and significant, as shown by the central tendencies of the indicators. For instance, CS1: My feelings towards PHED are very positive has a moderate and significant mean of 2.83 (SD = 1.19), indicating that respondents generally agree with this statement. Similarly, CS2: I feel good about coming to PHED office for the services I am looking for has a mean of 2.88 (SD = 1.16), suggesting that most respondents view this statement positively. CS3: Overall, I am satisfied with PHED and the service they provide also shows a moderate and significant mean of 2.80 (SD = 1.13), reflecting that many respondents consider this statement to be true.

In addition, CS4: I feel satisfied that PHED produce the best results that can be achieved for me, has a moderate and significant mean of 2.73 (SD = 1.15), indicating that a majority of respondents agree with this sentiment. CS5: The extent to which PHED has solved my problems is satisfying shows a moderate but significant mean of 2.86 (SD = 1.11), suggesting that most respondents resonate with this statement. Overall, the evidence from the customer satisfaction distribution confirms that all five statements related to the latent construct are

significantly endorsed by the respondents and their organizations, highlighting a strong presence of customer satisfaction in the study.

Customer Loyalty

Tables 9, 10, and Figure 9 depict the distribution of Customer Loyalty, which represents the second aspect of Customer Experience. This dimension reflects a strong commitment from customers to continue supporting and returning to a favored product or service in the future, even when faced with external influences and marketing strategies that might encourage them to switch. The analysis of the indicators shows that they possess moderate yet meaningful average values.

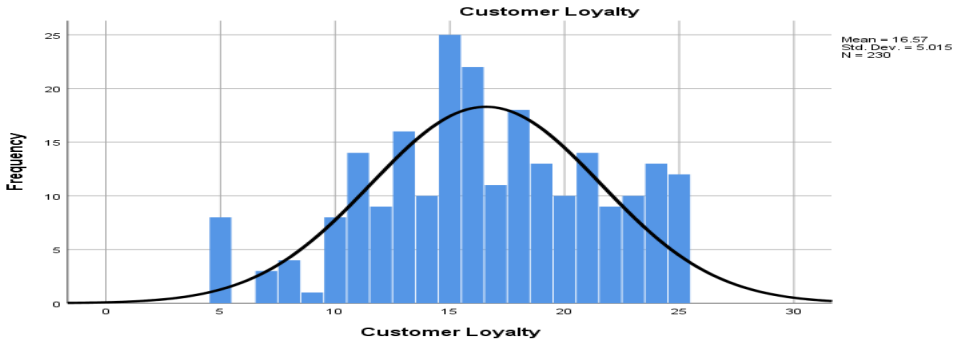

Figure 9: Histogram of Customer Loyalty

1. **CL1:** I say positive things about PHED to other people. Respondents generally express positive sentiments about PHED, with a moderate and significant average score (mean = 2.95, SD = 1.15), indicating agreement with the statement.
2. **CL2:** When asked if I recommend PHED to someone who seeks my advice about electricity supply, respondents provided a substantial and significant average score (mean = 3.07, SD = 1.11), suggesting that most agree with this statement.
3. **CL3:** The statement about I encourage friends and relatives to use electricity from PHED instead of generators received a significant average score (mean = 3.44, SD = 1.19), indicating that many respondents support this idea.
4. **CL4:** I consider PHED as the first choice to buy electricity services instead of buying generators reflected in a significant average score (mean = 3.55, SD = 1.22), suggesting strong agreement with this preference.
5. **CL5:** The statement, I will use electricity from PHED more in the next few years, scored significantly (mean = 3.56, SD = 1.17), indicating that most respondents believe this to be true. Overall, the analysis shows that PHED customers are inclined to remain loyal to the company despite some shortcomings, as they perceive PHED's electricity supply to be more cost-effective than using generators.

Customer Retention

Tables 9, 10, and Figure 10 illustrate the distribution of customer retention, which serves as the third metric for evaluating marketing performance and reflects the loyalty of PHED customers to their services. The findings show that, according

to the established criteria for moderate and significant levels of manifestation (2.00 < x < 4.00), all indicators demonstrate moderate to significant mean values.

