



Customer Experience and Customer Satisfaction in the Nigerian Electricity Distribution Sector

Orovwiroro G.O¹, Awa H. O², Ademe D. G³

Department of Marketing, Faculty of Management Sciences, University of Port Harcourt

Corresponding Author: Orovwiroro G.O godwin_orovwiroro@uniport.edu.ng

ARTICLE INFO

Keywords: Customer Experience, Customer Satisfaction, Assurance, Critical Moments, Outcome Focus, Product Experience, Electricity Distribution Companies

Received : 20, October

Revised : 21, November

Accepted: 30, December

©2024 Orovwiroro, Awa, Ademe:

This is an open-access article distributed under the terms of the [Creative Commons Attribution 4.0 International](https://creativecommons.org/licenses/by/4.0/).



ABSTRACT

The essence of customer experience is derived from the satisfaction customers feel as a result of their expenditures to meet their consumption needs, influenced by their underlying motivations. This experience is shaped by the interactions at the interface between the company's assets and the customers, creating various touchpoints, critical moments, and levels of engagement. This study explores customer experiences and satisfaction related to the Port Harcourt Electricity Distribution Company (PHED) in South-south Nigeria. It examines the dimensions of customer service—such as assurance, critical moments, focus on outcomes, and overall product experience—and their effects on customer satisfaction. Data was collected from 234 participants and analyzed through Structural Equation Modeling (SEM). The findings indicate that all four dimensions significantly contribute to customer experience, which plays a crucial role in determining customer satisfaction. For electricity distribution companies, success hinges on their ability to instill customer confidence, meet key expectations, maintain a focus on outcomes, and provide high-quality product experiences. These factors collectively foster customer satisfaction, enhance loyalty, and promote customer retention. Therefore, electricity distribution companies should remain adaptable to consumer needs to effectively navigate key expectations and grow their loyal customer base.

INTRODUCTION

The journey of customer experience in the electricity sector begins with individuals' initial interactions with distribution companies, referred to as Discos. As noted by Walter, Edvardsson, and Öström (2010), customer experience includes both direct and indirect interactions customers have throughout the service process, engaging with the company, its facilities, employees, and other customers. They emphasize that consumers value satisfying experiences over the mere acquisition of products. Customer experience management is defined by three essential components: touchpoints, moments of truth, and engagement (Francis Buttle, 2009). Buttle (2009) defines touchpoints as any instance of contact between customers and the company's services or products, which can include various forms of communication and interaction, such as direct contact with staff or online engagements.

Touchpoints can include a multitude of channels ranging from websites and service centres to emails, advertisements, trade shows, and physical retail environments. For a positive and impactful customer journey, it's vital that experiences are seamless across all touchpoints. Interactions with a service or product can take many forms, including face-to-face meetings, phone calls, written correspondences, online platforms, or social media engagement. Within these touchpoints, customers experience moments of truth (MOT), defined by Lofgren, M. (2005) as instances where customers engage with the outcomes of a company, shaping their perceptions of the organization. These moments occur during customer interactions at various touchpoints, leading to evaluative impressions that can be either favourable or unfavourable based on their experiences. Engagement arises from a blend of emotional and rational responses, with customers exhibiting strong connections to a brand seen as highly engaged, whereas those lacking such ties demonstrate low engagement.

Problem Statement

1. Customer experience has negatively impacted the marketing effectiveness of electricity distribution firms in Nigeria.
2. Gaining insights from customer feedback regarding service quality is crucial for the success of these distribution companies.
3. Many challenges encountered by electricity distribution firms are rooted in insufficient power supply and a failure to adapt to the changing demands and expectations of consumers in the electricity market.
4. There is an increase in complaints against electricity distribution companies, showcasing issues such as inefficiency, extended outages, unreliable service, slow fault resolution, billing inconsistencies, overbilling (including incorrect estimations and meter readings), negligence, and unprofessional behavior from staff.
5. Electricity distribution companies have not implemented innovative strategies to tackle the challenges and widening gaps in their service delivery.

Research Questions

The following questions guide the research:

1. What is the relationship between peace of mind and customer satisfaction?
2. How do moments of truth relate to customer satisfaction?
3. What is the connection between outcome focus and customer satisfaction?
4. How does product experience influence customer satisfaction?
5. How do political factors affect the connection between customer experience and customer satisfaction within electricity firms in South-South Nigeria?

Based on these questions, the following null hypotheses were established to investigate the relationships between customer experience and satisfaction in the Nigerian electricity distribution sector:

- Ho1: There is no significant link between peace of mind and customer satisfaction.
- Ho2: Moments of truth do not significantly relate to customer satisfaction.
- Ho3: There is no notable association between outcome focus and customer satisfaction.
- Ho4: Product experience does not have a significant connection with customer satisfaction.

