

customer satisfaction as affected by business centralisation structure of selected pay-tv companies in lagos state, nigeria.

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Customer satisfaction as affected by business centralisation structure of selected pay-tv companies in lagos state, nigeria.

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Abstract

Customer satisfaction is critical for its reason why centralisation of businesses is relative to the performance of organisations across the business sphere. Several literatures on customer satisfaction observed that in order to survive in a competitive market, businesses must be centralized. The challenges in the industry have been attributed to the structural foundation of the organisations that has seen them falter in the Nigerian market. This study evaluates the effect of business centralisation on customer satisfaction of selected Pay-Tv platforms in Lagos State, Nigeria. The study adopted descriptive survey research design. The population of the study was 3,700 employees of the selected Pay-Tv platforms in Lagos State, Nigeria. The sample size estimated through the Raosoft sample size calculator was 450 and they were selected through stratified sampling technique. A structured and adapted questionnaire was validated and used for the quantitative data. The reliability test yielded Cronbach's Alpha coefficients for the constructs, ranging from 0.716- and 0.942. The response rate was 87%. Data were analysed using descriptive and inferential (regression analysis) statistics quantitatively. Findings reveal that Centralisation has a significant effect on customer satisfaction of selected Pay-TV companies in Lagos, Nigeria ($\beta = 0.166$, $t = 2.271$, $p = 0.000 < 0.05$). The study concluded that, though not much attention has been paid in the aspect of centralisation, businesses running Pay-Tv platforms should develop and harmonise suitable structures that effectively handle the dynamics of their business environment. The management of Pay-Tv platforms should pay more attention to internally produced contents which will give room for the customers' expression and attachment to such brand. Customers are attached to brands for some specific reasons.

Keywords; Business centralization structure, Customer satisfaction, Organisational performance, Innovativeness.

1.0 Introduction

Business centralisation structure has been major concerns for media set up all around the world with teething challenges bothering on expensive content production and generation, policies guiding the operations among others compelling issues. Pay Television (Pay-TV or Digital Media) have had a long-winded battle for performance and survival in the Nigerian media sector. Despite the array of opportunities that the television industry conveys, it is still difficult for the digital media to fester as

their performances have been limited in over two decades of their arrival into the Nigerian market. The issues have become more compelling due to the various lopsidedness of business structure observed especially in the setup of digital media platforms and this has affected their survival in the course of the years.

The possibilities, despite being far and wide have not been maximised as portrayed by Price water Coopers (PWC) (2015) that Nigeria's TV market grew 2.3% to reach US\$810 million in 2016, despite the country's macroeconomic problems throughout the year. Pay-TV revenues dominated the market with TV advertising accounting for 30.7%. As the economy stabilises, TV market growth will be more consistent over the next five years, expanding at a 4.4% Compound Annual Growth Rate (CGPR). According to Accenture (2017), the past few decades have brought significant changes in the television sector. Traditional media outlets are making major shifts, as well as massive consumer brands like Disney taking a lead in the rapidly changing media landscape. More and more broadcasters are developing complementary and standalone Over-the-Top (OTT) packages. Audience shifts their interest to digital television stations. The success of television program can be measured on the viewership (Briandana & Irfan, 2019).

The developed countries are experiencing downward impact as seen in the United States of America. In 2019, the major cable and satellite TV operators collectively lost 5.8 million subscribers compared with 2.3 million in 2018. In developing countries, Jakkie (2018) submit that businesses across the African continent still depend on post-industrial revolution where production and services are massively delivered rather than specialised and for particular category of people.

In Nigeria, the environment determines the success and longevity of businesses. Ogunro (2014) identifies some challenges confronted by businesses in Nigeria to include: power supply, poor transportation network and connectivity, insecurity, multiple taxation, government policies, and lack of synergy among agencies of government. Basic infrastructure is short to find and many businesses depend on self-motivation to survive. Power supply accounts for a large portion of business yearly budget. This is more compelling for television businesses as production and distribution of contents are largely dependent on power supply. Consequently, the structure of the media businesses is prepared to be tailor-made for the various demands posed to it by the environment.

According to Bruce (2017), business structure is believed to affect the behaviour of organisational members. He describes the way a business is configured as work groups and the reporting, and authority relationship that interlink members of the system with special regards to the customers who virtually determines the sustainability of the organisations. This structure should be appropriate for the position of the business, in other words, structure is the clear mirror of rules, regulations, procedures, standards, decision making position, the manner of communications separation of sections and job and also merging them and hierarchy of authorities. Effective business centralized structure is geared towards customer satisfaction.