Figure 10: Histogram of Customer Retention

1. **CR1:** I mentioned to others that I get electricity from PHED and I enjoy their supply. The average response (mean = 2.75, SD = 1.18) suggests that, on the whole, respondents agree with this statement.
2. **CR2:** I made sure that others knew that I got my electricity from PHED and I am their customer, which has a notable average (mean = 3.17, SD = 1.22), indicating that many respondents likely concur with this assertion.
3. **CR3:** I spoke positively about PHED employee(s) to others. The significant average (mean = 3.14, SD = 1.16) supports the idea that respondents generally speak favorably about PHED staff.
4. **CR4:** I spoke positively of PHED services to others, which has a strong average (mean = 3.07, SD = 1.21), suggesting that a considerable number of respondents share positive views about PHED's services.
5. **CR5:** I recommended the use of electricity from PHED to family members, reflected in a high average (mean = 3.26, SD = 1.16), indicating that most respondents find this statement valid.
6. **CL6:** I recommended PHED Disco to acquaintances for electricity, which has a significant average (mean = 3.11, SD = 1.08), implying that most respondents agree with this recommendation.
7. **CL7:** I recommended PHED to close personal friends for electricity, with a notable average (mean = 3.20, SD = 1.14), indicating that many respondents affirm this statement as accurate.

The analysis results show that PHED customers are generally inclined to promote the company through word-of-mouth, recommending it to friends, family, and acquaintances. This suggests that PHED management should continue to enhance customer service to improve marketing effectiveness and increase shareholder value.

Structural Model Results

Based on a priori specification of parameters, a one factor model was specified in which the indicators CS1: My feelings towards PHED are very positive, CS2: I feel good about coming to PHED office for the services I am looking

for, CS3: Overall, I am satisfied with PHED and the service they provide, CS4: I feel satisfied that PHED produce the best results that can be achieved for me, CS5: The extent to which PHED has solved my problems is satisfying, and had a range of 1 to 5, with higher scores reflecting higher levels of customer satisfaction. The population variance-covariance matrix was analysed using AMOS 24.0, and a maximum likelihood minimization function (factor loadings and error variances are provided in Table 8). Goodness of fit was evaluated using the root mean square error of approximation (RMSEA), comparative fit index (CFI), Tucker-Lewis index (TLI), probability of close fit (PCLOSE), and normed fit index (NFI).