Conceptual Framework

This study, which examines the correlation between customer experience and marketing performance, is based on a conceptual framework where customer experience is viewed as the independent variable, while customer satisfaction, an essential measure of marketing performance, is the dependent variable. Customer experience includes four dimensions: peace of mind, moments of truth, outcome focus, and product experience (Imran K, Ruchi J.G, & Zillur R, 2015). Additionally, marketing performance is assessed through three dimensions: customer satisfaction, loyalty, and retention (Gao, Y., 2010). These elements are visually represented in the framework, and a detailed literature review regarding each variable is provided in Chapter 2.



Figure 1. The conceptual framework of the relationship between customer experience and marketing performance

This conceptual framework focuses on the customer experience journey with concept variables of peace of mind, moments of truth, outcome focus and product experience. The framework will be applied to generate and measure qualitative and quantitative results from the information the research problem and objectives are developed. The findings of the study will be validated and linked to the research problem, objectives and propositions.

The operational variable for this study is as shown below:



Figure 2. The operational framework of the relationship between customer experience and marketing performance

LITERATURE REVIEW

Customer Experience

The concept of customer experience emerged in the mid-1980s, with its roots in the exploration of consumption experiences and hedonic consumption as discussed by Holbrook and Hirschman (1982). This notion gained traction in marketing literature due to contributions from researchers like Pine and Gilmore (1998) and Carbone and Haeckel (1994). Expanding on these ideas, Gentile, Spiller, and Noci (2007) characterize customer experience as a sequence of interactions between a customer and a product or an organizational aspect that provokes a response. They highlight that this experience is uniquely personal and involves multiple engagement levels-rational, sensory, physical, and emotional-that ultimately shape the overall quality of the customer experience. Furthermore, these interactions are characterized by their individuality, dependence on the customer's perceptions, and active

involvement, which in turn evoke emotions, foster sharing with others, and create lasting memories (Wang, Tang, Liu, and Xing, 2017).

In general, customer experience encompasses the impressions formed during interaction points where companies and customers exchange sensory inputs, information, and emotions. The perceptions created during or after a customer's engagement with a company's offerings—be it products, services, or employees—are deeply rooted in their physical, emotional, intellectual, or even spiritual experiences (Robinette, Brand, and Lenz, 2001; Chatzopoulos and Weber, 2018; Rawat and Mann, 2018). Ogonowski (2019) further explored customer experience through the lens of customer journey maps, defining these maps as crucial steps that clarify and enhance aspects of customer journeys. They help businesses understand their customers' perspectives, facilitating improvements across various experience elements and providing essential insights for engaging customers effectively.

Customer experience predominantly manifests in emotional expressions, signifying mood and feelings, although it does not fully capture the functional aspects of emotion (Sorensen, 2008). Bagozzi, Gopinath, and Nyer (1999) described emotion as a mental state shaped by cognitive evaluations, accompanied by physiological processes, often expressed through physical gestures, and potentially driving specific actions in response to the emotion, depending on the individual's perception.

Every interaction a customer has with a business—from navigating a website to communicating with customer service and receiving purchased products or services—affects their perception, ultimately influencing their likelihood of returning (KPMG, 2013). Thus, fostering a positive customer experience is crucial for a business's success, as favourable experiences lead to repeat purchases, positive reviews, and reduced complaints and returns. Benefits of an exceptional customer experience include heightened customer loyalty, increased satisfaction, enhanced word-of-mouth marketing, and strong customer recommendations.

An all-encompassing customer experience throughout the customer journey creates a new interplay between customer experience and satisfaction, forming essential prerequisites for achieving customer satisfaction (Sozer and Civelek, 2018). In business-to-business contexts, customer experience significantly influences overall satisfaction (Venkat, 2007). Retail consumers report higher satisfaction when their experiences align with expectations (Başer, Cintamur, and Arslan, 2015), and the service context similarly demonstrates a positive correlation between customer experience and satisfaction (Maklan and Klaus, 2011).

Oliver (1999) pointed out that exceeding customer expectations with services can enhance loyalty levels. Therefore, businesses should leverage every service interaction to provide outstanding service, distinguishing themselves from competitors. Research by Chong, Kennedy, and Riquier (1997) confirmed that customer satisfaction and perceived service quality effectively predict customer loyalty, with satisfaction being the more influential factor. As

emphasized by Chuani (2017), if customer satisfaction fails to translate into positive financial outcomes, it becomes without merit.

Despite extensive literature on customer experience, empirical validation and standardized metrics remain underdeveloped. Nonetheless, some researchers have attempted to delineate its dimensions. For example, Payne, Storbeck, and Frow (2008) highlighted three vital components: cognition, emotion, and behaviour, all essential for customer learning. They assert that service providers can enhance customer experience by promoting learning while considering these elements, although their framework does not fully capture the influence of social context. Haecckel et al. (2003) also identified three categories of cues-functional, mechanical, and humanism-that contribute to customer experience, which can be perceived as multidimensional.

