

## THE EFFECT OF MARKETING MIX ON CUSTOMER LOYALTY TOWARDS MOBILE SERVICE PROVIDERS IN YANGON

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### ABSTRACT

The objective of this study is to analyze the effect of marketing mix factors on customer satisfaction and the relationship between customer satisfaction and customer loyalty. The study scope is limited to focusing on three service providers such as MPT, Ooredoo, and Telenor. The primary data are collected from 270 respondents – 90 respondents are primary users of MPT, another 90 are primary users of Telenor, and the rest 90 are primary users of Ooredoo. The survey was conducted in Mingalar Taung Nyunt Township. The 30 mobile SIM card and rechargeable card sellers from this township are randomly selected. Then, 10 out of 30 are selected to collect the data for MPT primary users, next 10 are selected for Telenor primary users and the last 10 are for Ooredoo primary users. Systematic sampling method is applied. Every 10<sup>th</sup> buyer (either for SIM card or for rechargeable card) is identified as respondent. If the selected buyer is not the respective service provider's primary user, the next one is approached again. When 9 respondents from each shop have been asked questions, survey reached desired 270 respondents. Personal interview method is applied to collect data from them. As the research instrument, structured questionnaire is used. From analysis on survey data, it is found that most of the respondents are satisfied with all aspects of service provided by Ooredoo and Telenor. There is a significant effect of product, process and physical evidence marketing factors on customer satisfaction of MPT service. Analysis on service provider Telenor showed that the effect of product, process and promotion is significant on customer satisfaction. Customer satisfaction on Ooredoo depends on place and people factors. For all service providers, the customer satisfaction will lead to customer loyalty. Thus, it can be suggested that MPT should pay relatively more attention to its service quality, process, and physical evidence for customer satisfaction, Ooredoo should emphasize more on availability at many places and its staff's customer service, and Telenor should do more for goodness of service, process and promotion attractiveness.

**Keywords:** marketing mix, customer satisfaction, customer loyalty, mobile service provider

### Introduction

The mobile services industry is now becoming the fastest growing industry in Myanmar today. This current technology is spreading quite rapidly due to several factors which include: growing affordability and ease of adaption, the reducing prices and size of mobile phones and increased power and range. These significant elements of this industry have created a broad range of versatility amongst consumers of these products. In 2013, the Myanmar government restructured and relaxed the mobile telecommunication industry by issuing operator licenses

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to two new operators: Ooredoo and Telenor. The results of the telecom liberalization are clear: the start of the operations by Ooredoo and Telenor, respectively in August and September 2014, have drawn in millions of subscribers. As a result of this, the mobile phone service market is becoming saturated in Myanmar, however, the Myanmar telecom industry continues to struggle because of poor infrastructure which has a direct effect on cell towers signal strength and signals getting to remote areas of the country. This current situation forces mobile telecommunication companies to take drastic measures to promote their service quality. However, by the same token, it creates a need for these mobile service providers to change regarding their customary marketing mix strategy. Now these mobile service providers need to be more cognizant about holding on their customer base not only from an expansion standpoint, but rather trying to embrace their existing customers by providing far greater options in order to optimize the customers' loyalty (Long & Jen, 2004). Therefore, mobile service providers need to look for not only to provide the quality service but also offer different promotion packages of service using marketing mix strategy to get customer satisfaction and customer loyalty. In addition, there is a need to examine ways to raise the value of mobile service customers' perspective. The mobile service providers need to identify the reasons for consumer preference of their products/ services, and the likelihood of sustained repurchases by consumers will provide success for these companies. Therefore, the reality of identifying the influencing factors by the use of marketing mix tools impacts on customer satisfaction, and that associated with customer loyalty will reveal what is most influential. The major objective of the study is to examine which marketing mix factors influences on customer satisfaction and that enhance loyalty towards mobile service provider in Yangon.

### **Hypotheses of the Study**

The hypotheses to be tested in this study are as follows:

1. There is a relationship between marketing mix and customer satisfaction.
2. There is a relationship between customer satisfaction and customer loyalty.