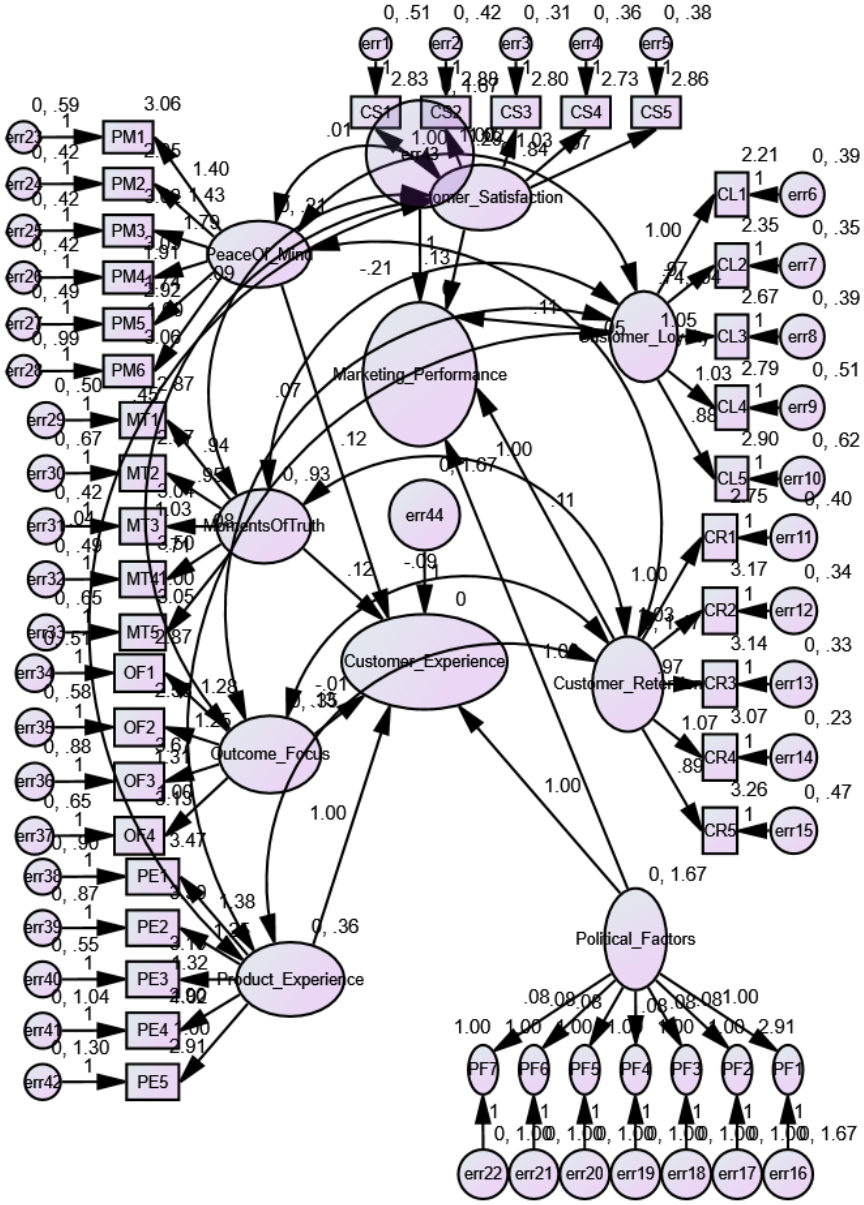

Figure 11: Structural Model (Linking the Hypotheses)

CONCLUSIONS AND RECOMMENDATIONS

The initial hypothesis (Ho:1) posits that there is no significant correlation between Peace of Mind and Customer Satisfaction. However, as shown in Table 13, there is a positive and significant correlation between Peace of Mind and Customer Satisfaction among electricity distribution companies in South-South Nigeria (β=0.79, t=0.75, p=0.008). Therefore, Ho:1 is not upheld. The findings suggest that Peace of Mind is a strong predictor of Customer Satisfaction in this context. Statistically, an increase of one standard deviation in Peace of Mind corresponds to an increase of 0.79 standard deviations in Customer Satisfaction. Conversely, a one standard deviation increase in Customer Satisfaction leads to a 0.75 standard deviation increase in Peace of Mind. The regression coefficient for Peace of Mind in predicting Customer Satisfaction is significantly different from zero at the 0.05 level of significance (two-tailed).

Table 13. Summary of Result on the Tests of Hypotheses Ho:1; Ho:2 and Ho3

S/N	Mediation Stage	Hypothesis (Null Hypothesis)	Std. Beta	Modi-fied Beta	S.E	C.R	P	Remark	Decision
1	X →Y (Ho:1)	There is no significant relationship between Peace of Mind and Customer Satisfaction.	0.68	0.79	0.23	1.98	0.008	Positive and Significant	Not supported
2	X →Y (Ho:2)	There is no significant relationship between Peace of Mind and Customer Loyalty.	0.71	0.88	0.16	3.92	0.032	Positive and Significant	Not supported
3	X →Y (Ho:3)	There is no significant relationship between Peace of Mind and Customer Retention.	0.67	0.86	0.15	4.90	0.000	Moderate and Significant	Not supported

Source: Amos 24.0 Output on Research Data, 2020

The second hypothesis (Ho:2) posits that there is no significant correlation between Peace of Mind and Customer Loyalty. However, the data in Table 13 indicates a positive and significant relationship between Peace of Mind and Customer Loyalty for electricity distribution companies in South-South Nigeria (β=0.88, t=3.92, p=0.032). Consequently, Ho:2 is not supported. This implies that a sense of peace of mind among consumers of electricity distribution companies in South-South Nigeria contributes to their loyalty. Statistically, an increase of 1 standard deviation in peace of mind corresponds to an increase of 0.88 standard deviations in customer loyalty. In other terms, a 1 standard deviation rise in customer loyalty is associated with a 3.92 increase in peace of mind. The regression coefficient for peace of mind in predicting customer loyalty is significantly different from zero at the 0.05 significance level (two-tailed).