The interactions between companies and customers are pivotal, often leading to experiences that not only meet but exceed expectations and foster emotional connections. Key factors influencing this experience encompass employee conduct, perceived effort, credibility, and competence, all of which work together. Schmitt (1990, 1999, 2000) categorized five types of experiences: sensory (sensing), affective (feeling), cognitive (thinking), physical (acting), and social identity (relating). Sensory experiences engage the senses, affective experiences trigger emotional responses, cognitive experiences promote intellectual engagement, action-related experiences involve physical activities, and relational experiences enhance social connections and belonging.

Klaus and Maklan (2011) highlighted five dimensions of customer experience in sports and tourism:

1. Hedonic enjoyment, relating to participants' pleasure.
2. Social interaction, fostering a sense of community.
3. Efficiency, concerning service adequacy for core experiences.
4. Surreal feelings, describing dream-like memories associated with activities.
5. Personal growth, which involves skill development and goal achievement.

This review indicates that while a unified consensus on customer experience dimensions remains elusive within business literature, this analysis will utilize four dimensions identified by Imran, Ruchi, and Zillur (2015), building on Klaus and Maklan (2011): product experience, moments-of-truth, outcome focus, and peace of mind.

Customer Satisfaction

Customer satisfaction has been defined in various ways by scholars who regard it as an emotional response to the experiences tied to specific products or services, retail environments, or broader behavioural patterns, as well as to the marketplace as a whole (Wadud, 2012). In its most extreme sense, consumer satisfaction represents the extent to which product performance aligns with customer expectations, relying on their subjective evaluations, which can influence preferences and recommendations to others (Oliver and Svan, 1989; Boohene et al., 2013; Oliver, 1997).

Kotler, Armstrong, and Cunningham (2002) argue that consumer satisfaction is critical, signifying a successful outcome aimed at fulfilling customer needs. Moreover, Kotler (2003) posits that customer satisfaction has a positive effect on retention and long-term loyalty. Research by Patterson, Johnson, and Spreng (1998) shows a positive correlation between customer satisfaction and behavioural intentions, consequently supporting repeat purchases (Kotler, Armstrong, and Cunningham, 2002).

In line with this perspective, LaBarbera and Mazursky (1983) presented evidence suggesting that satisfaction acts as a mediator between previous intentions and new intentions, creating a stronger relationship than the direct impact of prior intentions alone. Similarly, Anderson and Sullivan (2015) found a positive link between customer satisfaction and repurchase intentions, suggesting that higher satisfaction levels lead to increased likelihoods of repurchase.

Satisfaction is viewed as a dynamic concept, encompassing both a process and an end result, in alignment with Day's (1980) assertion that while satisfaction is broadly understood, its interpretation can vary significantly between individuals. Despite differing viewpoints from various fields regarding satisfaction, there is an overall agreement that it typically represents the gap between expectations and actual experiences.

Customer Experience and Customer Satisfaction in the Nigerian Electricity Distribution Sector

To address the myriad challenges facing the power sector, the Nigerian government enacted the Electric Power Sector Reform Act, which became law on March 11, 2005. This legislation allowed private entities to participate in the generation, transmission, and distribution of electricity, facilitating the restructuring and privatization of the electricity market. Furthermore, this Act established the Nigeria Electricity Regulatory Commission (NERC) to oversee the sector's reform processes. It also led to the dissolution of the National Electric Power Authority (NEPA), transitioning to the Power Holding Company of Nigeria (PHCN), which eventually developed into the current operators in the sector (Ohajianya et al., 2014).

As noted by Okoye A. E. (2014), key responsibilities for stakeholders in the Nigeria Electricity Supply Industry (NESI) include:

1. Generating sufficient electricity.
2. Ensuring effective nationwide transmission.
3. Distributing power to consumers efficiently.

However, electricity distribution services in Nigeria are plagued by numerous challenges, the most notable being:

- a. Inadequate generation capacity to meet rising demand.
- b. Outdated infrastructure leading to instability and unreliability in power supply, adversely affecting industrial activities.
- c. Dependence on estimated electricity usage instead of accurate metering, contributing to reluctance to pay and encouraging theft and tampering.

- d. Vandalism against electrical infrastructure perpetrated by irresponsible individuals.
- e. Acts of violence against electricity workers by dissatisfied consumers.

Challenges in Nigeria's electricity sector can be broadly divided into technical issues related to production and supply, and commercial issues concerning energy consumption measurement and pricing. Consumers typically recognize shortcomings in generation and distribution as indications of a broader national decline, leading to frustration over exploitative billing practices linked to unreliable energy consumption estimates. Given the essential role of electricity in daily life and its influence on socio-economic activities, this frustration is significant. As Ise O. Joseph (2014) observed, energy is crucial for production, with electricity vital for large-scale manufacturing operations. Inconsistent electricity access disrupts production continuity, while voltage fluctuations can damage equipment. As a result, investing in improved electricity infrastructure is essential to enhance both the performance and longevity of physical assets.