### **Scope and Method of the Study**

The scope of the study is limited to focusing on three mobile service providers such as MPT, Telenor and Ooredoo. Primary data required in line with the objectives were collected from 270 respondents in Mingalar Taung Nyunt Township – 90 respondents are primary users of MPT, another 90 are primary users of Telenor, and the rest 90 are primary users of Ooredoo.

Sample design employed in this study was systematic sampling. The 30 mobile SIM card and rechargeable card sellers from Mingalar Taung Nyunt township are randomly selected. Then, 10 out of 30 are selected to collecting data for MPT primary users, next 10 are selected for Telenor primary users and the last 10 are for Ooredoo primary users. Every 10<sup>th</sup> buyer (either

for SIM card or for rechargeable card) is identified as respondent. If the selected buyer is not the respective service provider's primary user, the next one is approached again. When 9 respondents from each shop have been asked questions, survey reached desired 270 respondents. Personal interview method is applied to collect data from them. As the research instrument, structured questionnaire is used. Multiple regression method is also used to examine the postulated hypotheses.

## **Literature Review**

### **Marketing Mix**

Fornell (1992) pointed out; the study of marketing mix has been consistent in recognizing customer satisfaction as a vital forerunner to customer loyalty. A marketing mix is the overall marketing offer to appeal to the target market. It consists of decision in service basic areas in mobile service industry: product (development of a product, service, or idea to exchange), pricing (what to charge for the exchange), and promotion/ integrated marketing communications (how to communicate with the target market about the possible exchange), and place/ distribution (how to get the product, service, or idea to the target market to consummate the exchange), people (how to contribute the service/ product significantly to strengthen the customer-employee relationship), process (how to manipulate the customers' complaint) and physical evidence (the style and appearance of the physical surroundings at service delivery sites).

#### **(a) Product**

Goods or services that are launched in the market to be consumed or to be used by customers to satisfy their needs and demands are called products (Armstrong & Kotler, 2011). The basic essentials of products in mobile telecom service are characterized by quality, design, voice clarity, geographical network coverage, ease of connectivity to the network, features, brand name and sizes (Borden, 1984).

#### **(b) Price**

Price is the amount of money charged for a product or service. To express it another way, it is the sum of the values that customers exchange for the benefits of having or using the product or service (Kotler & Armstrong, 2010).

#### **(c) Place**

Place or distribution as a set of interdependent organizations involved in the process of making a product available for use or consumption by consumer. A place is anywhere that the customer can obtain a product or receive a service (Kwon, 2011).

**(d) Promotion**

Promotion involves any vehicle to employ getting people to know more about the product or service. Advertising, sales promotion, direct selling, local events, public relations, point-of-sale displays, and word-of-mouth are all traditional ways for promoting a product or service. Promotion can be viewed as a way of closing the information gap between would-be-sellers and would-be-buyers (Jones, 2007).

**(e) People**

People refer to the service employees who produce and deliver the service. In addition, customer-oriented service employees with a focus on showing personal attention, interpersonal care, and willingness to help, politeness, and prompt behavior are likely to contribute significantly to strengthen the customer-employee relationship. If there is no support from the personnel, a customer-orientation is not possible to get achievement (Judd, 1987).

**(f) Process**

The process refers to the best practices in delivering products and services to the customers, then manipulating the customers' complaint with the aim of making them happy and satisfied. The concept of persistence and process are vital in the marketing mix as customers may have the first impression based on the delivery process and persistence depicted by marketers (Hashim & Hamzah, 2014).

**(f) Physical Evidence**

Service environment, also called service escape or physical evidence, relate to the style and appearance of the physical surroundings and other experimental elements encountered by customers at service delivery sites. Service firms need to manage physical evidence carefully, because it can have a profound impact on customers' impression (Kushwaha & Agrawal, 2015).

**Customer Satisfaction**

Customer satisfaction can be defined as customer's response to the services they receive in relation to fulfillment of their desires and expectations (Zeithamal & Bitner, 1996). Customer's satisfaction can affect a customer's attitude to a degree where the customer not only feels motivated to re-buy but also offer recommendations to the mobile service provider. Thus, the mobile service provider is quite evocative to comprehend the degree of customer insight in the services that they offer.