Customers are the life-wire of every business. Without them it is almost impossible to sustain such business. Businesses can only do as much as they want in delivering products and services, but they will continue to wink in the dark without adequate consideration for the publics who patronise them and get the benefit of their corporate space. Maintaining customer satisfaction is important because it can lead to repeat customer and increase sales. However, happiness is assumed to constitute a higher

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level of customer satisfaction and can improve people's quality of life. The concept of happiness has recently aroused increased attention for scientists working in various fields. Through a good dining experience, customers may improve their life quality and increase their happiness. A delightful dining experience can entice customers to revisit a restaurant (Yongping & Hee, 2020).

Based on the aforementioned issues of business structure plaguing the growth of Pay-TV platforms in Lagos, Nigeria, this study investigated the effect of business centralisation structure on the performance of selected Pay-TV platforms in Lagos, Nigeria. Extant literature as it's related to the variables was reviewed, followed by methodology employed. Results and discussions of findings as well as conclusion and recommendations were all observed.

2.0 Literature Review

2.1 Business Structure

Ann, Nwankwere, Orga and Igwe (2015), simply describes business structure as the way in which functions or tasks are grouped and assigned, and the manners in which relationships are coordinated between superiors and subordinates within the organisation. According to Luneneberg (2012), business structure is one of the widely influential works on strategic management; although not sufficiently used by academic researchers, it offers a theoretical synthesis of a wide range of management and organisational research. Okoro, Nebo, and Nwosu (2017) state that organisation design consists of measures that are put in place in order to get employees to pursue the goals set by the organisation's principals.

Ghulam, Richard, Kjell, and Hanan (2019) consider formalisation and centralisation as two distinct aspects of business structure and examine their separate and joint influence on self-efficacy belief. Formalisation positively affects self-efficacy while centralisation relates negatively to self-efficacy. The significant positive relationship identified between formalisation and self-efficacy suggests that a formalised set of practice and routines may foster self-efficacy within the organisation. The structure of businesses thus must be such that neither gives room for laxity else tasks will be left undone, nor be too rigid and stifle creativity.

2.2. Centralisation

Centralisation relates to decision-making process. A firm has a higher degree of centralisation while the decision-making process is concentrated in the hands of few people in the organisation (Villagarcia, 2011). Centralisation emphasises the locus of decision making. It determines the authority which makes legitimate decisions that affect the business. The process of decision making characterised by a top-down mechanism and a wide discussion based on networking results in a mechanistic and organic structure of organisation, respectively (Daft, 2003). Centralisation refers to the hierarchical level that has authority to make a decision (Ferrell & Skinner, 1988). Centralisation is expressed as an attempt to improve efficiency by taking advantage of potential economies of scale: improving the average; it may also improve reliability by minimising opportunities for error. This is in contrast to decentralisation which is an attempt to improve speed and flexibility by reorganising to increase local control and execution of a service: improving the best case.

Centralisation means pulling groups together to create order and enforce process. It is corporation for the greater good. It is a leveling process. It seeks to remove the frustrating waste of money on duplicate systems, extra work, and manual process. It is the concentration of decision-making authority at the upper levels of an organisation. In a centralised business decision making is kept at the top level, while in a decentralised ones decisions are delegated to lower levels (Nwonu, 2017).

2.3. Customer Satisfaction

Customer satisfaction is often associated with the customer gratification products or services, that are sources of satisfaction, provide the desirable value to their customers, at least in a sufficient degree. Standard ISO 10004 specifies that: “Satisfaction is a judgment, an opinion expressed by customer. The degree of satisfaction reflects the gap between the customer’s vision of the expected product, and the customer’s perception of the delivered product.” (Grzegorz & Jolanta, 2011). Ali and Hamid (2018) further corroborated the importance of customer satisfaction as an upshot of customer knowledge. Customer knowledge management creates new knowledge sharing platforms and process between companies and their customers. This leads to higher levels of customer satisfaction. Customer knowledge management goal to obtain the knowledge of customers’ various needs and their experiences in purchasing, using or maintaining products. This information is usually essential for predicting market development trend, identifying the new market opportunities improving product or service and determining organisation’s goals. Companies by customer education can achieve customer knowledge management goals. Most studies suggest that customer education keeps customers more satisfied with their product and that satisfaction with a product increase when the intensity of customer education increases. Building and maintaining effective relationships with customers especially in business-to-business markets favourably influences sales, profitability and other financial indicators. This stresses that customer satisfaction brings about customer willingness to share openly their needs and preferences, and thus, to enable organisations indicate market opportunities, initiate profitable innovations and offer competitive product/services that meet market demands (Paraskevi & Panagiotis, 2017 in Doyle & Wong, 1997; Sheth, 2001).