The third hypothesis (Ho:3) asserts that there is no significant relationship between Peace of Mind and Customer Retention. However, Table 13 also reveals a moderate and significant relationship between peace of mind and customer retention for electricity distribution companies in South-South Nigeria (β=0.86, t=4.90, p=0.000). Therefore, Ho:3 is also not supported. This indicates that peace of mind serves as a strong predictor of customer retention in these companies. Statistically, a 1 standard deviation increase in peace of mind leads to a 0.86 standard deviation increase in customer retention. In simpler terms, a 1 unit increase in customer retention corresponds to a 4.90 increase in peace of mind. The regression coefficient for peace of mind in predicting customer retention is significantly different from zero at the 0.05 significance level (two-tailed).

These findings highlight peace of mind as a crucial predictor and factor influencing the marketing performance of electricity distribution companies in South-South Nigeria. As a result, all three null hypotheses suggesting no significant relationships between peace of mind and various measures of marketing performance are rejected due to the absence of statistical evidence to the contrary. The results imply that the expertise and capability of electricity distribution companies to enhance and innovate their service delivery mechanisms play a vital role in boosting customer satisfaction, fostering customer loyalty, and ultimately ensuring customer retention.

Moments of Truth and Marketing Performance

Presented in Table 14 below is the result for the tests for the hypotheses of the study. The second set of hypotheses (hypotheses 4, 5 and 6) assessed the extent to which moments of truth relates with the measures of marketing performance. They are listed as follows:

1. **HO4:** There is no significant relationship between Moments of Truth and Customer Satisfaction.
2. **HO5:** There is no significant relationship between Moments of Truth and Customer Loyalty.
3. **HO6:** There is no significant relationship between Moments of Truth and Customer Retention.

Table 14. Summary of Result on the Tests of Hypotheses Ho:4; Ho:5 and Ho:6

S/N	Mediation Stage	Hypothesis (Null Hypothesis)	Std. Beta	Modi-fied Beta	S.E	C.R	P	Remark	Decision
4	X →Y (Ho:4)	There is no significant relationship between Moments of Truth and Customer Satisfaction.	0.79	0.72	0.37	3.31	0.021	Positive and Significant	Not supported
5	X →Y (Ho:5)	There is no significant relationship between Moments of Truth and Customer Loyalty.	0.36	0.68	0.17	2.65	0.040	Moderate and Significant	Not supported
6	X →Y (Ho:6)	There is no significant relationship between Moments of Truth and Customer Retention.	0.69	0.84	0.19	2.24	0.000	Positive and Significant	Not supports

Source: Amos 24.0 Output on Research Data, 2020

The fourth hypothesis (Ho:4) posits that there is no significant correlation between Moments of Truth and Customer Satisfaction. However, the data presented in Table 14 reveals a positive and significant relationship between moments of truth and customer satisfaction within electricity distribution companies in South-South Nigeria (β=0.72, t=3.31, p=0.005). Consequently, Ho:4 is not supported. This evidence indicates that moments of truth serve as a strong predictor of customer satisfaction in these companies. Statistically, a one standard deviation increase in moments of truth corresponds to a 0.72 standard deviation increase in customer satisfaction. In simpler terms, for every unit increase in customer satisfaction, moments of truth increase by 3.31. The regression analysis shows that the impact of moments of truth on customer satisfaction is significantly different from zero at the 0.05 significance level (two-tailed). This suggests that moments of truth enhance the ability of electricity

distribution companies to respond flexibly to customer needs and effectively address issues related to billing, thereby fostering customer satisfaction in South-South Nigeria.