**Customer Loyalty**

Customer loyalty is defined as "a deeply held commitment to re-buy or re-patronize a preferred product or service consistently in the future, despite situational influences and marketing

efforts having the potential to cause switching behavior” (Oliver, 1997). Customer loyalty is related to the likelihood of a customer returning, making business referrals, passing pertinent information by word of mouth, as well as offering references and publicity (Bowen & Shoemaker, 1998). In the mobile telecommunication industry, customer loyalty is the totality of feelings or attitudes that would favor a customer to recharge the phone bill repeatedly or re-purchase the SIM card from the same mobile service provider or brand.

### **The Effect of Marketing Mix on Customer Satisfaction**

Elements in marketing mix; namely, product, price, place, and promotion, people, process and physical evidence are the controllable tools that will contribute to customers’ satisfaction (Shankar & Chin, 2011). Yelkur (2000) found that the critical elements in the services marketing mix influence and positively effects customer satisfaction. Fornell (1992) pointed out; the study of marketing mix has been consistent in recognizing customer satisfaction as a vital forerunner to customer loyalty.

### **Relationship between Customer Satisfaction and Customer Loyalty**

Several research works have shown that customer satisfaction is positively associated with desirable business outcomes namely; Customer Loyalty, Customer Retention, and Customer Profitability. Gerpott et al. (2001) in their study of the German mobile telecommunication found that customer satisfaction is positively related to customer loyalty, and both factors are important paraments in the mobile telecommunications industry.

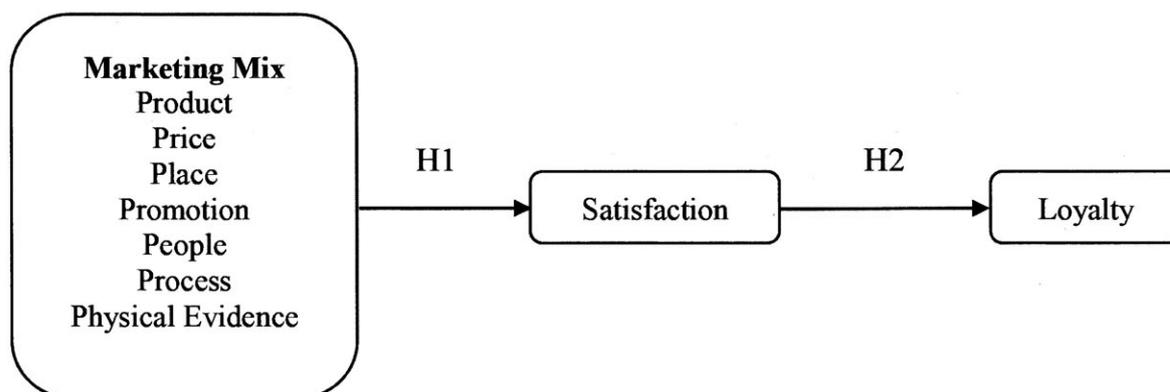
### **Conceptual Framework of the Study**

In order to understand the marketing environment of fierce competition within the mobile service industry, marketing mix or the 7P’s (Product, Price, Place, Promotion, Physical evident, People and Process) are utilized to provide a deeper scope of marketing strategies in order to have a better understanding from a customer perspective. Marketing mix has been constant source of inspiration to explore its impact on customer satisfaction and loyalty. As pointed out in the review of literature, based on the theory of customer satisfaction, examining about marketing mix and customer satisfaction relationship, and also the customer satisfaction and customer loyalty (repurchase intention, word-of-mouth and price incentive), the conceptual framework of the study is illustrated in Figure (1).

**Results and Findings**

The agreed level of respondents on overall marketing mix (product, price, place, promotion, people, process, and physical evidence), customer satisfaction and customer loyalty are shown in the Table 1, 2 and 3.