Customer satisfaction presented by Irena and Iddo (2011), in their study on how organisational structure affects customer satisfaction, identified that customer satisfaction is inherently a somewhat elusive construct, for several separate but related reasons: the construct has both cognitive and emotional components; its meaning has a relativistic aspect (that is people may have different psychological benchmarks in mind against which they compare their level of satisfaction or judgement of quality); and people’s responses to satisfaction surveys depend on the time frame to which they, and not the survey, are referring. Marume and Jubenkanda (2016), in their work on centralisation and decentralisation and the impact on productivity, carried out a study on organisations in Zimbabwe. They identified the merits and demerits of centralisation and decentralisation. Both go parallel and while concentration of authority at the top level has been perceived as a credible way of ensuring that uniformity of command is ensured in centralisation, decentralisation spreads authority across cadres of authority.

2.4 Theoretical Framework

Henri Fayol’s Principles of Management Theory

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Henri Fayol, popularly regarded as the father of modern management, propounded the 14 Principles of management theory which later appeared in his book, *Administrative Industrielle et Generale* in 1917. The theory identifies critical considerations that management of organisations should put in place that will affect human behavior. Human behavior is ever changing and so also is technology, organisational structure, business strategies, and all of which affects the operations of a business (Achinivu, Okwu, Wey, Akpan & Fasan, 2017). These fourteen principles of general management are provided to be a guiding principle for managers on how management should interact with the employees. These elements of management are planning, organising, commanding, coordinating and controlling. He also identified six major activities which are technical, commercial, financial, accounting, managerial and security activities. According to Achinivu *et al* (2017), they believe that these principles advocated by Fayol is what transformed to the present day management and administration. It is believed that every organisation today one way or the other implement Fayol's principles of management.

The principles are:

Division of Work , Authority, Unity of Command, Unity of Direction, Subordination of individual interests to Organisation's Interest, Remuneration, Centralisation, Scalar Chain, Order, Equity, Stability of Personnel Tenure, Initiative, Discipline, Espirit de Corps, In support of the theory, Norman (2014) believes that the theory by Fayol, despite it looking revolutionary in the beginning but are of supreme relevance today and are widely practiced in number of organisations today. They also remain important because of the continuing of the validity of his work. In the same vein, Uzuegbu and Nnadozie (2015) critically analyse Fayol's principles in the administration of libraries and information centres, admit that all organisations are similar in some ways in the context of management as a practice. The principles as stated Fayol is therefore valid in the administration of the business as it clearly define the various roles of departments and their importance in contemporary management practices.

This theory is relevant to this work as it identifies management as an important technique to establish and maintain human relations since agencies are manned and managed by human beings, naturally people management inevitably comes to be a part of the organisation or system. In other words, business is a network of various arms functioning both dependently and independently. While the arms can be assessed on their individual key performance indicator, on a broader scale, the structure depends on interdependence of all the various departments. The theory further stresses that when persons within organisation gets good flow of information through actionable plans; short, medium and long terms as encapsulated in the vision and mission statements of the organisations, actions towards achieving those goals will naturally be managed by both individuals and departments, and this will lead to success in the execution of the plans.

Methodology

The design adopted for this study was descriptive survey research design. This allowed for the use of a well-structured research instrument for obtaining data that was used for the analysis. Descriptive survey research design is particularly relevant to this study because it enabled the researcher to

explain the relationship between the dependent and the independent variables as well as examine the current beliefs, opinions, motives and behaviours of respondents who provided responses to the research instrument.

The population of the study comprises of employees of selected pay-television service providers in Lagos State, Nigeria. The population is drawn from DSTV (1,500), GoTv (1,000), Startimes (1,000) and TSTV (200). The total thus is given as three thousand seven hundred (3,700). The selection of these pay-television service providers was based on the fact that they are among the high performing firm in the industry. Thus, using them formed a standard for other low performing organisations. Lagos state is chosen because it is seen as the business capital of Nigeria with head offices of the selected firms in Nigeria.