To meet customer demands effectively, considering the inelastic nature of electricity demand, service providers must adapt to emerging customer needs for sustainable growth (Chuani, 2017). This view aligns with Holliday (1996), who stressed the electricity sector's susceptibility to regulatory changes and the potential for customer dissatisfaction, which can result in unpaid bills. Therefore, differentiating services and fostering strong customer relationships is crucial for the survival of electricity providers (Chuani, 2017). This assertion is further substantiated by Mylonakis, Malliaris, and Siomkos (1998), who found that many service providers prioritize establishing a physical presence in key locations and offering additional post-sale services to differentiate themselves from competitors.

METHODOLOGY

The study population comprises customers and managers of the Port Harcourt Electricity Distribution Company (PHED) located in South-South Nigeria. This population includes a total of 635,074 individuals. Edo and Delta states have been excluded from this population due to a report from the Nigeria Electricity Regulatory Commission (NERC), which did not provide a breakdown of the customer base for the Benin Electricity Distribution Company by state. Since Benin Disco serves both Edo and Delta states as well as certain areas in the South-West, the research focused on Rivers, Bayelsa, Akwa Ibom, and Cross River states, selected based on critical mass theory (Bingham, 1976; Bouchard, 1993). This theory posits that urban areas with a higher socio-economic status are more closely linked and likely to prioritize amenity-based values compared to those with lower socio-economic status, which tend to focus more on necessities.

Sample Size and Sampling Technique

Using the Krejcie and Morgan (1970) table for guidance, a sample size of 234 was determined for the study. As the research targets four states, Bowley’s (1926) proportional allocation method was employed:

$$n_1 = n(N_h) / N$$

In this equation, n_1 represents the proportion, n is the total sample size, N_h is the population size for each specific area, and N denotes the overall total population.

The distribution of respondents was as follows: 122 from Rivers State, 26 from Bayelsa State, 54 from Akwa Ibom State, and 32 from Cross River State, totalling 234 participants. A purposive sampling technique was adopted to ensure the selection of respondents aligned with the desired characteristics relevant to the study.

Data Analysis Methodology

The study utilized a primarily quantitative approach. For data analysis, inferential statistics were performed using Structural Equation Modelling (SEM) with the aid of AMOS 24.0 software, alongside the Statistical Package for Social Sciences (SPSS) version 25.0.

Measurement of Socio-demographic Characteristics

Descriptive statistics were utilized to gather demographic information on customers, including gender, age, marital status, occupation, employment status, income bracket, customer status, and highest educational qualification. This data was essential for characterizing the socio-demographic profile of participants.

A pilot test was conducted to evaluate the measurement instrument, assessing reliability through Cronbach’s Alpha values. A threshold of 0.7 was considered the acceptable minimum, as suggested by Nunnally and Bernstein (1994). The reliability analysis indicated that all scales achieved high internal consistency, exceeding the recommended minimum of 0.70. Specifically, Cronbach’s Alpha values for three constructs – customer satisfaction, customer loyalty, and customer retention – each met or exceeded 0.90. Additionally, three constructs – peace of mind, moments of truth, and political factors – recorded Alpha values above 0.80, while the outcome focus and product experience constructs exceeded 0.70. Overall, these findings indicate that the measurement instrument is reliable. An overview of the reliability analysis results is presented in Table 1 below.

Table 1. 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

In this study, bivariate analysis was employed to examine the hypotheses and assess the relationships between variables, utilizing the structural component of Structural Equation Modelling (SEM). The subsequent phase of the data analysis involved multivariate analysis with SEM to evaluate the moderating impact of external political factors on the variable relationships. The analysis took into account various parameters, including outliers, non-response bias, common method bias (CMB), common method variance (CMV), linearity, multicollinearity, normality, and homogeneity of variance.

Pilot Study

A preliminary pilot study involving 15 participants was performed to evaluate the measurement instrument. The internal consistency of the sub-constructs was analysed using Cronbach’s Alpha, with a reliability threshold set at 0.7. All dimensions and metrics exceeded this recommended alpha level, as outlined by Nunnally and Bernstein (1994).

Table 2. 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
M T	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 3. 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

Table 4. Showing Distribution of the Dimensions of Customer Experience

	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

Correlations

The correlations among the variables-Peace of Mind, Moments of Truth, Outcome Focus, Product Experience, Customer Satisfaction, Customer Loyalty, Customer Retention, and Political Factors-are detailed in the table below. The correlation coefficients, calculated using Pearson’s product-moment correlation, demonstrate that all constructs are significant at the 0.01 level (2-tailed). The highest bivariate correlation observed is 0.76, which exists between customer satisfaction and outcome focus, while the lowest correlation is 0.34, found between peace of mind and product experience. Since no correlation exceeded 0.85, multicollinearity was not a concern.