**Figure (1) Conceptual Framework of the Study**



Source: Developed for This Study

**Customer Perception on Marketing Mix Elements (7Ps)**

The result data obtained from research study uncovers the customer perception on marketing mix of different providers is explained in Table (1)

**Table (1) Customer Perception on Marketing Mix (7Ps)**

	MPT	Telenor	Ooredoo
	Mean	Mean	Mean
Product	3.13	3.27	3.39
Price	2.58	3.27	3.62
Place	3.19	3.32	3.40
Promotion	3.02	3.28	3.02
People	2.90	3.02	3.03
Process	3.00	3.23	3.14
Physical Evidence	3.07	3.02	2.94

Source: (Survey data, 2016)

The mean value of price and people elements for MPT showed that most of the respondents have negative perception on these two elements of MPT, but they have positive perception on product; place and physical evidence. Their perception is neutral on process element of MPT. Most of the MPT respondents comprehended the calling rate is high, the price is also not appropriate with the service and the price is not proper by comparing with other providers.

Concerning with people element, users from MPT assumed the service providers' staff did not treat the customer as a special and valued customer and also the staff failed to answer most of the inquiries about products/ services.

The mean values of all marketing mix elements of Telenor is significantly above 3 and highest value is for promotion element. From analysis on Ooredoo, it is found that respondents have negative perception only on physical evidence element because the majority of Ooredoo respondents realized that the public facilities such as waiting space, queuing arrangement are not arranged as an important items. However, Ooredoo users have the highest positive perception on price element.

### Customer Satisfaction towards Mobile Service Providers

The empirical data achieved from this research study reveals the customer satisfaction of various network providers is presented in Table (2).

**Table (2) Results of Customer Satisfaction towards Mobile Service Providers**

	MPT	Telenor	Ooredoo
	Mean	Mean	Mean
Level of satisfaction with quality of service offered by mobile service provider	3.34	3.74	3.86
Level of happiness with overall service experience.	3.14	3.40	3.62
Level of feeling pleased with own decision to use the voice service of mobile service provider	2.93	3.56	3.60
Level of feeling pleased with decision to use the data service of service provider	3.29	3.46	3.61
Primary phone service is better than expected.	3.08	3.20	3.39
<b>Satisfaction average</b>	<b>3.16</b>	<b>3.47</b>	<b>3.62</b>

Source: (Survey data, 2016)

The results showed that Ooredoo had the highest satisfaction level among the three mobile service providers while MPT had the least satisfaction level of customer satisfaction. The respondents from MPT were not satisfied with the decision for using voice service because the customer felt calling rate is not reasonable, price is not appropriate with the service, and call rates were too high compared to the other providers.

### Customer Loyalty towards Mobile Service Providers

The empirical data achieved from research study makes known the customer loyalty towards mobile service provider is explained in Table (3). The results illustrated in Table 3 revealed that Telenor had the strongest loyalty and Ooredoo was the lowest position of customer loyalty.

Majority of the respondents from three operators do not want to encourage their friends and relatives to use their mobile service provider but they would like to recommend their primary using service provider to anyone who seeks their advice. Most of the respondents from Ooredoo primary SIM users disagree to use their service providers when other providers' prices were cheaper. Nevertheless, the level of customer loyalty's degree among all three service providers showed no significant difference.

**Table (3) Results of Customer Loyalty towards Mobile Service Providers**

	MPT	Telenor	Ooredoo
	Mean	Mean	Mean
Will continue to use current using mobile phone service provider as a primary provider	3.78	3.78	3.76
Will recommend primary service provider to anyone who seeks advice	3.61	3.72	3.77
Will encourage friends and relatives to use current using mobile service provider	2.63	2.93	2.78
Will continue using current primary service provider, even if other providers' prices are cheaper	3.57	3.29	2.80
<b>Loyalty average</b>	<b>3.40</b>	<b>3.43</b>	<b>3.28</b>

Source: (Survey data, 2016)

**Relationship between Marketing Mix and Customer Satisfaction**

The result data achieved from research study reveals the relationship between marketing mix factors and customer satisfaction is explained in Table (4) and (5).