The research advisors table was used to determine the sample size of the study. So, using a confidence level ovalidityf 95% and alpha level of 5%, the sample size for the study is given as 450 including 30% attrition rates using the Research Advisory Table of sample size. Stratified random sampling technique was used to select the samples of the study. Each television service provider is seen as a stratum. The data for this study was collected via primary source. A well-structured and validated questionnaire was the instrument used for this collection applying the modified 6 point Likert scale. Cronbach alpha reliability was used under the internal consistency method to test the reliability of the research instrument.

Table 1 Reliability Result

S/N	Variables	No. of Items	Cronbach's Alpha	Composite reliability
	Independent variable			
1	Centralisation	5	0.716	0.874
	Dependent variable			
3	Customer Satisfaction	5	0.942	0.874

Source: SPSS Output Result 2021

Both descriptive and inferential statistical tools were used for data analysis. The descriptive analysis defined the properties of the data to show the variations in responses and opinions using frequencies, percentage denotations as well as other descriptive tools such as means and standard deviations. The inferential analysis was done with the use of regression analysis and Pearson product moment correlation in SPSS to test the impact of the predictor variable on the dependent variable..

Table 2 : Descriptive Analysis on Centralisation

	Very High Extent	High Extent	Moderately High	Moderately Low	Low Extent	Very Low Extent	Missing	Total	
	%	%	%	%	%	%	%	Mean	Standard Deviation

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Uniformity of Services	20.5	38.2	33.0	4.4	.0	.5	3.4	4.60	1.22
Promptness of Services Delivery	20.5	20.0	23.4	30.1	2.1	.3	3.6	4.11	1.42
Products and Services Effectiveness	25.2	47.5	17.9	5.5	.3	.3	3.4	4.78	1.23
Personalised Product	16.1	39.0	37.1	3.1	1.3	.0	3.4	4.52	1.18
Product Efficiency	33.0	18.7	35.3	7.8	1.3	.3	3.6	4.59	1.38
Grand Average								4.52	1.29

Source: Field Survey Results, 2021

Interpretation

Table 2 Presents the results of the descriptive analysis of the centralisation of the selected Pay-TV companies in Lagos State, Nigeria. It is seen that from the table, 20.5% of the respondents revealed that uniformity of services is very high, 38.2 indicated that it is high, 33.0% indicated that it is moderately high. On the contrary, 4.4% of the respondents indicated that it is moderately low, 0.0% indicated that it is low and 0.5% indicated that it is very low. On the average, the respondents indicated that uniformity of services is high (mean = 4.60, STD = 1.22). Further, about 20.5% of the respondents confirmed that promptness of service delivery is very high, 20.0% indicated that it is high and 23.4% confirmed that it is moderately high. While 30.1% indicated that it is moderately low, 2.1% indicated that it is low and 0.3% indicated that it is very low. On average, the result revealed that the majority of the respondents indicated that promptness of service delivery is high (mean = 4.11, STD = 1.42). Furthermore, 25.2% of the respondents indicate that product and services effectiveness is very high, 47.5% indicated that it is high, while 17.9% indicated that is moderately high, 5.5% indicated that it is moderately low, 0.3% indicated that it is low and 0.3% indicated that it is very low. On average, it was revealed that the majority of the respondents show that product and service effectiveness is High (mean = 4.78, STD = 1.23).

Furthermore, the result revealed that 16.1% of the study respondents indicated that personalised product is very high, 39.0% indicated that it is high, 37.1% indicated that it is moderately high, 3.1% indicated that it is moderately low, 1.3% indicated that is low and 0.0% indicated that it is very low. On average, the study revealed that majority of the respondents show that personalised product is high (mean = 4.52, STD = 1.18). Finally, the table revealed that 33.0% of the respondents show that product efficiency is very high, 18.7% specified that it is high, 35.3% indicated that it is moderately high, 7.8% indicated that it is moderately low, 1.3% indicated that it is low and 0.3% indicated that it

is very low. On average, the respondents specified that product efficiency is high (mean = 4.59, STD = 1.38).

The grand mean of 4.52 shows that majority of the respondent indicated high on Centralisation and the standard deviation of 1.29 shows a slight variation in the responses of the respondents.