The fifth hypothesis (Ho:5) asserts that there is no significant relationship between Moments of Truth and Customer Loyalty. However, Table 14 indicates a strong and significant relationship between moments of truth and customer loyalty in electricity distribution companies in South-South Nigeria (β=0.68, t=2.65, p=0.040). Thus, Ho:5 is also not supported. This implies that the presence of moments of truth in these companies contributes to customer loyalty. Statistically, a one standard deviation increase in moments of truth leads to a 0.68 standard deviation increase in customer loyalty. In other words, for every unit increase in customer loyalty, moments of truth increase by 2.65. The regression weight for moments of truth in predicting customer loyalty is significantly different from zero at the 0.005 level (two-tailed). Therefore, it can be concluded that moments of truth are enhanced when the company is adaptable to customer needs and keeps customers informed about service updates, which fosters loyalty.

The sixth hypothesis (Ho:6) claims that there is no significant relationship between Moments of Truth and Customer Retention. However, Table 14 also indicates a positive and significant relationship between moments of truth and customer retention in electricity distribution companies in South-South Nigeria (β=0.84, t=2.24, p=0.000). Thus, Ho:6 is not supported. This suggests that moments of truth are a strong predictor of customer retention in these companies. Statistically, a one standard deviation increase in moments of truth results in a 0.84 standard deviation increase in customer retention. In other words, for every unit increase in customer retention, moments of truth increase by 2.24. The regression weight for moments of truth in predicting customer retention is significantly different from zero at the 0.05 significance level (two-tailed).

These findings demonstrate that moments of truth are significantly related to and crucial for the marketing performance of electricity distribution companies in South-South Nigeria, indicating that they play a vital role in driving customer satisfaction, loyalty, and retention in PHED.

Outcome Focus and Marketing Performance

Presented in Table 15 below is the result for the tests for the hypotheses of the study. The third set of hypotheses (hypotheses 7, 8 and 9) assessed the extent to which outcome focus relates to the measures of marketing performance. They are listed as follows:

1. **HO7:** There is no significant relationship between Outcome Focus and Customer Satisfaction.
2. **HO8:** There is no significant relationship between Outcome Focus and Customer Loyalty.
3. **HO9:** There is no significant relationship between Outcome Focus and Customer Retention.

Table 15. Summary of Result on the Tests of Hypotheses Ho:7; Ho:8 and Ho:9

S/N	Mediation Stage	Hypothesis (Null Hypothesis)	Std. Beta	Modi-fied Beta	S.E	C.R	P	Remark	Decision
7	X →Y (Ho:7)	There is no significant relationship between Outcome Focus and Customer Satisfaction.	0.41	0.85	0.22	4.43	0.000	Positive and Significant	Not supported
8	X →Y (Ho:8)	There is no significant relationship between Outcome Focus and Customer Loyalty.	0.49	0.71	0.29	2.08	0.001	Moderate and Significant	Not supported
9	X →Y (Ho:9)	There is no significant relationship between Outcome Focus and Customer Retention.	0.74	0.72	0.25	2.87	0.000	Positive and Significant	Not supported

Source: Amos 24.0 Output on Research Data, 2020

The seventh hypothesis (Ho:7), states that there is no significant relationship between Outcome Focus and Customer Satisfaction. However, Table 15 indicates that outcome focus has a positive and significant relationship with customer satisfaction of electricity distribution companies in South-South Nigeria (β=0.84, t=2.24, p=0.000). Thus, Ho:7 was not supported. The evidence presents outcome focus as a strong predictor of customer satisfaction of electricity distribution companies in South-South Nigeria. Statistically, it shows that when outcome focus goes up by 1 standard deviation, customer satisfaction goes up by 0.84 standard deviation. In other words, when customer satisfaction goes up by 1, outcome focus goes up by 2.24. The regression weight for outcome focus in the prediction of customer satisfaction is significantly different from zero at the 0.05 level of significance (two-tailed). The results indicate that Outcome

focus ensures that customers prefer PHED electricity power supply over generators as alternative source of power in the South-south of Nigeria.