Table 5. Correlations

		Peace of Mind	Moments of Truth	Outcome Focus	Product Experience	Customer Satisfaction
Peace of Mind	Pearson Correlation	1	.717**	.673**	.338**	.687**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	230	230	230	230	230
Moments of Truth	Pearson Correlation	.717**	1	.736**	.410**	.684**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	230	230	230	230	230
Outcome Focus	Pearson Correlation	.673**	.736**	1	.380**	.758**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	230	230	230	230	230
Product Experience	Pearson Correlation	.338**	.410**	.380**	1	.381**
	Sig. (2-tailed)	.000	.000	.000		.000

	N	230	230	230	230	230
Customer Satisfaction	Pearson Correlation	.687**	.684**	.758**	.381**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	230	230	230	230	230

Structural Model Results

Utilizing an a priori parameter specification, a one-factor model was established with the following indicators: CS1: I have a very positive opinion of PHED; CS2: I feel comfortable visiting the PHED office for the services I seek; CS3: I am generally satisfied with PHED and the services offered; CS4: I believe PHED delivers the best possible results for my needs; CS5: I find that PHED adequately addresses my issues. Each indicator was rated on a scale from 1 to 5, where higher scores indicate greater levels of customer satisfaction. The variance-covariance matrix for the population was analysed using AMOS 24.0, employing a maximum likelihood estimation approach (factor loadings and error variances are detailed in Table 8). The model fit was assessed through various indices, including the root mean square error of approximation (RMSEA), comparative fit index (CFI), Tucker-Lewis's index (TLI), the probability of close fit (PCLOSE), and the normed fit index (NFI).

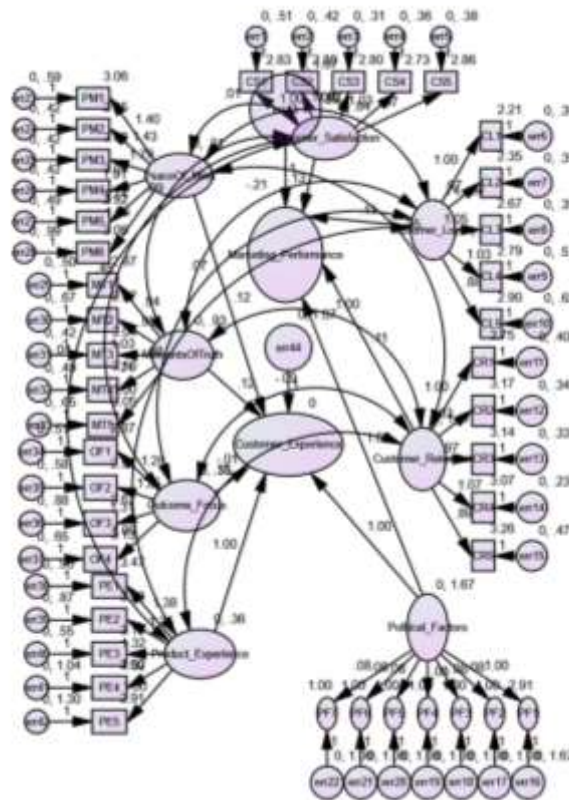


Figure 3. Structural Model (Linking the Hypotheses)

The second-order measurement model was established with an overidentification of one hundred and eighty-four degrees of freedom (184 df). Following the guidelines from Hu and Bentler (1999), a suitable model fit was determined using criteria such as RMSEA (≤ 0.6), CFI (≥ 0.95), TLI (≥ 0.95),

PCLOSE (≥ 0.5), and NFI (≥ 0.95). Additionally, according to Hair (2006), the following indices were recommended for indicating an acceptable fit: GFI (> 0.90), NFI (> 0.90), PNFI (> 0.60), RMSR (< 0.10), CFI (> 0.90), AGFI (> 0.80), and RMSEA (< 0.08). A variety of indices were employed, as they offer distinct insights into model fit, including absolute fit, corrections for parsimony, and comparative fit.

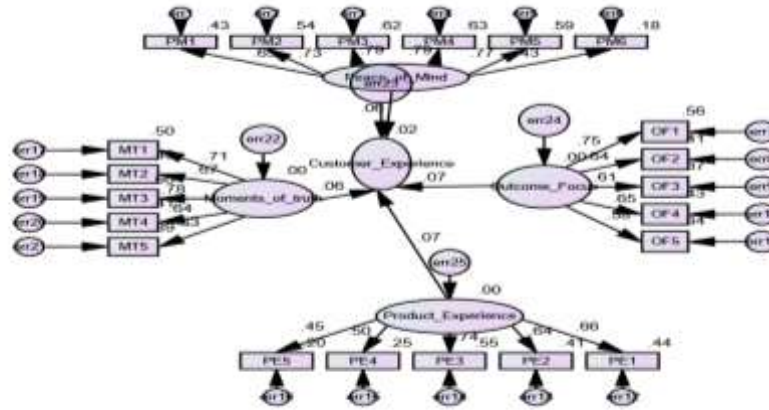


Figure 4. Second-Order Measurement Model of Customer Experience

Utilizing these indices collectively allows for a more cautious and dependable assessment of model solutions. As noted by Byrne (2006), parameter estimates and standardized factor loadings should ideally exceed 0.5 and preferably surpass 0.7; meanwhile, according to Brown (2010), factor loadings that are completely standardized and reach 0.4 or higher are typically considered to indicate a “salient” factor loading.

