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Mitigating Reputational Challenges in the Telecom Sector: An Assessment of the Impact of Customer Satisfaction Strategies at Zambia Telecommunications Company Limited

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SCIENCE IN RISK MANAGEMENT

By

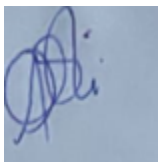
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DECLARATION


I Audrey Mushili declare that this research entitled “**Mitigating Reputational Challenges in the Telecom Sector: An Assessment of the Impact of Customer Satisfaction Strategies at Zambia Telecommunications Company Limited**” has been composed by myself and that it has not been submitted in part or in whole, in any previous application for a Masters. Except where states otherwise by reference or acknowledgement, the work presented is entirely my own.

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ABSTRACT

Customer satisfaction initiatives (CSI) are crucial for shaping an organization's reputation and building customer loyalty, especially in the highly competitive telecommunications sector. This study examines how CSI influences Zamtel's reputation and customer retention by analyzing key factors such as network reliability, pricing, billing accuracy, and the quality of customer service. Using a mixed-methods approach, the research combines quantitative techniques like correlation analysis and descriptive statistics with qualitative insights to understand customer perceptions and experiences.

The study finds that effective problem-solving, clear communication, and responsive customer support play a significant role in enhancing Zamtel's reputation and customer loyalty. Among the core service factors, network reliability and accurate billing emerged as the most critical drivers of customer satisfaction, whereas value-added services had a limited effect. The statistical analysis indicates a moderate positive relationship between customer satisfaction and loyalty, highlighting the importance of improving service quality to retain customers.

To address these findings, the study recommends strengthening network reliability, improving billing systems, enhancing online customer service, and introducing loyalty programs to reward long-term customers. From a policy standpoint, regulatory bodies should enforce service quality standards to ensure fair pricing, accurate billing, and continuous investment in telecommunications infrastructure. Policymakers should also implement incentives to promote network expansion in underserved areas, improving service accessibility for all customers, especially in rural communities. Additionally, national policies on digital transformation should incorporate customer service training programs and consumer protection measures to uphold customer rights and enhance industry accountability. The study highlights the need for strategic customer engagement and ongoing service improvements to remain competitive. It concludes that prioritizing core services and integrating customer feedback mechanisms can strengthen Zamtel's reputation and customer retention. Future research should explore the role of emerging technologies, advanced customer service training, and infrastructure development in enhancing telecommunications services in Zambia. These insights provide valuable

guidance for industry stakeholders, policymakers, and business leaders seeking to improve Zamtel's market position and drive sustainable growth.

DEDICATION

I dedicate this study to my family for their unconditional love and support. To my beloved sister Pauline Mushili, whose guidance, patience and inspiration have been instrumental in my studies, and to my professors for imparting knowledge and wisdom that made this possible. And mostly to my able God

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List of Acronyms

ZAMTEL - Zambia Telecommunications Company Limited

ZICTA - Zambia Information and Communications Technology Authority

QoS - Quality of Service

CSI – Customer Satisfaction Initiatives

CHAPTER ONE: INTRODUCTION

1. Introduction

The tele-communications industry in Zambia has undergone significant transformation and liberalisation since the early 1990s, transitioning from a command economy model dominated by state-owned entities to a competitive market with multiple private sector players. Zambia Telecommunications Company Limited (ZAMTEL), is the national telecommunications provider in Zambia, established in 1994. It offers a range of services, including mobile, fixed-line, internet, and data, playing a vital role in enhancing telecom access, especially in rural areas. (Chanda,2022). Following a transformative acquisition in 2010 by LAP Green Networks, Zamtel shifted its focus from voice services to comprehensive telecommunications solutions. The company aimed to double its subscriber base from 3.7million to 7million by the end of 2023 and has actively participated in policy reforms, such as mobile number portability. (Zamtel,2021). Despite its long-standing presence in the industry, Zamtel has faced challenges in maintaining its market share and reputation amidst intensifying competition from private sector competitors such as Airtel and MTN. Regulatory changes and evolving consumer preferences have further compounded these challenges, making it imperative for Zamtel to enhance its customer satisfaction initiatives to improve its reputation and market position (Soko, 2013). This research focuses on exploring the impact of customer satisfaction initiatives on reputation management in the telecommunications industry, using Zamtel as a case study.

Background to the Study

Following the liberalisation of the industry in the 1990s, the telecommunications sector in Zambia has experienced significant changes (Chanda,2022). Previously dominated by the state-owned Zambia Telecommunications Company Limited (Zamtel), the sector saw increased competition after the entry of private companies such as Airtel and MTN. Despite being one of the earliest telecom providers, Zamtel has struggled to maintain its

market position and reputation amidst the growing presence of these private firms. (Soko,2013).

Zamtel's Historical Context

Zamtel was created in 1969 as a state-owned corporation responsible for providing telecommunications and postal services in Zambia. For many years, it operated as the sole provider of these services, controlling majority of the market. However, the company faced numerous inefficiencies, including slow service provision, outdated infrastructure, and high operational costs. When Zambia began liberalising its economy in the 1990s, competitors such as Celtel (now Airtel) and MTN entered the market, offering more affordable and reliable services, particularly in the rapidly growing mobile communications segment.

Zamtel, which had primarily focused on fixed-line services, found it difficult to adjust to the fast-changing landscape dominated by mobile technology. Private competitors were able to quickly attract a substantial customer base through their advanced infrastructure, flexible services, and competitive pricing, leaving Zamtel lagging behind. Over time, Zamtel's inability to modernise its operations and improve customer service resulted in a decline in its market-share.

Competitive Market Landscape

By the early 2000s, private operators like Airtel and MTN had become key players in the Zambian tele-communications industry. These companies invested in modern technology, deployed efficient services, and focused on meeting the needs of a growing customer base. Their introduction of mobile services, affordable data plans, and mobile financial services helped them capture a significant portion of the market (Mwale P,2014).

Meanwhile, ZAMTEL continued to wrestle with several challenges including;

1. **Outdated Infrastructure:** Zamtel's reliance on legacy systems placed it at a disadvantage compared to its competitors, who had more modern equipment.
2. **Poor Customer Service:** Zamtel's customer service had a reputation for being slow and unresponsive, which further alienated customers.

- 3. Bureaucratic Inefficiencies:** As a government-owned entity, Zamtel faced bureaucratic obstacles that slowed decision-making and hindered its capacity to compete effectively in a fast evolving market.

Regulatory and Policy Environment

The Zambia Information and Communications Technology Authority (ZICTA), the national regulator, played a crucial role in shaping the competitive landscape of the telecom industry. Following liberalisation, ZICTA promoted a competitive market environment, ensuring that new entrants could operate and provide services alongside Zamtel. This regulatory support allowed private operators to expand and innovate rapidly, meeting growing consumer demand for better services and lower costs (ZICTA,2020)

Zamtel, despite benefiting from government backing, was also subject to these regulatory policies and needed to adapt to the competitive environment. However, the company's state-owned status often made it less agile compared to its privately-owned competitors, who were quicker to implement customer-focused strategies.

Shifting Consumer Preferences

The preferences of Zambian telecom consumers have evolved over the years. There has been a shift from traditional fixed-line services to mobile-based communication, driven by the increasing penetration of mobile phones and demand for internet services. Consumers now prioritize affordable mobile plans, fast data services, and value-added features such as mobile money and seamless connectivity.

Airtel and MTN have responded to these shifting preferences by providing a wide range of affordable mobile services, expanded network coverage, and user-friendly mobile financial services. These companies have effectively capture the younger, more tech-savvy demographic, which expects reliable, fast, and affordable telecom services.

In contrast, Zamtel has been slower to adapt to these changes. Although it has made efforts to improve its services, the company's past reliance on traditional tele-com models and slower response to consumer need has contributed to its declining market share.

Zamtel's Efforts at Reform

In response to these challenges, Zamtel has undertaken several reforms in recent years aimed at revamping its services and regaining market share. These include upgrading its infrastructure, expanding its mobile and broadband offerings, and introducing customer-focused programs. However, these initiatives have had limited success due to ongoing operational inefficiencies and its legacy of poor customer service(Soko,2013).

A significant milestone in Zamtel's recent history was its partial privatization in 2010 when a majority stake was sold to Libyan firm LAP Green. However, the privatization was reversed in 2012 when the Zambian government renationalized the company. This shift added complexity to Zamtel's efforts to stabilise its market position and effectively compete against private sector rivals.