**Table (4) Relationship between Marketing Mix and Customer Satisfaction**

Provider	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig
		B	Std. Error	Beta		
<b>MPT</b>	Constant	-0.606	0.847		-0.715	0.477
	Product	0.529	0.089	0.501	5.918**	0.000
	Price	0.129	0.074	0.116	1.741	0.086
	Place	-0.162	0.097	-0.139	-1.67	0.099
	Promotion	-0.016	0.067	-0.018	-0.241	0.81
	People	-0.008	0.076	-0.007	-0.105	0.916
	Process	0.188	0.087	0.157	2.159*	0.034
	PE	0.542	0.087	0.455	6.212**	0.000
<b>Telenor</b>	Constant	2.887	1.307		2.208	0.030
	Product	0.408	0.094	0.409	4.350 **	0.000

Provider	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig
		B	Std. Error	Beta		
	Price	-0.179	0.084	-0.211	-2.122	0.077
	Place	-0.014	0.102	-0.012	-0.134	0.893
	Promotion	0.306	0.103	0.317	2.982 **	0.004
	People	0.089	0.070	0.144	1.279	0.204
	Process	0.344	0.108	0.312	3.174 **	0.002
	PE	-0.003	0.054	-0.004	-0.053	0.958
	<b>Ooredoo</b>	Constant	12.366	2.195		5.634
	Product	-0.154	0.114	-0.199	-1.359	0.178
	Price	0.089	0.098	0.147	0.914	0.363
	Place	0.387	0.102	0.409	3.809 **	0.000
	Promotion	-0.011	0.097	-0.013	-0.109	0.914
	People	0.213	0.090	0.449	2.355*	0.021
	Process	-0.020	0.131	-0.021	-0.156	0.877
	PE	-0.104	0.119	-0.105	-0.872	0.385

Source: (Survey data, 2016)

\*signifies  $p < 0.05$ ; \*\* signifies  $p < 0.01$ ; N= 90

a. Dependent Variable: customer satisfaction

As illustrated in Table 4, multiple regression analysis identifies the marketing mix affects customer satisfaction, and with a positive direction. The hypothesis proposes that marketing mix will affect satisfaction. Specifically, product ( $t=5.918$ ,  $p < 0.01$ ), process ( $t=2.159$ ,  $P < 0.05$ ) and physical evidence ( $t=6.212$ ,  $p < 0.01$ ) contribute to the customer satisfaction for MPT. Moreover, the study of relationships are all positive by implying that the greater in qualities of product, physical evidence and process those are satisfied mostly by customers in mobile service of MPT. However, the price, place, promotion and people do not affect the customer satisfaction at a statistically significant level at 95%. Therefore, hypothesis (H1: marketing mix affects customer satisfaction) is moderately supported, in that three out of seven Ps of marketing mix are related to customer satisfaction of MPT.

In the study model for mobile service provider of Telenor, the multiple regression analysis identifies that product, promotion and process affected customer satisfaction, and with a positive direction. Specially, product ( $t= 4.350$ ,  $p < 0.01$ ), promotion ( $t= 2.982$ ,  $p < 0.01$ ) and process ( $t= 3.174$ ,  $p < 0.01$ ) contributes to customer satisfaction. The relationships found are all positive, implying that the more positive in qualities of product, promotion and process, the

greater customer satisfaction in using mobile telecom service of Telenor. The place, people and physical evidence do not affect customer satisfaction at a statistically significant level at 95%. Hence, H1 is supported, in that three out of seven Ps of marketing mix are related to customer satisfaction.

The result of the multiple regression model of Ooredoo identifies only two out of seven dimensions of marketing mix influencing customer satisfaction, and with a positive direction. Specially, place ( $t=3.809$ ,  $p<0.01$ ) and people ( $t=2.355$ ,  $p<0.05$ ), contributes to customers' satisfaction. Moreover, relationships found are all positive, implying that the more positive marketing mix in which place and people, the greater customer satisfaction in using telecommunication service. However, the product, price, promotion, process and physical evidence does not affect the customer satisfaction at a statistically significant level at 95%. Therefore, H1 is moderately supported, in that two out of seven Ps are related to customer satisfaction.