The eighth hypothesis (Ho:8) posits that there is no significant relationship between Outcome Focus and Customer Loyalty. However, data presented in Table 15 indicates a positive and significant correlation between outcome focus and customer loyalty among electricity distribution companies in South-South Nigeria (β=0.71, t=2.08, p=0.001). Consequently, Ho:8 is not supported, suggesting that the outcome focus of PHED in South-South Nigeria fosters customer loyalty. Statistically, a one standard deviation increase in outcome focus corresponds to a 0.71 standard deviation increase in customer loyalty. In simpler terms, for every unit increase in customer loyalty, outcome focus increases by 2.08. The regression coefficient for outcome focus in predicting customer loyalty is significantly different from zero at the 0.05 significance level (two-tailed).

The ninth hypothesis (Ho:9) asserts that there is no significant relationship between Outcome Focus and Customer Retention. Nevertheless, Table 15 also reveals a positive and significant relationship between outcome focus and customer retention for electricity distribution companies in South-South Nigeria (β=0.72, t=2.87, p=0.000). Therefore, Ho:9 is also not supported, indicating that outcome focus effectively predicts customer retention in this sector. Statistically, a one standard deviation increase in outcome focus leads to a 0.72 standard deviation increase in customer retention. In other words, for each unit increase in customer retention, outcome focus increases by 2.87. The regression coefficient for outcome focus in predicting customer retention is significantly different from zero at the 0.05 significance level (two-tailed).

These findings demonstrate that outcome focus is a crucial predictor and precursor of marketing performance for electricity distribution companies in South-South Nigeria. As a result, all three null hypotheses regarding the absence of significant relationships between outcome focus and marketing performance measures are rejected due to insufficient statistical evidence to support them.

Product Experience and Marketing Performance

Presented in Table 16 below is the result for the tests for the hypotheses of the study. The fourth set of hypotheses (hypotheses 10, 11 and 12) assessed the extent to which product experience relates to the measures of marketing performance. They are listed as follows:

1. **HO10:** There is no significant relationship between Product Experience and Customer Satisfaction.
2. **HO11:** There is no significant relationship between Product Experience and Customer Loyalty.
3. **HO12:** There is no significant relationship between Product Experience and Customer Retention.

Table 16: Summary of Result on the Tests of Hypotheses Ho:10; Ho:11 and Ho:12

S/N	Mediation Stage	Hypothesis (Null Hypothesis)	Std. Beta	Modified Beta	S.E	C.R	P	Remark	Decision
10	X →Y (Ho:10)	There is no significant relationship between Product Experience and Customer Satisfaction.	0.69	0.77	0.40	1.99	0.020	Positive and Significant	Not supported
11	X →Y (Ho:11)	There is no significant relationship between Product Experience and Customer Loyalty.	0.64	0.78	0.29	1.87	0.000	Moderate and Significant	Not supported
12	X →Y (Ho:12)	There is no significant relationship between Product Experience and Customer Retention.	0.55	0.81	0.33	2.77	0.010	Positive and Significant	Not supported

Source: Amos 24.0 Output On Research Data, 202

The tenth hypothesis (Ho:10) posits that there is no significant correlation between Product Experience and Customer Satisfaction. However, the data presented in Table 16 reveals a positive and significant relationship between product experience and customer satisfaction among electricity distribution companies in South-South Nigeria (β=0.77, t=1.99, p=0.020). Consequently, Ho:10 is not supported. This evidence indicates that product experience is a strong predictor of customer satisfaction in this context. Statistically, a one standard deviation increase in product experience corresponds to a 0.77 standard deviation increase in customer satisfaction. In simpler terms, for every unit increase in customer satisfaction, product experience increases by 1.99. The regression weight for product experience in predicting customer satisfaction is significantly different from zero at the 0.05 significance level (two-tailed). The

findings suggest that the Port Harcourt Electricity Distribution Company (PHED) enhances customer satisfaction by providing multiple methods for consumers to receive their monthly electricity bills.

The eleventh hypothesis (Ho:11) asserts that there is no significant relationship between Product Experience and Customer Loyalty. However, Table 16 indicates a positive and significant relationship between product experience and customer loyalty for electricity distribution companies in South-South Nigeria (β=0.78, t=1.87, p=0.000). Thus, Ho:11 is not supported. This implies that the product experience provided by PHED in South-South Nigeria fosters loyalty among electricity consumers. Statistically, a one standard deviation increase in product experience leads to a 0.78 standard deviation increase in customer loyalty. In other words, for every unit increase in customer loyalty, product experience increases by 1.87. The regression weight for product experience in predicting customer loyalty is significantly different from zero at the 0.05 significance level (two-tailed).