The Role of Customer Satisfaction in Reputation Management

In the highly competitive telecommunications industry, customer satisfaction serves as a cornerstone in reputation management for telecommunications companies. By understanding and addressing customer expectations and perceptions, companies can enhance satisfaction levels, leading to improved reputation, customer loyalty, and sustained market success. (Ananaba,2021). Customer satisfaction is a critical factor for maintaining a company's reputation and retaining its market position. Customer satisfaction is the psychological state resulting from two key factors: (1) the customer's expectations before a purchase, and (2) their perception of the product's or service's performance after the purchase (Xin Rao et.al.2025). It can be evaluated through two distinct perspectives:

Transaction-specific perspective: This approach focuses on the customer's satisfaction based on individual, recent purchase experiences. According to (Prentice, C., & Wong, I. A. (2020), his study offers a fresh perspective on the customer satisfaction-loyalty relationship, highlighting the importance of individual transaction experiences in fostering customer loyalty.

Cumulative perspective: on the other hand, the cumulative perspective of customer satisfaction evaluates a customer's overall satisfaction based on all past purchase

experiences, rather than focusing on individual transactions. (Mittal et.al.2023). Othman.K (2015) describes customer satisfaction not just as a socially provocative concept but narrates that it has become the gold standard by which every organization is measured and judged. In contemporary business dealing customer satisfaction should always come first in whatever situation and a business can achieve success only by understanding and fulfilling the needs of customers. According to Turell and Sorento (2006), customer satisfaction is shaped by factors such as expectations, perceived service, and perceived quality. Service providers often prioritise customer satisfaction because of its critical role in retaining customers. In the realm of telecommunications and information technology, Lin and Wu (2011) noted that satisfaction in mobile commerce stems from the overall customer reaction to their purchasing experiences within the mobile commerce environment.

In relation to Zamtel's products and services, customer satisfaction can be understood as the mental state reflecting customers' pre-purchase expectations and their perceptions after using Zamtel's telecommunications offerings. This includes services such as mobile connectivity, fixed-line telephony, internet services, and data solutions. Zamtel customers form expectations based on factors like network reliability, service responsiveness, pricing, and customer support quality. Their satisfaction is then influenced by how well Zamtel's products and services meet or exceed these expectations post-purchase. From a transaction-specific perspective, customer satisfaction might be based on individual experiences, such as the quality of Zamtel's mobile data services during a specific call or internet usage session. For instance, if a customer has seamless connectivity during a busy period, their satisfaction for that transaction increases. In contrast, from a cumulative perspective, customers evaluate Zamtel based on their overall experience across multiple services, from mobile service to customer support. A consistent pattern of reliable service, accurate billing, and responsive customer care would lead to higher satisfaction overall, beyond any single transaction.

This research aimed to examine the impact of customer satisfaction initiatives on Zamtel's reputation management. By exploring how customer-focused reforms can improve Zamtel's public image and customer retention, the study seeks to provide insights into

how Zamtel can enhance its market position and effectively compete in Zambia's telecom industry.

1.1 Statement of the Problem

Ideally, Zamtel, the first telecommunication company in Zambia should maintain a strong market presence and a stellar reputation by providing high-quality services that meet customer expectations. This includes offering reliable network services, accurate billing, fast internet speeds, and exceptional customer service. Achieving high levels of customer satisfaction should result in a loyal customer base, positive brand perception, and a competitive edge in the telecommunications market.

Zamtel is currently encountering substantial obstacles that impede its progress toward achieving an optimal operational state. Specifically, the company is grappling with a decline in market share and reputation, driven by ongoing issues such as network interruptions, billing inaccuracies, slow internet speeds, and inadequate customer service (Soko, 2013). This research aimed to investigate the underlying causes of the challenges and evaluate the effectiveness of current strategies in addressing them. The study focused on identifying the root issues contributing to these problems and assessing potential improvements to enhance Zamtel's market position and customer satisfaction. Recent updates indicate that Zamtel accounts for only a small fraction of the market compared to its competitors (Chanda, 2022). Additionally, regulatory authorities like the Zambia Information and Communications Technology Authority (ZICTA) have imposed fines on Zamtel for failing to meet quality of service parameters, reflecting systemic issues with service provision. According to Tembo (2021), fines totalling K4.8 million were levied on Zamtel for failing to meet set parameters on call setup success rate, mean opinion call, successful internet logins, and successful SMS rate during the fourth quarter of 2017 and the first quarter of 2018.

The challenges Zamtel faces could potentially lead to issues such as customer dissatisfaction, a weakened brand image, and a possible reduction in market share. This research aimed to explore the effectiveness of the current initiatives in place, as well as identify the main factors that influence customer satisfaction. Additionally, it examined the relationship between customer satisfaction and brand loyalty. Recognising that customer

satisfaction is affected by a variety of independent variables, and is not necessarily a final outcome, the study also explored how these factors might interrelate and influence overall brand loyalty and market perception. Insights gained from this investigation may help Zamtel refine its strategies to bolster its market reputation and improve its long-term competitiveness in the telecommunications sector.

1.2 Research Objectives

- i. To examine the effect of existing customer satisfaction initiatives on Zamtel's reputation.
- ii. To determine the primary factors that influence customer satisfaction among Zamtel's customers.
- iii. To explore the relationship between customer satisfaction and customer loyalty towards Zamtel.

1.3 Research Questions

- i. How effective are the existing customer satisfaction initiatives in improving Zamtel's reputation among its customers?
- ii. What are the primary factors that influence customer satisfaction among Zamtel's customers in the telecommunications industry?
- iii. What is the relationship between customer satisfaction and brand loyalty among Zamtel's customers?

1.4 Significance of the study

The proposed research shall provide valuable insights into how customer satisfaction initiatives can enhance reputation management within the telecommunications industry, specifically focusing on Zamtel. By examining the impact of customer satisfaction initiatives, this research aims to contribute to several key areas: The study will identify effective customer satisfaction initiatives that Zamtel can implement to address issues such as network interruptions, billing inaccuracies, and poor customer service experiences. This could lead to improved service quality, directly benefiting Zamtel's customers. In addition, by understanding the relationship between customer satisfaction and reputation management, Zamtel could adopt strategies that enhance its brand image,

thereby regaining market share and establishing a competitive advantage over its rivals like Airtel and MTN.

The study will contribute to the existing body of knowledge on reputation management and customer satisfaction in the telecommunications industry, providing a framework that can be applied to other companies and industries facing similar challenges. The findings can assist policymakers in understanding the critical role of customer satisfaction in the telecommunications sector, potentially influencing the development of regulations that promote higher service standards and customer-centric practices.

1.5 Scope of the study

This study will be conducted over a period of 6 months, allowing for comprehensive data collection and analysis. The focus of the study will encompass Zamtel's operations nationwide, providing a holistic view of its reputation management practices and customer satisfaction initiatives across different regions of Zambia. However, due to resource constraints, the primary data collection and analysis will be centred on Zamtel's operations in Lusaka, the capital city, where a significant portion of its customer base is concentrated. While the study aims to explore Zamtel's operations nationwide, focusing on Lusaka allows for in-depth examination within a manageable scope. Delimiting the study to Zamtel's operations in Lusaka enables a more concentrated analysis, facilitating a deeper understanding of the specific dynamics at play within this key market. Additionally, Lusaka serves as a representative sample of Zamtel's operations, providing insights that can be extrapolated to other regions while acknowledging potential regional variations.

1.6 Definition of key terms and concepts

Customer Satisfaction Initiatives: These are a wide range of intentional programs, strategies, and activities that businesses use to make sure that the requirements, preferences, and expectations of their customers are fulfilled or surpassed. These programs are essential for building client loyalty, improving brand recognition, and propelling company expansion.

These initiatives can include improvements in service quality, customer support, and billing accuracy;

Service Quality Improvement: This initiative focuses on enhancing the overall quality of services delivered to customers. It may involve streamlining operational processes, ensuring consistent and timely service delivery, investing in staff training, and implementing quality assurance measures. The goal is to meet or exceed customer expectations by delivering reliable, efficient, and high-value services.

Customer Support Enhancement: Customer support initiatives aims to improve the accessibility, responsiveness, and effectiveness of assistance provided to customers. This could include extending service hours, offering multi-linked support, providing multiple communication channels (such as phone, email, chat, or social media), and equipping support teams with the tools and training needed to address inquiries and resolve issues quickly.

Billing Accuracy Improvements: This initiative is designed to ensure that customers receive bills that are free from error and are well detailed and transparent. This is Measured through automating billing processes, simplifying bill formats and implementation of an error-checking mechanisms, and delivering clear explanations for any charges or fees billed.by enabling accuracy in the billing system customers are more satisfied with services and this reduces disputes among customers (Kotler, P., & Keller, K. L. (2016)).

Reputation Management: The process of influencing and controlling an organization's reputation. In this study, it refers to the strategies Zamtel employs to maintain and enhance its public image and standing in the market.

Telecommunications Industry: A sector that includes companies that make communication possible globally through phone, internet, airwaves, cables, wires, or wirelessly. This industry is critical for the global exchange of information (Horak, 2012).