**Table (5) Summary of Model Regression of Marketing Mix towards Customer Satisfaction**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig.
<b>MPT</b>	0.919	0.845	0.831	1.155	63.622	0.000
<b>Telenor</b>	0.796	0.634	0.602	1.636	20.027	0.000
<b>Ooredoo</b>	0.665	0.443	0.395	1.114	9.301	0.000

Source: (Survey data, 2016)

- a. Predictors: (constant), marketing mix (Product, Price, Place, Promotion, People, Process, and Physical Evidence)
  - b. Dependent Variable: Customer satisfaction
- Significant level = 0.01

Regarding to the regression analysis from Table 5, the relationship between marketing mix and customer satisfaction considered with R square of MPT, Telenor and Ooredoo are 0.845, 0.634 and 0.443 respectively. It means that the independent variable (marketing mix) can explain about (84.5%), (63.4%) and (44.3%) of the variation of MPT, Telenor and Ooredoo of the dependent variable (customer satisfaction). Considered with adjusted R square value for MPT, Telenor and Ooredoo shows the value at 0.831, 0.602 and 0.395 respectively. According the F test is 63.622 (MPT), 20.027 (Telenor) and 9.301 (Ooredoo), considering the result of significant level is 0.000 which is below level of significant or the alpha level ( $\alpha = 0.05$ ) for the hypothesis test. The null hypothesis (H1) of marketing mix was rejected. It means that marketing mix has influence on customer satisfaction.

***Relationship between Customer Satisfaction and Customer Loyalty***

The result data obtained from research study makes known the relationship between customer satisfaction and customer loyalty is explained in Table (6) and (7).

As demonstrated in Table (6), multiple regression analysis identified customer satisfaction of MPT ( $t=9.957, p<0.01$ ), Telenor ( $t=9.682, p<0.01$ ) and Ooredoo ( $t=4.435, p<0.01$ ) influencing customer loyalty, and with a positive direction. It implies that the more positive customer satisfaction, the greater in the customer loyalty. Therefore, hypothesis (H2: customer satisfaction affects customer loyalty) is supported in that customer satisfaction is related to customer loyalty.

**Table (6) Relationship between Customer Satisfaction and Customer Loyalty**

Provider	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig
		B	Std. Error	Beta		
<b>MPT</b>	Constant	2.561	1.122	0.728	2.283	0.025
	Satisfaction	0.703	0.071		9.957**	0.000
<b>Telenor</b>	Constant	3.051	1.099	0.718	2.775	0.007
	Satisfaction	0.613	0.063		9.682**	0.000
<b>Ooredoo</b>	Constant	0.883	2.763	0.427	0.320	0.750
	Satisfaction	0.676	0.152		4.435**	0.000

Source: (Survey data, 2016)

\*signifies  $p<0.05$ ; \*\* signifies  $p<0.01$ ; N= 90

a. Dependent Variable: Customer Loyalty

Significant level = 0.05

**Table (7) Summary of Model Regression of Customer Satisfaction towards Customer Loyalty**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig.
<b>MPT</b>	0.728	0.530	0.524	1.873	99.146	0.000
<b>Telenor</b>	0.718	0.516	0.510	1.542	93.744	0.000
<b>Ooredoo</b>	0.427	0.183	0.173	2.058	19.67	0.000

Source: (Survey data, 2016)

a. Predictors: (constant), customer satisfaction

b. Dependent Variable: customer loyalty

Significant level = 0.01

Turning to the regression analysis from Table 7, the relationship between customer satisfaction and customer loyalty, considered with R square is 0.530 (MPT), 0.516 (Telenor) and 0.183 (Ooredoo). It means that the independent variables (customer satisfaction) are able to explain about (53.0%) and (51.6%) of the variation of the dependent variable (customer loyalty) for

MPT and Telenor, but for Ooredoo the independent variable (customer satisfaction) is able to explain about (18.3%) of the variation of the dependent variable (customer loyalty). Considered with Adjusted R square value, it shows the value for MPT, Telenor and Ooredoo at 0.524, 0.51 and 0.173 each. According to the F-test was 99.146, 93.744 and 19.67 for MPT, Telenor and Ooredoo. Considering the result of significant level is 0.000 which is below level of significant or the alpha level ( $\alpha = 0.05$ ) for the hypothesis test. It represents that customer satisfaction has influence on customer loyalty.