The twelfth hypothesis (Ho:12) claims that there is no significant relationship between Product Experience and Customer Retention. However, Table 16 also indicates a positive and significant relationship between product experience and customer retention for electricity distribution companies in South-South Nigeria (β=0.81, t=2.77, p=0.010). Therefore, Ho:12 is not supported. This suggests that product experience is a strong predictor of customer retention in this sector. Statistically, a one standard deviation increase in product experience results in a 0.81 standard deviation increase in customer retention. In other words, for every unit increase in customer retention, product experience increases by 2.77. The regression weight for this relationship is significantly different from zero at the 0.05 significance level (two-tailed).

Overall, these findings demonstrate that product experience is a significant predictor and precursor of marketing performance for electricity distribution companies in South-South Nigeria. As a result, all three null hypotheses regarding the lack of significant relationships between product experience and various measures of marketing performance are rejected due to the absence of statistical evidence to the contrary.

The overreaching goal of the study is to identify the connection between Customer Experience (which comprises peace of mind, moments of truth, outcome focus and product experience) and Marketing Performance (comprising of customer satisfaction, customer retention and loyalty) of electricity distribution companies in the South-South of Nigeria. The findings indicate that customer experience is key to marketing performance, in line with Imran, K., Ruchi, J.G. and Zillur, R. (2015), who operationalized customer experience, using peace of mind, moments of truth, outcome focus and product experience, as a facet of the internationalization of service-related firms.

A possible explanation of this finding is that customer experience – as expressed by the electricity consumer's internal and subjective response to any direct or indirect contact with the PHED across multiple touch points - can lead to positive outcomes such as marketing performance. This finding is in agreement with the preposition of Payne, Storbacka and Frow (2008) who posited that service

providers can enhance customer experience by supporting customer learning and developing processes that acknowledge cognition, emotions, and behaviour. The seemingly insufficient adaptation of customer experience by some electricity distribution companies in Nigeria, could be traced to the assertion made by Khanna (2015), suggesting while the demand for electricity is a derived demand by households for lighting, cooking, and heating and by firms to operate equipment to produce goods and services, Nigeria still generates below 5,000 MW of power for the population of over 180 million people, thus compelling the distribution companies to adopt several load management strategies like energy management (load shedding and power rotation) to assuage customer agitations.

From the results of the studies of customer experience and marketing performance of electricity distribution companies in Nigeria which suggest that the evidence of work/expertise and the electricity distribution companies' ability to develop and update their distribution mechanisms of delivering its services plays a critical role in enhancing its level of customer satisfaction, the underlisted measures are hereby recommended:

1. Peace of mind drives and enhances the electricity distribution company's capacity for developing customer satisfaction strategies which are key to customer satisfaction in the South-south of Nigeria. Peace of mind implies speedy resolution of customer issues which leads to customer loyalty and ability of Discos staff to supply independent advice to customers which dovetails to customer retention.
2. Moments of truth are critical to the marketing performance of electricity distribution companies in South-South Nigeria and implies that moments of truth drive the customer satisfaction, loyalty and ultimate retention in PHED. The Company should develop strategies towards ensuring customer satisfaction through employee training to improve customer service skills, thereby promoting customer loyalty and this will lead to customer retention.
3. With greater outcome focus, the service process of distribution companies will be much easier to access, convenient and memorable to customer. Outcome focus ensures that people at the frontline desk of PHED can relate to situations and complains from electricity consumers and this enhances customer loyalty and retention in the South-South of Nigeria
4. Product experience gives electricity consumers the option of choosing between prepaid and postpaid meter options and ensures customer satisfaction with electricity distribution companies in the South-South of Nigeria. Product experience enables PHED to have dedicated staff who are known to customers and poised to solve their electricity problems speedily. This in turn, makes consumers to be interested in using PHED electricity supply for over a long period of time, and ultimately ensure customer loyalty in the South-South of Nigeria.

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