Market Share: The portion of a market controlled by a particular company or product. It is typically expressed as a percentage of the total sales in a market (Werden, 2017).

Quality of Service (QoS): The overall performance of a telecommunication service as experienced by the user. This includes metrics such as call setup success rate, mean opinion score, successful internet logins, and SMS success rate (Mojisola & Gbolahan, 2015).

CHAPTER TWO: LITERATURE REVIEW

2.0 Overview

This chapter reviews empirical literature and theoretical frameworks related to customer satisfaction initiatives and reputation management in the telecommunications industry. It examines key studies, highlights research gaps, and explores the variability of findings across different geographical contexts. The chapter also identifies the need for localized research and comparative analyses to better understand Zamtel's operational dynamics. Additionally, it integrates relevant theories, including Service Quality Theory, Social Exchange Theory, and Stakeholder Theory, and presents a conceptual framework linking customer satisfaction initiatives to reputation management.

2.1 Empirical Literature

Several studies have investigated the relationship between customer satisfaction initiatives and reputation management in the telecommunications industry, providing valuable insights into this dynamic relationship.

Saud Alsaqer et.al.(2024) from Saudi Arabia conducted a study which focused on Investigating Total Quality Management(TQM) Strategies for Sustainable Customer Satisfaction in Gulf Corporation Council countries Telecommunications. Using secondary data from the quarterly reports of three companies, this study investigates the impact of TQM on customer satisfaction in the telecoms industry of Gulf Cooperation Council (GCC) nations (2019–2023). Regression, correlation, and descriptive studies using STATA software show a notable rise in net promoter scores, demonstrating businesses' dedication to satisfying changing client demands. Customer focus and continuous improvement techniques do not have a statistically significant impact on customer satisfaction, but employee involvement and process management do. By empowering telecom firms to implement customer-centric strategies for attaining sustainable growth and long-term success, the study highlights the significance of TQM in promoting sustainable customer happiness. It's critical to match consumer needs with corporate processes, particularly when resolving complaints. In order to better understand client

preferences, the study recommends the use of sophisticated customer relationship management (CRM) systems.

Mohammad, A., Al-Zu'bi, H., & Al-Hadid, A.Y. (2016) conducted a study on 'The impact of quality of services and satisfaction on customer loyalty: The moderate role of switching costs' in United Arab Emirates. Mohammad,et.al, researched on how customer satisfaction, service quality, and perceived value affect customer loyalty in the Jordanian telecommunications market. Using stratified random and multi linear regression, the study found that service quality directly impacts customer satisfaction, which then influences customer loyalty. The results aligned with the idea that delivering high-quality services is essential to maintaining a competitive advantage.

Santouridis and Trivellas (2010) investigated the impact of service quality and customer satisfaction on customer loyalty in the mobile telephony sector in Greece. Through field research and questionnaire surveys, they identified key service quality dimensions, including customer service, pricing structure, and billing system, that significantly influenced customer satisfaction and subsequent loyalty. Their findings confirmed the mediating role of customer satisfaction on the relationship between service quality and customer loyalty, highlighting the importance of delivering high-quality services to foster customer satisfaction and loyalty in the competitive telecommunications market (Santouridis & Trivellas, 2010).

Gazi et al. (2024) evaluated a customer relationship management (CRM) model in the telecommunication industry, focusing on the influence of organisational commitment and knowledge management on CRM and its subsequent effects on customer profitability and loyalty. Utilising structural equation modeling (SEM) and survey data from consumers in the Bangladeshi telecommunication sector, they found that organisational commitment and knowledge management significantly impacted CRM performance, leading to increased customer profitability and loyalty through the mediating role of customer satisfaction. Moreover, their study revealed the moderating role of brand image on the relationships between CRM, customer profitability, and customer satisfaction, highlighting the importance of brand perception in shaping customer relationships and loyalty (Gazi, et al., 2024).

Ananaba et al. (2021) conducted a study focusing on corporate reputation and customer satisfaction in the telecommunications industry in Nigeria. Using a survey research design method, they explored the relationship between various dimensions of corporate reputation, including trustworthiness, corporate social responsibility, credibility, and reliability, and customer satisfaction. The findings revealed significant positive effects of these dimensions on customer satisfaction, indicating that corporate reputation plays a crucial role in shaping customers' perceptions and satisfaction levels. The study underscored the importance of considering multiple facets of corporate reputation in enhancing customer satisfaction and marketing performance in the telecommunications sector (Ananaba, et al., 2021).

Shava, H. (2021) conducted a study The relationship between service quality and customer satisfaction in the South African mobile network telecommunications industry. Using A sample of 1451 mobile network users and self-administered questionnaires to collect primary data, the study investigates whether service quality dimensions (tangibility, reliability, responsiveness, empathy, and assurance), predict customer satisfaction after controlling for customer characteristics namely, sex, age, and education level. Using Hierarchical regression analysis, the results revealed that age and education level had no unique contribution but customers' sex had a statistically significant negative unique contribution to the model. Further, after controlling for sex, age and education level, service quality dimensions, that is, assurance, tangibility, reliability, and empathy had major unique contributions, while responsiveness had a unique minor contribution towards enhancing customer satisfaction experience. the research did indicate that demographic factors play a significant role in ensuring that customer service efforts yield the intended results.

In another study by Agyemang, G., & Boateng, R. (2015) on Corporate branding and consumer loyalty in the telecommunication industry: Evidence from Ghana. The study, investigated how corporate branding in the form of brand name, brand logo, brand color, customer satisfaction and the size of customer base of MTN determine customer loyalty in the telecommunication industry of Ghana. A total of 250 valid respondents completed a questionnaire survey in the ten regional capitals of Ghana during the Spring break.

Using SPSS to analyse the questionnaires and Pearson to establish the relationship between the dependent variable (customer loyalty) and independent variables (brand name, brand logo, brand color, customer satisfaction and size of customer base). The results of the empirical study revealed that brand name had the greatest impact on loyalty. Brand color and brand logo also had a positive correlation on customer loyalty, while size of customer base had lower correlation on customer loyalty. The results also showed that customer satisfaction is a direct antecedent of customer loyalty.

Alick Makupa(2018) conducted a study on Customer satisfaction and loyalty drivers in the Zambian mobile telecommunications industry, he explored the extent to which customer satisfaction, service quality, customer service, price, corporate image, and network coverage influence customer loyalty in the mobile telecommunications industry in the emerging market country of Zambia. using survey data from a convenience sample of 221 mobile subscribers, and using partial least squares analysis, the study found that the antecedents of customer satisfaction (i.e., service quality, customer service, corporate image, price, and network coverage) explained 54% of the variance in customer satisfaction while customer satisfaction itself explained 37.4% of the variance in customer loyalty. Though service quality, customer service, corporate image, and network coverage were positively related to customer satisfaction as expected, there was no evidence to support the hypothesized negative relationship between the price level and customer satisfaction.

These studies collectively highlight the importance of customer satisfaction initiatives, service quality, and corporate reputation in shaping customer perceptions and loyalty in the telecommunications industry. They provide valuable insights into the complex nature of reputation management and underscore the need for telecommunications companies like Zamtel to prioritise customer satisfaction strategies to enhance their reputation and market performance.

2.1.1 2Gap Analysis

The literature highlights various factors that influence customer satisfaction and reputation management in the telecommunications industry, yet there appears to be a gap in understanding how these factors specifically interact within Zamtel's operational

context. While studies like those of Saud Alsaqer et.al.(2024), Mohammad et al. (2016), Ananaba et al. (2021), and Gazi et al. (2024) provide insights into service quality, corporate reputation, and customer satisfaction, they do not comprehensively address how these dynamics play out uniquely within Zamtel. There is limited research on the effectiveness of Zamtel's specific customer satisfaction initiatives and their direct impact on brand perception and customer loyalty.

2.1.2 Variability in Context

Additionally, the studies reviewed mainly focus on different geographical contexts—Greece, Saudi Arabia, The United Arab Emirates, Nigeria, and Bangladesh—implying that findings may not be universally applicable to Zamtel's environment in Zambia. The telecommunications market is influenced by local economic conditions, cultural expectations, and consumer behavior, which may differ significantly from those in the countries studied. For instance, while service quality dimensions are important globally, how they manifest and affect customer perceptions may vary in Zambia due to different competitive dynamics, customer expectations, and regulatory environments.

Moreover, while the studies mention essential variables like service quality and corporate reputation, they may not adequately account for emerging factors such as digital service delivery and the increasing importance of corporate social responsibility in shaping customer perceptions. This variability in context emphasises the need for localised research focusing on Zamtel to draw actionable insights that consider Zambia's unique market landscape. Thus, there is a compelling case for further exploration into Zamtel's customer satisfaction strategies and their efficacy in enhancing its reputation and competitive position within the Zambian telecommunications industry.