Table 3: Descriptive Analysis on Customer Satisfaction

	Very High Extent	High Extent	Moderately High	Moderately Low	Low Extent	Very Low Extent	Missing	Total	
	%	%	%	%	%	%	%	Mean	Standard Deviation
Price Placement on Products and Services	25.5	53.0	12.5	.3	.3	.3	8.3	4.69	1.56
Product Information	18.2	21.6	39.2	12.5	.0	.3	8.3	4.11	1.55
Subscribed Contents	40.5	33.8	11.7	4.4	.5	.8	8.3	4.74	1.70
Content Scheduling	20.0	46.0	22.1	3.1	.3	.3	8.3	4.48	1.56
Locally Produced Contents	16.1	23.1	42.6	7.0	2.9	.0	8.3	4.09	1.55
Grand Average								4.42	1.58

Source: Field Survey Results, 2021

Interpretation

Table 3 presents the results of the descriptive analysis of the customer satisfaction of the selected Pay-TV companies in Lagos State, Nigeria. It is seen that from the table, 25.5% of the respondents revealed that price placement on products and services is very high, 53.0% indicated that it is high, 12.5% indicated that it is moderately high. On the contrary, 0.3% of the respondents indicated that it is moderately low, 0.3% indicated that it is low and 0.3% indicated that it is very low.

On the average, the respondents indicated that price placement on products and services are very high, (mean = 4.69, STD = 1.56). Further, about 18.2% of the respondents confirmed that product

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information is very high, 21.6% indicated that it is high, 39.2% indicated that it is moderately high, 12.5% indicated that it is moderately low, 0.0% indicated that it is low and 0.3% confirmed that it is very low. On average, the result revealed that the majority of the respondents indicated that product information is very high (mean = 4.11, STD = 1.55) Furthermore, 40.5% of the respondents indicate that subscribed contents is very high, 33.8% indicated that it is high, while 11.7% indicated that is moderately high, 4.4% indicated that it is moderately low, 0.5% indicated that it is low and 0.8% indicated that it is very low. On average, it was revealed that the majority of the respondents show that subscribed contents is High (mean = 4.74 STD = 1.70).

The result revealed that 20.0% of the study respondents indicated that content scheduling is very high, 46.0% indicated that it is high, 22.1% indicated that it is moderately high, 3.1% indicated that it is moderately low, 0.3% indicated that it is low and 0.3% indicated that it is very low. On average, the study revealed that majority of the respondents show that content scheduling is high (mean = 4.48, STD = 1.56). Lastly, the table revealed that 16.1% of the respondents show that locally produced contents is very high, 23.1% shows that it is high, 42.6% indicated that it is moderately high, 7.0% indicated that it is moderately low, 2.9% indicated that it is low and 0.0% indicated that it is very low. On average, the respondents indicated that locally produced content is high (mean = 4.09, STD = 1.58). The grand mean of 4.42 shows that majority of the respondent indicated high on Customer Satisfaction and the standard deviation of 1.58 shows a strong convergence around the mean.

Summarily, comparing Table 2 and Table 3 similar pattern is observed in the responses of the respondents as most of the respondents responses tended towards the high scale on both constructs which indicates that centralisation is likely going to affect the customers satisfaction of the selected Pay-TV companies in Lagos State, Nigeria which provides the answer to research question four.

Table 4. Regression Analysis on the Effect of Centralisation on Customer Satisfaction

Model One $y_1 = a_0 + \beta_1 x_1 + \mu$		Unstandardised Coefficients		Standardised Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.675	.337		10.898	.000
	CENTRALISATION(CENT)	0.166	.073	0.115	2.271	.000
a. Dependent Variable: Customer Satisfaction(CUSTS)						
b. R= 0.115 R ² = 0.013 T(384) = 2.271 P=0.000<0.05						
Source: Researchers' Study output, 2021						

Interpretation

Table 4 reveals the result of the simple linear regression test that was carried out to test the effect of the Centralisation on the Customer Satisfaction of selected Pay-TV companies in Lagos State, Nigeria. The r = 0.115 is the correlation coefficient which represents the strength and direction of the relationship between the Centralisation and Customer Satisfaction of the Pay-TV companies. The

coefficient reveals that there is a very weak positive relationship between Centralisation and Customer Satisfaction of the selected Pay-TV companies. The $r^2 = 0.013$ shows the extent to which the formalisation explains the variation in customer satisfaction of the selected Pay-TV companies. The implication here is that the Centralisation explains only about 1.3% of the variations that occurs in the Customer Education of the selected Pay-TV companies, while the remaining 98.7% changes that occurs is accounted for by other variables not captured in the model. The simple regression model is thus expressed as:

$$\text{CUSTSAT} = 3.675 + 0.166\text{CENT} + U_t \text{-----Equation}$$

Where:

CUSTSAT= CUSTOMER SATISFACTION

CENT= CENTRALISATION

The regression model shows that when Centralisation is held at constant zero, Customer Satisfaction would be 3.675 implying that even when there is no centralisation by the company there would still have a level of customer satisfaction. The results of the simple regression analysis indicate that when Formalisation is improved by one unit the Customer Education will be positively improved by an increase of 0.166 level and vice versa. The t statistics corroborates the result with a positive value that is statistically significant which shows that centralisation is an important determinant of Customer Satisfaction of selected Pay-TV companies in Lagos State, Nigeria. The result is also highly statistically significant with a p-value that is less than 0.05 ($P < 0.05$) Therefore, the null hypothesis (H_0) which states that Centralisation has no significant effect on customer satisfaction of selected Pay-TV companies in Lagos, Nigeria. was rejected.

Discussion of Findings

The test of the hypothesis revealed that centralisation has a significant effect on customer satisfaction of selected Pay-TV companies in Lagos, Nigeria ($\beta = 0.166, t = 2.271, p = 0.000 < 0.05$).

Conceptually, bringing people together to maintain order and implement processes is what centralisation entails. Its business is for the common good of the people and organisation. It's a method of equilibration. It aims to eliminate manual processes. It is the concentration of decision-making authority at an organisation's top levels. Decisions are made at the top level in a centralised organisation, while decisions are delegated to lower levels in a decentralised organisation (Nwonu, 2017). For the purpose of proper coordination, businesses are engrossed in a critical decision on what form of structure they should operate with. Decision-making is an important part of this as there is contention on whether it is kept with senior management at the headquarters or the top of the organisation (centralised) or whether it is delegated further down the hierarchy, away from the centre and possibly in different locations (decentralised).

Empirically, Irena and Iddo (2011), in their study on how organisational structure affects customer satisfaction discovered that customer satisfaction is inherently a somewhat elusive construct, for several separate but related reasons: the construct has both cognitive and emotional components; its meaning has a relativistic aspect (that is people may have different psychological benchmarks in

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mind against which they compare their level of satisfaction or judgement of quality); and people's responses to satisfaction surveys depend on the time frame to which they, and not the survey, are referring. Grzegorz and Jolanta (2011) stressed that customer's reception of service is generally more emotional than the perception of the products. Due to the nature of services, their value has always been immaterial character, although there are also material elements. Customers do not evaluate the product value and cost in an objective manner, but only as perceived by value. Hence, the trust associated to the value churned out by an organisation is fully delivered by the leadership setup of such organisations. Furthermore, Marume and Jubenkanda (2016), in their work on centralisation and decentralisation and the impact on productivity, carried out a study on organisations in Zimbabwe. They identified the merits and demerits of centralisation and decentralisation.

Both go parallel and while concentration of authority at the top level has been perceived as a credible way of ensuring that uniformity of command is ensured in centralisation, decentralisation spreads authority across cadres of authority. Finally Henry Fayol theory of management is in alignment with this result bringing centralisation as one of the 14 principles.

Conclusion and Recommendations

The test of the hypothesis revealed that centralisation has a significant effect on customer satisfaction of selected Pay-TV companies in Lagos, Nigeria. This study revealed that the adoption of business centralisation structure as performance strategy among the four Pay-Tv operators has greatly influenced subscribers' affiliation to certain services above the others. This has the perception of subscribers towards the various brands, thereby enhancing effectiveness rating of subscriber base television platforms. Conceptually, bringing people together to maintain order and implement processes is what centralisation entails.

Based on the findings, the following are recommended;

- i. The management of Pay-Tv platforms should pay more attention to internally produced contents which will give room for the customers' expression and attachment to such brand. Customers are attached to brands for some specific reasons.
- ii. Businesses are also to take note of the need to make changes in their operational approach in order to comply with the highly dynamic business environment. The media space requires fluidity and constant adjustments to the realities of the digitised format of content distribution platforms.
- iii. Centralisation should be encouraged for teamwork, hierarchical observations, cost savings and maintenance of order in the organisation

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