In examining the goodness-of-fit indices for the second-order measurement model of entrepreneurial orientation, the assessments suggested a moderate fit for the data (chi-square (184 df) = 866.61, RMSEA = 0.125, CFI = 0.67, NFI = 0.61, TLI = 0.63, and PCLOSE = 0.00). However, the significance of the p-value ($p < 0.000$) demonstrated an acceptable fit, as the model was deemed over-identified with one hundred and eighty-four degrees of freedom. Further analysis of the modification indices indicated that introducing covariance between the error terms for peace of mind, moments of truth, outcome focus, and product experience enhanced the model fit. Following this adjustment, the results showed significant improvement in the second-order measurement model fit (chi-square (184 df) = 866.61, RMSEA = 0.021, CFI = 0.97, NFI = 0.95, TLI = 0.97, and PCLOSE = 0.55). The factor loading estimates indicated strong associations between the four sub-constructs and the latent factor of customer experience, signifying their statistical relevance. These findings align with the notion that these sub-scales are dependable representations of the latent construct of customer experience.

The mean distribution for customer experience reflects summaries of its sub-constructs: Peace of Mind (18.10), Moments of Truth (12.27), Outcome Focus (15.57), and Product Experience (15.76). The results suggest that all four

constructs exhibit moderate yet significant mean values, indicating that PHED is effective in generating new services and delivery patterns, potentially due to management changes within the organization. The summaries of these constructs provide essential insights into assessing customer experience distribution, revealing it as a vital aspect for PHED. The evidence from the distribution data indicates that customer experience is perceived as a strong characteristic of PHED and is deemed crucial for achieving marketing performance objectives.

The first specific objective aimed to evaluate the connection between peace of mind and customer satisfaction. This was expressed through a research question under Ho:1. The results indicate a strong, positive, and significant correlation between these variables (with $\beta > 0.5$, $t > 1.96$, and $p < 0.05$), leading to the rejection of the null hypothesis. Thus, we conclude there exists a notable positive relationship between peace of mind and customer satisfaction in electricity distribution companies throughout South-South Nigeria. This finding is consistent with the conclusions of Felix, Laetitia, and Eyk (2016), who affirmed that peace of mind is linked to overall experience quality and customer satisfaction.

The second specific objective explored the relationship between moments of truth and customer satisfaction. Analysis results failed to support the hypothesis. However, findings indicated a strong positive correlation between moments of truth and customer satisfaction in electricity distribution companies within South-South Nigeria.

The third specific objective involved examining the link between outcome focus and customer satisfaction. Results demonstrated a strong positive and significant association (with $\beta > 0.5$, $t > 1.96$, and $p < 0.05$), suggesting that enhanced outcome focus correlates with increased customer satisfaction. This aligns with findings by Klaus and Maklan (2012), who showed that outcome focus as a dimension of customer experience quality positively impacts customer satisfaction. The fourth specific objective assessed the relationship between product experience and customer satisfaction, revealing a robust positive correlation (with $\beta > 0.5$, $t > 1.96$, and $p < 0.05$). This finding highlights the significant link between product attributes and customer satisfaction within the context of electricity distribution companies in South-South Nigeria, reinforcing the Service Quality Theory proposed by Buttle (1996), which asserts that consumer expectations primarily shape their overall service experience.

CONCLUSIONS AND RECOMMENDATIONS

Based on the observed data and empirical findings, this study concludes that customer experience plays a critical role in enhancing marketing performance. It establishes that aspects such as peace of mind, moments of truth, outcome focus, and product experience are essential in fostering customer satisfaction among electricity distribution companies in South-South Nigeria. These results further support the assertion that customer experience is integral to maintaining customer satisfaction.

Considering the study's findings regarding the relationship between customer experience and customer satisfaction within electricity distribution companies in South-South Nigeria, the following recommendations are made:

1. Management of electricity distribution companies should address existing challenges and deficiencies in the industry to promote peace of mind among consumers, thereby enhancing customer satisfaction.
2. Flexibility in adapting to customer needs is crucial for electricity distribution companies to effectively manage moments of truth and cultivate customer loyalty.
3. Simplifying the process of obtaining electricity can increase consumer preference for electricity supply over alternative power sources, which will contribute to higher customer retention rates.

FURTHER RESEARCH

This research still has limitations so further research is still needed on this topic.