2.1.3 Lack of Comparative Analysis

Additionally, there is a lack of comparative analysis between Zamtel and its competitors in the Zambian telecommunications sector. Such an analysis could provide deeper insights into how Zamtel's customer satisfaction initiatives and service quality compare to those of rival firms. Without this comparative perspective, it would become challenging to ascertain Zamtel's competitive standing and identify specific areas for improvement.

Comparative studies can illuminate best practices and benchmark standards that Zamtel could adopt to enhance its service offerings and customer satisfaction levels.

2.1.4 Need for Policy Recommendations

To address these gaps, there is a critical need for policy recommendations tailored to Zamtel's unique market conditions. Understanding the local context, customer expectations, and competitive landscape will help inform effective strategies that could improve customer satisfaction and enhance brand reputation. Recommendations may include developing targeted initiatives aimed at improving network performance, enhancing customer service responsiveness, and ensuring transparent pricing structures. Moreover, policies promoting regular customer feedback mechanisms can facilitate continuous improvement in service delivery.

In summary, while existing studies provide valuable insights into the relationship between customer satisfaction and reputation management in telecommunications, there is a compelling need for localized research focusing on Zamtel, comparative analysis with competitors, and strategic policy recommendations. This approach will enable Zamtel to draw actionable insights that consider Zambia's unique market landscape and foster a robust reputation as a customer-centric telecommunications provider.

2.2 Theoretical Framework

Service Quality Theory

Service quality theory is a conceptual framework that explains how customers evaluate the quality of services based on their expectations and actual service performance. The Theory asserts that customers evaluate service quality based on their perceptions of service performance relative to their expectations. The theory outlines five key dimensions that shape service quality: reliability, responsiveness, assurance, empathy, and tangibles. In a recent study by Al-Matari and Omira (2024), they reaffirm the relevance of these dimensions in the telecommunications industry, highlighting that service quality remains a critical determinant of customer satisfaction and loyalty. Their research underscores the importance of aligning business processes with customer needs to enhance service effectiveness and long-term customer retention. According to

this theory, meeting or exceeding customer expectations across these dimensions leads to higher levels of customer satisfaction and loyalty (Prakoso, et al., 2017). Service Quality Theory emphasises the importance of consistently delivering high-quality services to customers to maintain a positive reputation and competitive advantage in the market. In the context of Zamtel, Service Quality Theory provides a comprehensive framework for understanding how customer satisfaction initiatives impact reputation management. By focusing on improving service quality dimensions such as network reliability, billing accuracy, and customer service responsiveness, Zamtel can enhance customer perceptions of service excellence, leading to increased satisfaction and loyalty. Additionally, aligning customer satisfaction initiatives with the dimensions of service quality outlined in the theory allows Zamtel to meet or exceed customer expectations, thereby bolstering its reputation as a provider of reliable and high-quality telecommunications services. Enhancing service quality dimensions—such as reliability, assurance, tangibles, empathy, and responsiveness—positively influences customer satisfaction, which in turn fosters customer loyalty. These insights underscore the significance of aligning customer satisfaction initiatives with established service quality dimensions to bolster a company's reputation and customer retention. (Abd-Elrahman, H. A. (2022))

Social Exchange Theory

Social Exchange Theory (SET), suggests that individuals engage in relationships based on the principle of reciprocity. This means that people assess interactions based on the potential benefits and costs, striving to maximize rewards while minimizing costs (Cook et al., 2013). The recent research by Rizal et al. (2020) and Farhana (2021) further supports this theory in the context of customer relationships, particularly in digital platforms. Their studies demonstrate how businesses, such as online travel agencies (OTAs) and e-commerce platforms, foster long-term customer loyalty through mutual value exchanges.

In the context of organisations like Zamtel, Social Exchange Theory emphasises the importance of fostering positive relationships with customers by providing value in exchange for their loyalty and support. Customer satisfaction initiatives can be viewed as

exchanges where Zamtel offers quality services and experiences in return for customer loyalty and positive word-of-mouth.

Social Exchange Theory provides valuable insights into the dynamics of customer-provider relationships and their impact on reputation management. By understanding the reciprocal nature of interactions, Zamtel can tailor its customer satisfaction initiatives to align with customers' expectations and preferences, thereby enhancing their satisfaction and loyalty. Additionally, by cultivating positive exchanges with customers, Zamtel can strengthen its reputation as a trustworthy and customer-centric telecommunications provider, leading to increased customer retention and positive brand perception.

Stakeholder Theory

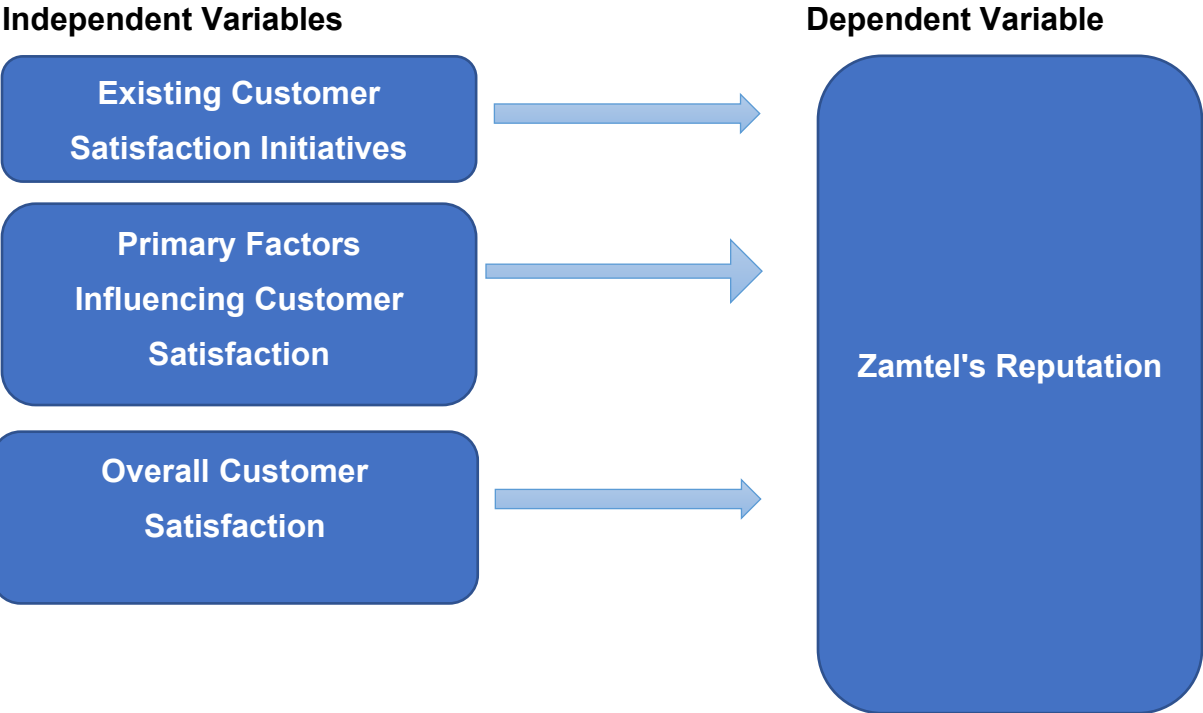
Stakeholder Theory is a concept in business ethics and management that suggests organizations should consider the interests of all stakeholders—not just shareholders—when making decisions. It argues that businesses have a responsibility to balance the needs of various stakeholders, including employees, customers, suppliers, communities, and regulators, rather than focusing solely on maximizing profits. According to this theory, stakeholders have a vested interest in the organisation's success and should be actively engaged and managed to ensure long-term sustainability (Schaltegger, et al., 2019). Jeffrey S. Harrison and Michael C. L. Jensen (2023) examine the evolution of stakeholder theory and its integration into strategic management, highlighting the convergence of ethical considerations and business strategy. In the context of Zamtel, Stakeholder Theory emphasises the importance of prioritising customer satisfaction initiatives to meet the needs and expectations of customers, employees, regulators, and the broader community. By adopting a stakeholder-centric approach to reputation management, Zamtel can build positive relationships with its stakeholders, leading to enhanced customer satisfaction and a favourable reputation.

Stakeholder Theory offers a holistic perspective on reputation management, highlighting the interconnectedness of organisational activities and stakeholder interests. By considering the needs and expectations of all stakeholders, including customers, Zamtel can develop customer satisfaction initiatives that address key concerns and priorities, thereby enhancing its reputation and long-term viability. Additionally, by actively engaging

with stakeholders and incorporating their feedback into decision-making processes, Zamtel can demonstrate its commitment to transparency, accountability, and ethical business practices, further bolstering its reputation as a socially responsible telecommunications provider.

2.3 Conceptual Framework

Figure 1: Conceptual Framework



The conceptual framework presented in Figure 1 above, is based on the premise that Zamtel's reputation is influenced by various customer-centric initiatives and satisfaction-related factors. The dependent variable in this framework is Zamtel's reputation, which reflects the extent to which the independent variables impact customer perceptions and the company's standing in the market.