### Conclusion

In the study of product element, MPT and Telenor users agreed their primary mobile service providers had wide network coverage. By contrast, the accuracy in billing system of MPT dropped the agree level of respondents. Noticeably, Ooredoo respondents enjoyed the fast internet speed and clear voice quality. Concerning with price element, respondents from Telenor and MPT considered that calling rate is higher than Ooredoo. Majority of respondents from Ooredoo agreed the price is appropriate by comparing with other operators. For place element, most of the respondents from three mobile service providers agreed their service providers have many branches with their region of residents, but Telenor and Ooredoo users' home or workplace were not close to the service providers' service/ sale locations. MPT respondents disagreed on MPT website, being well organized and up to date. For promotion element, Telenor has the highest agree level on using creative advertising campaign. Majority of the respondents from MPT, Telenor and Ooredoo agree their service providers have special sale promotion plan from time to time. Ooredoo, and MPT respondents perceived that service providers didn't take part in cultural activities and social programs such as independence day, water festival, social activities, etc. The findings from the study of people element, respondents from three mobile service providers agree that the staff are able to provide required service quickly, are well trained, and knows how to deal with customers. But users from three service providers assumed that their staff did not treat customers as special and valued customers. In terms of the process element, most of the respondents from all mobile service providers agree their operators' services are easy and quick, also kept their data confidential. The study showed that three providers are unable to deal with customer complaints adequately. Looking at the element of physical evidence, customers sampled from three service providers felt that the mobile service providers did not use modern and high tech equipment, while the respondents agree the overall atmosphere is comfortable. In summary, Ooredoo had the highest agree level in product, price, and place elements while Telenor had the highest agree level in promotion, people and process among three service providers.

Overall customer satisfaction, Ooredoo had the highest satisfaction level among the three mobile service providers while MPT had the least agree level on customer satisfaction. MPT customers were not satisfied with the decision for using voice service because the customer felt that call rates were too high compared to the other providers. However, the respondents from Telenor and Ooredoo agreed the price is appropriate with their using service.

Concerning with customer loyalty, majority of respondents from three service providers will recommend for using their current primary service provider to anyone who seeks the advice. So, loyal customers are more likely to spread positive word of mouth about the favorite brands and also refer relatives and friends to use. According to the findings, this shows that Ooredoo customers can easily switch to other providers.

The study of marketing mix consists of seven elements: different elements have different effect to customer satisfaction. The product ( $\beta=0.501$ ), process ( $\beta=0.157$ ) and physical evidence ( $\beta=0.455$ ) have positive relationship with customer satisfaction for MPT, the product ( $\beta=0.501$ ) is higher than others, that means the product has more impact than the other elements on customer satisfaction. For Telenor, product ( $\beta=0.409$ ), promotion ( $\beta=0.317$ ) and process ( $\beta=0.312$ ) have positive relationship with customer satisfaction. Ooredoo identified place ( $\beta=0.409$ ) and people ( $\beta=0.449$ ) impacts to customer satisfaction.

The study ascertained that customer satisfaction of MPT, Telenor and Ooredoo had an influence on customer loyalty. Furthermore, the value B (unstandardized coefficients) of customer satisfaction of MPT, Telenor and Ooredoo are (0.703), (0.613) and (0.676) respectively. This means when customer satisfaction is increased by 1 unit, the customer loyalty will be increased by 0.703 units for MPT, 0.613 units for Telenor and 0.676 units for Ooredoo. It has been confirmed that customer satisfaction is one of the major antecedents of customer loyalty in the telecommunication sector (Nasir & Mushtaq, 2014).

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