REFERENCES

- Anderson E. W. & Sullivan M. (1993). The Antecedents and Consequences of Customer Satisfaction for Firms. *Mark Sci.* 1993:12:125-143, Doi: 10.1287/Mksc.12.2.125.
- Amoah F., Radder I. and Eyk M. V. (2016). Experience Quality Dimensions and Customer Perceptions: A Case Study of Guesthouses in Ghana
- Bagozzi, R., Gopinath, M. & Nyer, P., (1999). The Role of Emotions in Marketing. *Academy of Marketing Science*, 27(2), Pp. 184-206.
- Başer, I., Cintamür, I. & Arslan, F. (2015). Examining The Effect of Brand Experience on Customer Satisfaction, Brand Trust and Brand Loyalty. *Iktisadi Veidari Bilimler Dergisi*, 37(2), Pp.101-128.
- Berry, L. L., & Seltman, K. D. (2007). Building A Strong Services Brand: Lessons from Mayo Clinic. *Business Horizons*, 50(3), 199-209. Doi: 10.1016/J.Bushor.2007.01.005
- Berry, L. L., Wall, E.A., & Carbone, L.P. (2006). Services Clues and Customer Assessment of The Service Experience: Lessons from Marketing. *Academy Of Management Perspectives*, 20(2), 43-57. Doi: 10.5465/Amp.2006.20591004
- Bitner, M. J. (1992). Services capes: The Impact of Physical Surroundings on Customers and Employees. *The Journal of Marketing*, 57-71.
- Binkhorst, E. & Dendekker, T. (2009). Agenda For Co-Creation Tourism Experience Research, *Journal of Hospitality Marketing & Management*, 18(2-3), 311-327.
- Boohene, R., Agyapong, G. K. O., & Gonu R. (2013). Factors Influencing the Retention of Customers of Ghana Commercial Bank within the Agona Swedru Municipality, *International Journal of Marketing Studies* 5(4), DOI: 10.5539/ijms.v5n4p82

- Byrne, B. M. (2006). *Structural Equation Modeling with Eqs: Basic Concepts, Applications, And Programming* (2nd Ed.). Lawrence Erlbaum Associates Publishers.
- Brown A. P. (2010). *Qualitative Method and Compromise in Applied Social Research*,
- Buttle, F. (2009). *Customer Relationship Management: Concepts and Technologies*. New York, Ny: Routledge.
- Caru, A., & Cova, B. (2003). Revisiting Consumption Experience: A Humbler but Complete View of The Concept. *Marketing Theory*, 3(2), 267-286.
- Carbone, L. P. & Haeckel, S. H. (1994). Engineering Customer Experiences. *Marketing Management*, 3(3), 8-19.
- Civelek M. E. & Sozer E. G. (2018). How Does Customer Experience Shape the Attitude Towards and Intention to Brand Switching, *Journal of Business Research*.
- Chatzopolous C. G. & Weber M. (2018). Challenges Of Total Customer Experience (TCX): Measurement Beyond Tou Ch points, *International Journal of Industrial Engineering and Management* 9(4):187-196,
- Chong, E., R. Kennedy & C. Riquier (1997). The Difference Between Satisfaction and Service Quality // *Emac Conference Proceedings*, No. 1, Pp. 257-269.
- Chuani P. W. (2017). *Determinants of Customer Retention in Kenyan Commercial Banks: A Case of KCB Bank Kenya Limited*, United States International University-Africa
- Colgate, M.& P. J. Danaher (2000). Implementing A Customer Relationship Strategy: The Asymmetric Impact of Poor Versus Excellent Execution // *Journal of The Academy of Marketing Science*, Vol. 28, No. 3, Summer, Pp. 375-387.
- Day, G.S. (1980). *Strategic Market Analysis: Top-Down and Bottom-Up Approaches*. Marketing Science Institute.
- Electric Power Sector Reform Act March (2005)
- Geise, L. J & Cote, A. J. (2000). *Academy of Marketing Science Review Volume 2000 No. 1* Available: <Http://Www.Amsreview.Org/Articles/Giese01-2000.Pdf>
- Gentile, C., Spiller, N. & Noci, G. (2007). How To Sustain the Customer Experience: An Overview Of Experience Components That Co-Create Value With The Customer, *European Management Journal*, 25, 395-410.
- Gronroos, C. (1984). A Service Quality Model and Its Marketing Implications // *European Journal of Marketing*, Vol. 18, No. 4, Pp. 36-44.
- Holbrook, M. B., & Hirschman, E, C. (1982). The Experiential Aspects of Consumption: Consumer Fantasies, Feelings, And Fun. *Journal Of Consumer Research*, 9(10), 132-40.
- Hu, L.-T., & Bentler, P. M. (1999). Cutoff Criteria for Fit Indexes in Covariance Structure Analysis: Conventional Criteria Versus New Alternatives. *Structural Equation Modeling*, 6(1), 1-55.
- Imran K, Ruchi J. G, & Zillur R. (2015). Customer Service Experience in Hotel Operations: An Empirical Analysis. *Procedia - Social And Behavioral*