The independent variables include:

1) Existing Customer Satisfaction Initiatives: Initiatives such as improved network reliability, responsive customer service, and loyalty programs that Zamtel has implemented to enhance customer satisfaction

a.) Network Reliability Improvement: Zamtel has recognized that a reliable network is fundamental to customer satisfaction. Initiatives aimed at improving network reliability involve upgrading infrastructure, expanding coverage areas, and enhancing technology to minimize downtime and outages. For instance, Zamtel may invest in new equipment and technologies like 4G and 5G to provide faster and more stable connections. Research indicates that customers in the telecommunications sector prioritize network reliability highly; disruptions can lead to immediate dissatisfaction and a loss of trust in the service provider (Hossain et al., 2021). By focusing on network enhancements, Zamtel not only meets customer expectations but also solidifies its competitive position in the market.

b.) Enhanced Customer Service: Providing exceptional customer service is crucial for any telecommunications company. Zamtel has implemented various customer service initiatives, such as establishing dedicated support teams, offering multiple communication channels (including chat, email, and phone support), and training staff to resolve issues efficiently. Recent studies have underscored the pivotal role of exceptional customer service in enhancing customer loyalty and satisfaction within the telecommunications industry. Studies have shown that effective customer service can significantly increase customer loyalty and satisfaction levels (Atul Kumar,2024). Additionally, incorporating customer feedback into service improvements can lead to a more responsive and customer-centric approach, ensuring that Zamtel addresses issues that matter most to its users.

c.) Loyalty Reward Programs: To enhance customer satisfaction and encourage long-term loyalty, Zamtel has introduced loyalty reward programs that offer incentives to existing customers. These programs can include discounts on services, bonus data packages, or exclusive access to new products. Research indicates that loyalty programs can increase customer retention by providing tangible rewards that acknowledge a customer's commitment to the brand (Kumar & Shah, 2004). By

recognizing and rewarding customer loyalty, Zamtel can foster deeper connections with its customers, ultimately leading to higher satisfaction and reduced churn rates

2) **Primary Factors Influencing Customer Satisfaction:** These factors include network performance, pricing structure, and billing accuracy, which has a direct impact on how customers perceive Zamtel's services.

a.) **Network Performance:** Network performance is a pivotal factor influencing customer satisfaction in the telecommunications industry. It encompasses various elements, including connectivity, speed, and reliability. Customers expect consistent and high-quality service; therefore, any disruptions can lead to dissatisfaction. Recent studies have demonstrated that superior network performance directly correlates with increased customer satisfaction and loyalty, these research also indicates that achieving high network availability is crucial for supporting critical services and ensuring customer satisfaction (Bricklay,2023).

For telecommunications companies like Zamtel, investing in network infrastructure and technology, such as upgrading to 4G and 5G, can significantly enhance performance and meet customer expectations. This approach is in line with industry current trends where operators prioritize network performance to improve customer experience and reduce churn (Fast,2024)

b.) **Pricing Structure:** The pricing structure significantly influences customer perceptions and satisfaction with Zamtel's services. Competitive and transparent pricing strategies not only attract new customers but also retain existing ones, as customers assess the alignment between the price they pay and the quality of service received.

Transparent Pricing: Recent studies highlight that transparent pricing, characterized by clear and accessible information without hidden fees, fosters trust and enhances customer satisfaction. Dun & Bradstreet. (2024) in their study found that transparent pricing contributes to customer satisfaction and loyalty in the mobile telecom industry.

Flexible Pricing Options and Bundled Packages: Offering flexible pricing options and bundled packages can enhance perceived value, thereby improving customer

satisfaction. Simon-Kucher (2024) in his recent study, revealed a 7% decline in the price-value ratio in the telecommunications sector, emphasizing the need for initiatives focused on improving the price-value ratio to enhance customer satisfaction.

- c.) Billing Accuracy:** Accurate and transparent billing is another key factor influencing customer satisfaction. Mistakes in billing can cause frustration and erode trust in the service provider. Studies suggest that billing accuracy is essential for maintaining customer satisfaction, as discrepancies can lead to negative perceptions of the company (Ladhari, 2009). Ensuring that billing systems are efficient and clear are essential in fostering a positive customer experience. Additionally, providing detailed invoices and easy access to billing history can enhance customer trust and satisfaction.
- 3) **Overall Customer Satisfaction:** This encompasses the cumulative effect of individual experiences across various services offered by Zamtel, such as mobile connectivity, data solutions, and customer support quality.

CHAPTER THREE: RESEARCH METHODOLOGY

3.0 Overview

This chapter outlines the methodology, design, sample size, data collection sources, model specifications, and data analysis methods employed in this study. It serves as a roadmap for conducting the research and includes key elements that ensure the validity, reliability, and credibility of the findings. Additionally, it details the procedural steps undertaken throughout the research process.

3.1 Research Approach

The research adopted a Mixed Methods approach. Mixed methods involve integrating qualitative and quantitative methods to provide a comprehensive understanding of the research problem (Creswell & Creswell, 2017). Qualitative research is a method that delves into real-world issues, offering in-depth understanding. It focuses on collecting the experiences, beliefs, and behaviors of individuals. Instead of emphasising numerical data or statistical trends, it aims to address the underlying reasons and processes behind phenomena (Moser A, 2018). Qualitative methods enriched the study by providing a comprehensive understanding of the complexities surrounding customer satisfaction and its impact on ZAMTEL's reputation in the telecom sector. In contrast, quantitative research relies on numerical data obtained from observations to explain and describe phenomena. This approach focuses on empirical statements that depict real-world cases rather than prescribing ideal outcomes. It also includes empirical assessments to evaluate how well a specific policy or program aligns with established norms or standards. The numerical data gathered is then analyzed using mathematical techniques (Taherdoost, 2022). Quantitative methods yield numerical insights into independent variables in the study, facilitating statistical analysis and the generalizability of results. According to Bryman (2016), this approach is particularly important for this study as it allows for triangulation of data, capturing both the depth and breadth of insights related to reputation management and customer satisfaction initiatives within Zamtel and the telecommunications industry. Through combining qualitative interviews to explore

stakeholders' perspectives and quantitative surveys to quantify customer satisfaction levels, this approach enables an analysis that goes beyond mere numerical data, providing a holistic understanding of the research questions (Bryman, 2016).

3.2 Research Design

The study employed a Concurrent Triangulation research design to comprehensively examine reputation management and customer satisfaction initiatives at Zamtel (Creswell & Plano Clark, 2018). This approach involves collecting qualitative and quantitative data simultaneously, allowing for a richer understanding of the subject. The integration of both data types occurs during analysis, with quantitative data providing statistical insights and qualitative data offering deeper contextual understanding (Tadahoost,2022). This design is effective for exploring complex issues, as it combines the strengths of both qualitative and quantitative methods, enhancing the validity and reliability of the findings. By leveraging this framework, the study aimed at revealing detailed patterns and generate new insights and hypotheses for future research endeavors

3.3 Study Population

A population refers to the entire group of individuals, objects, or events that have been clearly defined for a particular study (Fowler, 2014). It can also be described as any phenomenon that a research project aims to examine and draw conclusions about (Cooper & Schindler, 2014). For this study, the population comprises active subscribers of Zamtel, the state-owned telecommunications company in Zambia, specifically those based in Lusaka.

As of 2021, Zamtel had an active subscriber base of 3.7 million customers nationwide, representing 20% of the market share (Malakata, 2021). However, this research will focus on subscribers located in Lusaka, the capital city, which offers a unique demographic and socioeconomic landscape. This more targeted population includes a diverse group of customers utilizing various Zamtel services, such as voice, data, and other value-added services. By narrowing the focus to Lusaka subscribers, the study aims to provide a detailed examination of how customer satisfaction initiatives impact reputation management within the telecommunications sector in an urban setting. This approach allows for a nuanced understanding of customer experiences and perceptions specific to

the Lusaka context, contributing to a comprehensive analysis of Zamtel's strategies in enhancing its reputation.

3.4 Sample Size

To A sample is a subset of the individuals, objects, or events selected from a defined population (Celine, 2017). In this study, the sample comprises the group of active subscribers of Zamtel based in Lusaka, Zambia. The sample size reflects the number of completed responses received, which may differ from the total number of questionnaires distributed to account for non-responses. By employing sampling techniques, researchers can infer characteristics about the larger population and generalize findings in relation to established theories (Taherdoost, 2016).