- Sciences 189 (2015) 266 – 274. In Entrepreneurship Research. Journal Of Business Research, 36, 15-23.
- KPMG International (2013). The KPMG Survey of Corporate Responsibility Reporting KPMG.Com/Sustainability
- Klaus, P. & Maklan, S. (2011). Bridging The Gap for Destination Extreme Sports – A Model of Sports Tourism Customer Experience, Journal of Marketing Management, 27(13-14), 1341-1365.
- Kim J. & Gupta P. (2012). Emotional Expressions in Online User Reviews: How They Influence Consumers' Product Evaluations, Journal of Business Research.
- Kotler P., Armstrong G. & Cunnighan M. H. (2002). Principles Of Marketing, Prentice Hall Gronroos, C. (1984). A Service Quality Model and Its Marketing Implications // European Journal of Marketing, Vol. 18, No. 4, Pp. 36-44.
- Krejcie R. V. & Morgan D. W. (1970). Determining Sample Size for Research Activities, Educational and Psychological Measurement, 30, 607-610.
- Labarbera, P. A. & Mazursky, D. (1983). A Longitudinal Assessment of Consumer Satisfaction, Dissatisfaction: The Dynamic Aspect of Cognitive Process. Journal of Marketing Research, 2, 393-404.
- Lee, S. & Jeong, M., (2012). Effects Of E-Servicescape on Consumers' Flow Experiences. Journal of Hospitality and Tourism Technology, 3(1), Pp. 47 - 59.
- Locke, E.A. (1976). The Nature and Causes of Job Satisfaction. In Dunnette, M.D (Ed.) Handbook of Industrial and Organizational Psychology (Pp.1297-1349). Chicago: Rand Mc Nally.
- Lofgren, M. (2005), "Winning at the first and second moments of truth: an exploratory study", Managing Service Quality, Vol. 15 No. 1, pp. 102-15.
- Lovelock, C.H. (1981). Why Marketing Management Needs to Be Different for Services. Marketing of Services – Chicago, Il: American Marketing Association,
- Nunnally, J.C. And Bernstein, I.H. (1994). The Assessment of Reliability. Psychometric Theory, 3, 248-292.
- Oliver, R. L., (1997). Satisfaction: A Behavioral Perspective on The Consumer. New York, Ny: Mcgraw-Hill.
- Oliver, R.L. & Swan, J.E. (1989). Consumer Perceptions of Interpersonal Equity and Satisfaction in Transactions: A Field Survey Approach. Journal of Marketing, 53, 21.
- Oliver R.L. (1999). "Whence Customer Loyalty?", Journal of Marketing, Vol. 63, Special Issue, Pp. 33-44.
- Payne, A., Storbacka, K. & Frow, P. (2008). Managing The Co-Creation of Value. Journal of The Academy of Marketing Science, 36, 1, Pp. 83-96.
- Pine Ii, B. J. & J. H. Gilmore (1998). 'Welcome to The Experience Economy', Harvard Business Review, 76 (4), 97-105.
- Rai, A. K. (2013). Customer Relationship Management: Concept and Cases. Delhi: Phi Learning Private Limited.

- Ritchie, J.R.B. & Hudson, S. (2009). Understanding and Meeting the Challenges of Consumer/Tourist Experience Research, *International Journal of Tourism Research*, 11, 111-126.
- Robinette, S., Brand, C. & Lenz, V. (2001). *Emotion Marketing: The Hallmark Way of Winning Customers for Life*, McGraw-Hill, New York.
- Schmitt, B. (1999). Experiential Marketing. *Journal Of Marketing Management*, 15(1-3), 53-67.
- Schmitt, B. (2010). Experience Marketing: Concepts, Frameworks and Consumer Insights. *Foundations and Trends in Marketing*, 5(2):55-112.
- Sorensen B. M. (2008). Behold, I Am Making All Things New': The Entrepreneur as Savior in The Age of Creativity, *Scandinavian Journal of Management* 24(2):85-93
- Venkat, R. (2007). Impact of Customer Experience on Satisfaction, Brand Image and Loyalty: A Study in A Business-To-Business Context. *Asac* (2007), 101-114.
- Wadud Sharmin, (2012). Customer Satisfaction in Business: A Case Study of Moon Travel Ltd, Finland [Pdf] Available At: <https://www.theseus.fi/bitstream/handle/10024/>
- Walter, U. Edvardsson B. & Ostrom A. (2010). Drivers of Customers' Service Experiences: A Study in the Restaurant Industry. *Journal of Service Theory and Practice*, 20(3):236-258
- Wang L., Tang H, Liu D. and Xing C. (2017). Study On Customer Experience Dimension Based On Online Shopping Reviews Of Mi's Products.