Sampling techniques are typically categorized into two types:

1. **Probability Sampling:** This method ensures that every individual in the population has an equal chance of being selected. For instance, a common technique is creating a sampling frame and utilizing a random number generator to select participants from this frame (Zikmund et al., 2013). Although probability sampling minimizes bias, it can be time-consuming and resource-intensive.
2. **Non-Probability Sampling:** This method is often used in qualitative research and case study designs, where small samples are selected to explore real-life phenomena without necessarily making statistical inferences about the broader population. This approach aligns with the study's use of a mixed-methods (Quan-Qual) strategy, which integrates both quantitative and qualitative data (Taherdoost, 2016).

For this research, the sample size was determined using a combination of probability and non-probability sampling techniques to ensure adequate representation and statistical power. To calculate the sample size, the Yamane formula was applied, as it offers a straightforward method for estimating sample sizes for large populations. Given that Zamtel had approximately 3.7 million subscribers, the formula is expressed as follows:

$$n = \frac{N}{(1 + Ne^2)}$$

Where:

- n is the sample size,
- N is the population size (559,724 Lusaka based Zamtel subscribers),
- e is the margin of error (set at 0.10 for this study).

Substituting the values, we obtain:

$$n = \frac{559,724}{(1+559,724 \times 0.1^2)} = \mathbf{100}$$

This calculation yields a sample size of 100 respondents.

Using a 10% margin of error is a common practice that balances the need for precision with the feasibility of data collection. A smaller margin of error would necessitate a larger sample size, which may not be practical, while a larger margin could compromise the reliability of the results.

In terms of representation, the study employs purposive sampling to select a diverse range of participants who are active Zamtel subscribers. This method ensures that the sample reflects various demographics and service usage patterns, allowing for a richer analysis of customer satisfaction and reputation management.

To ensure comprehensive coverage of the target population, the sample size for qualitative insights was set at 25 participants per identified subgroup, following the guidelines for achieving saturation in qualitative research (Creswell, 2013). This approach allows for an in-depth understanding of customer experiences without redundancy, ensuring that all significant perspectives are captured.

Final Sample Size

- Stratified Sampling: 100 individuals (allocated proportionally across sections)
- Purposive Sampling: 25 Additional ZAMTEL customers per identified section

Qualitative samples should be adequately sized to capture most, if not all, significant perceptions (Ahmed, S.K. 2025). However, overly large samples can lead to increased

costs and may result in data that becomes repetitive and redundant. In qualitative research, the sample size is often determined by the concept of saturation, which occurs when collecting additional data, no longer provides new insights into the research question (Mason, 2010). Research guidelines suggest that saturation is typically reached after conducting 15 to 20 interviews within each subgroup, ensuring a comprehensive understanding without unnecessary repetition (Fusch & Ness, 2015). For this study, a sample size of 25 participants was selected for purposive sampling within each section. The criteria for selecting these Zamtel customers included those who have been active users of the company's services in the last 12 months.

By choosing 25 Zamtel customers per subgroup, the study aims to strike a balance between obtaining detailed, nuanced insights and the practical aspects of qualitative research. This method ensures that each subgroup is well-represented, contributing to a rich and thorough understanding of the research topic.

3.5 Sampling Techniques

The study employed both simple random sampling and purposive sampling to analyse the impact of customer satisfaction initiatives on reputation management at Zamtel. Simple random sampling was utilized to select a subset from Zamtel's general customer base, ensuring that every customer had an equal chance of being included. This approach minimizes selection bias and enhances the generalizability of the findings, capturing a diverse range of customer experiences (Kumar, 2019). In conjunction, purposive sampling targeted specific groups within Zamtel's customer base, such as long-term customers or those who have recently interacted with customer service. This method allowed for the intentional selection of participants with relevant characteristics, facilitating a focused exploration of key aspects of customer satisfaction and reputation management (Patton, 2002). By combining these techniques, the study aimed to achieve a balanced understanding of the research topic, where simple random sampling provided breadth and purposive sampling added depth. This dual approach not only enables efficient and accurate data collection but also aligns with best practices in research methodology, leading to robust findings (Creswell & Creswell, 2017).

3.6 Data Collection

Creswell, J. W., & Creswell, J. D. (2018) defines Data collection as the systematic process of gathering information to address specific research questions, test hypotheses, and evaluate outcomes. It involves selecting appropriate methods to obtain relevant data, ensuring the credibility and validity of research findings. Effective data collection is crucial for producing reliable and valid results, as it forms the backbone of any research study (Hurrell, 2005).

For this study, data was collected primarily through questionnaires designed for structured interviews. These questionnaires consisted of structured questions aimed at capturing detailed information about customer experiences, satisfaction levels, and perceptions of Zamtel's reputation. Key topics included network reliability, billing accuracy, customer service quality, and overall satisfaction with Zamtel's services.

Structured interviews were conducted using the questionnaire as a guided framework. Interviewers followed a standardized format to ensure consistency in data collection, which facilitates accurate comparisons across different respondents (Bryman, 2016). This method minimizes bias and enhances the reliability of findings by systematically gathering information (Saunders et al., 2019).

The structured approach was used in the study to comprehensively explore all relevant topics while allowing for flexibility based on respondent feedback. This dual focused on customer satisfaction and perceptions provided a robust foundation for analyzing the impact of Zamtel's customer satisfaction initiatives on its reputation management. Ultimately, this comprehensive data collection strategy aimed at yielding meaningful insights that could inform both academic research and practical applications within the telecommunications sector.

3.7 Data Analysis

Data analysis is the systematic process of collecting, transforming, cleaning, and modeling data to uncover insights that aid researchers in drawing conclusions (Smith, 2021). Its primary aim is to validate results, ensuring they are credible, replicable, and

robust. Data analysis can be applied in both qualitative and quantitative research contexts, with each requiring different approaches.

Qualitative data analysis involves various methods and techniques to interpret and understand the subjects and contexts being studied (Silverman, 2016). This analysis allows researchers to transform qualitative insights into coherent explanations and interpretations of the data collected. In contrast, quantitative data is expressed numerically, allowing researchers to assign values to different labels or categories. Through quantitative analysis, researchers can discern whether observed phenomena are random occurrences or indicative of underlying patterns (Field, 2018).

The benefits of data analysis include its ability to filter out irrelevant information, thereby extracting meaningful insights from large datasets. It helps organize results from diverse data collection methods, such as surveys, and is instrumental in breaking down complex issues into manageable components. By applying appropriate statistical techniques, data analysis minimizes human bias and enhances the validity of study conclusions (Johnson, 2019).

In this study both quantitative and qualitative data analysis techniques were used as follows: Quantitative data will be analysed using both descriptive and inferential statistics. Descriptive statistics such as mean, median, and standard deviation will summarise key characteristics of customer satisfaction levels obtained from surveys. For example, mean satisfaction scores will quantify overall satisfaction levels, while standard deviation will indicate variability among responses (Hair, et al., 2019). Qualitative data from interviews will undergo thematic analysis, aiming to identify recurring patterns and themes related to reputation management and customer satisfaction. Themes will emerge through iterative coding and grouping of codes, capturing diverse perspectives on Zamtel's operations (Braun & Clarke, 2006).

3.8 Ethical Considerations

Ethical considerations play a critical role in ensuring the integrity, credibility, and fairness of research involving human subjects. Prior to data collection, all participants were fully informed about the nature, purpose, and procedures of the study. They were provided

with clear explanations regarding their voluntary participation, confidentiality of responses, and their right to withdraw from the study at any time without consequences. Participant confidentiality was strictly maintained throughout the study. Only the researcher and the supervisor, and examiners had access to the data, and findings were reported in aggregate form to ensure individual participant anonymity. The research protocol was submitted for ethical review and approval by the University of Lusaka institutional ethics committee.

CHAPTER FOUR: ANALYSIS AND PRESENTATION OF FINDINGS

4.0 Overview

This chapter gives the analysis of data gathered in the evaluation of the customer satisfaction strategy at Zamtel. It starts by giving an overview of the demographics of respondents concerning age, gender, and years of experience with Zamtel services to contextualise their viewpoints. The chapter examines the impacts of customer satisfaction initiatives on the reputation of Zamtel, underlining how effective strategies cement brand perception. The important drivers of customer satisfaction are discussed: network reliability, price, and customer service quality are analyzed using descriptive and correlation statistics. The study also looks into the relationship between customer satisfaction and loyalty, showing how satisfaction leads to retention and continued patronage. Thematic analysis provides important insights into the key concerns of customers: the importance of loyalty rewards, effective feedback mechanisms, and accessible services. All these findings put together yield recommendations that would help improve customer satisfaction and loyalty at Zamtel.

4.1 Demographics

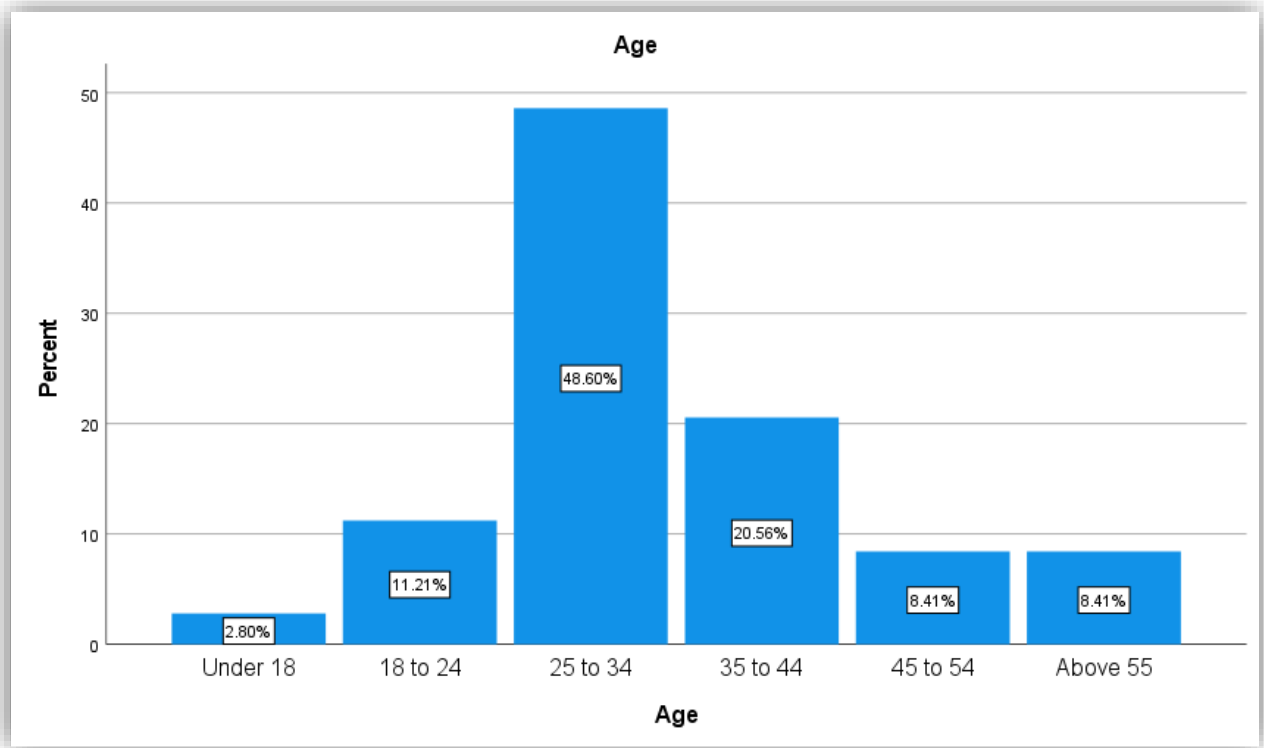
In this section, the demographic characteristics of the ZAMTEL customers who took part in the study on customer satisfaction strategies at ZAMTEL are noted. Interpreting the effectiveness of these strategies across different customer groups depends on understanding of the demographic profile of the respondents. Age distribution, gender distribution and years of experience with ZAMTEL services are analyzed to get insights about the diversity and background of the participants.

4.1.1 Age Distribution

The age distribution of respondents indicates that the majority (48.6 %) is between 25 and 34 years. This signals customer base at ZAMTEL is primarily made up of young adults that are likely going to be engaged with telecom services. The next largest group after this were aged 35 to 44 and showed a pretty good representation of middle aged customers at 20.6%. But there are smaller proportions in the 18 to 24 bracket (11.2%) and the 45 to 54 (8.4%) brackets, as also those under 18 and over 55 who comprise 8.4% each of the respondents. The implications of these findings are that ZAMTEL's customer

satisfaction strategies maybe need to be modified to meet the wants of young and middle-aged users who constitute the bulk of their clientele.

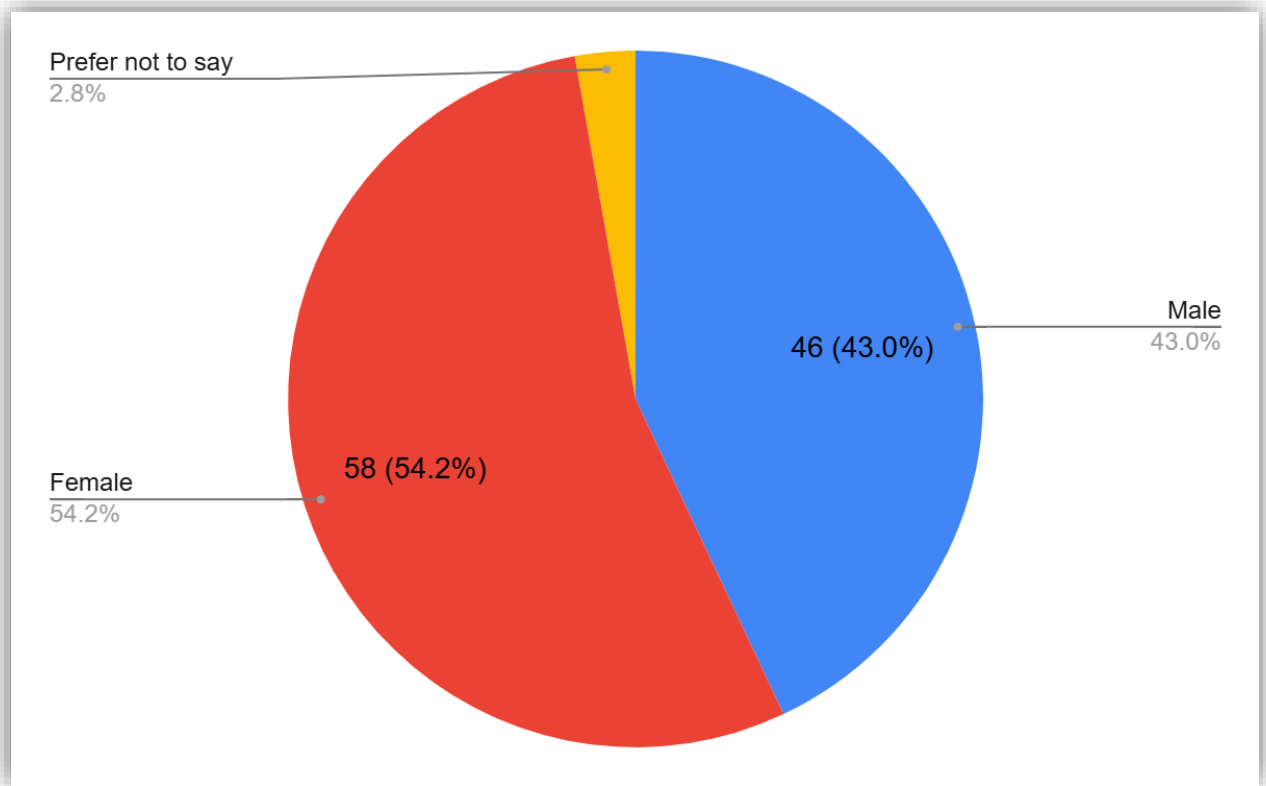
Figure 2: Age Distribution



4.1.2 Gender Distribution

There are slightly more males at 54.2% compared to females at 46% and 2.8% would not disclose their gender. The relatively balanced distribution of this probably means that the service that ZAMTEL provides is applicable to both genders, yet with a greater participation of males this could also mean higher uptake of services among males. In doing so, any strategy aimed at customer satisfaction improvement should be thought of as one that offers no gender specific preferences or needs will lose its appeal with these groups.

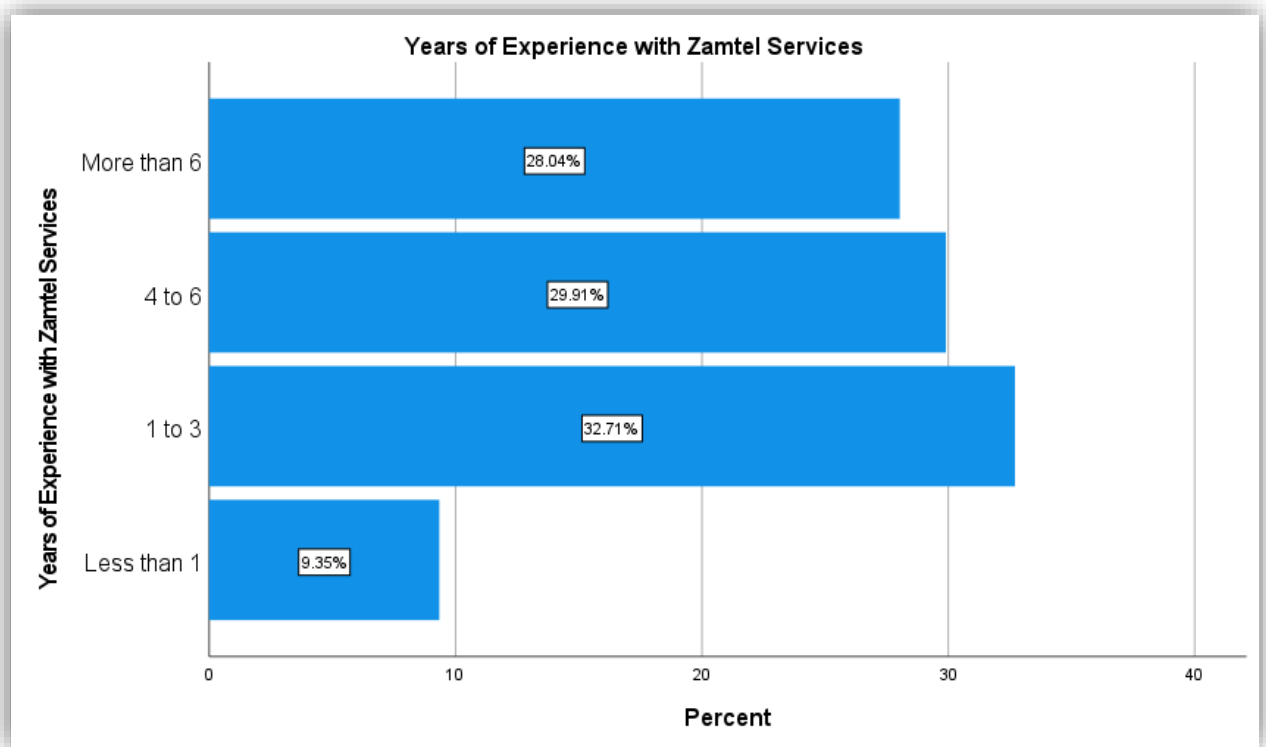
Figure 3: Gender Distribution



4.1.3 Years of Experience with Zamtel Services

With regard to the duration of experience with ZAMTEL services, the majority (32.7%) have been customers for 1 to 3 years, while those with 4 to 6 years of experience (29.9%) follow closely. Almost 28 percent of respondents were customers who have used the site for more than six years; newer customers (less than one-year experience) accounted for 9.3 percent of respondents. This distribution clearly shows a significant share of long term customers, indicating that ZAMTEL can retain customers for a long time. Newer customers, however, suggest that acquisition processes are constantly underway and raising the need to assess the strategies employed to assure that these new customers satisfied and loyal.

Figure 4: Years of Experience with Zamtel Services



4.2 The Effect of customer satisfaction initiatives on Zamtel's reputation

Customer satisfaction initiatives (CSI) have an impact on the reputation of service providers in the highly competitive industries. This part of the section analyses the relationship between effectiveness of Zamtel's CSI and the reputation it has acquired, basing the result based on analysis and statistics, to see how well the strategies utilised by Zamtel satisfy customers' expectations.

4.2.1 Effectiveness of CSI and Zamtels Reputation Crosstabulation

The crosstabulation reveals the pattern of response of Zamtel's reputation ratings for different levels of CSI effectiveness. Of the 107 respondents, the majority who rated CSI as "effective" associated Zamtel's reputation with neutral (39) or positive (19) perceptions, while a smaller subset (4) viewed it as very positive. Only a minority rated CSI as "very effective," correlating with positive (4) and very positive (2) reputations. On the other hand, unproductive CSIs were associated with negative (1) and neutral (3) reputations.

Our results suggest a strong relationship between CSI effectiveness and increased reputational outcomes, which improve as effectiveness increases.

Table 1: Effectiveness of CSI and Zamtels Reputation Crosstabulation

Effectiveness Of CSI and Zamtels Reputation Crosstabulation						
Count						
		Zamtels Reputation				Total
		Negative	Neutral	Positive	Very Positive	
Effectiveness of CSI	Very Ineffective	1	1	0	0	2
	Ineffective	1	3	0	1	5
	Neutral	4	21	4	1	30
	Effective	2	39	19	4	64
	Very Effective	0	0	4	2	6
Total		8	64	27	8	107

4.2.2 Effectiveness of CSI and Zamtels Reputation Chi Square Test

Chi square test results present statistical proof of the existence of extremely effective relationship between Zamtel’s reputation and CSI. This association is confirmed with the Pearson Chi-Square value of 28.903 with significance level = 0.004, implying that variations in reputation rating are not by chance. Fuelled further is a progressive link between greatly improving CSI effectiveness and growing reputation with the linear-by-linear association value of 13.035. Overall, regardless of sophisticatedness, these results reinforce the strong role of effective CSI in contributing to positive perception of a brand in telecoms sector.

Table 2: Effectiveness of CSI and Zamtels Reputation Chi Square Test

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	28.903 ^a	12	.004
Likelihood Ratio	28.369	12	.005
Linear-by-Linear Association	13.035	1	.000
N of Valid Cases	107		

a. 16 cells (80.0%) have expected count less than 5. The minimum expected count is .15.

4.2.3 Effectiveness of CSI and Zamtel's Reputation Systematic Measures

The findings from the symmetric measures provide a more in depth understanding of the strength and directionality of the relationship between CSI effectiveness and Zamtel's reputation. Both Pearson's R value of 0.351, and Spearman's correlation value of 0.372 indicate moderate positive correlations. The significance levels ($p = 0.000$) confirm the reliability of these findings. This tells us that with the increase of perceived effectiveness of Zamtel's CSI, its reputation increases correspondingly. All these measures indicate the important role in refining CSI to enhance the public perception and competitive position.

Table 3: Effectiveness of CSI and Zamtel's Reputation Systematic Measures

Symmetric Measures					
		Value	Asymptotic Standard Error ^a	Approximate T ^b	Approximate Significance
Interval by Interval	Pearson's R	.351	.100	3.837	.000 ^c
Ordinal by Ordinal	Spearman Correlation	.372	.090	4.111	.000 ^c
N of Valid Cases		107			
a. Not assuming the null hypothesis.					
b. Using the asymptotic standard error assuming the null hypothesis.					
c. Based on normal approximation.					

4.3 The primary factors that influence customer satisfaction

There are multiple variables that influence customer satisfaction in telecom sector and each of those variables contribute differently to how customers perceive the company's service quality. In this section, analysed are the descriptive statistics and correlation results to determine what drivers of customer satisfaction exist when serving Zamtel customers.

4.3.1 Factors that influence customer satisfaction descriptive Statistics

Results of descriptive statistics show the mean importance score and variability of factors affecting customer satisfaction. The reliability of the network was scored the highest mean (4.61) with relatively low variability ($\sigma = 0.810$), indicating the extreme relevance of the network reliability in customer satisfaction. Second highest mean scorers (4.27) were

pricing and billing accuracy for their equal importance. Following the customer service influence a mean of 4.08 was reported indicating moderate importance. Value added services were scored with the lowest mean (3.52) and the highest standard deviation ($\sigma = 1.224$) which indicates it has a less consistent impact on all of its customers. These findings emphasized the need by Zamtel to priorities network reliability and fair pricing and accurate billing to improve overall satisfaction. The analysis of network reliability (mean of 4.61), pricing, and customer service (mean of 4.08) as key factors influencing customer satisfaction can be explained through the Customer Satisfaction Theory. Customers perceive these factors as directly related to the overall satisfaction they derive from Zamtel, leading to higher loyalty and positive brand perception.

Table 4: Factors that influence customer satisfaction descriptive Statistics

Descriptive Statistics			
	Mean	Std. Deviation	N
Customer Satisfaction	3.64	.732	107
Customer Service Influence	4.08	1.029	107
Pricing	4.27	1.060	107
Billing Accuracy	4.27	1.069	107
Value Added Services	3.52	1.224	107
Network Reliability	4.61	.810	107

4.3.2 Factors that influence customer satisfaction Correlations

The finding of the correlation analysis presents different degrees of association between the customer satisfaction and the identified factors. The strongest correlation ($r = 0.320$, $p < 0.01$) between other factors and billing accuracy indicated that it significantly affects customer satisfaction because the p value of 0.01 is less than 0.05. Further, pricing also exhibited a strong positive correlation ($r = 0.287$, $p < 0.01$) indicating the critical determinant status of this variable. Although correlation is partially weaker (0.216, which is significant, $p < 0.05$), the influence of customer service serves as a contributor to customer satisfaction with the quality of service provided by the airlines. Value added

services ($r = 0.120$) and network reliability ($r = 0.138$) were poorly correlated with the satisfaction, but the significance of network reliability ($p < 0.1$) suggests it warrants further study. The results indicate that neither foundational services nor strategy neglect auxiliary services or network reliability.

Table 5: Factors that influence customer satisfaction Correlations

		Customer Satisfaction
Pearson Correlation	Customer Satisfaction	1.000
	Customer Service Influence	.216
	Pricing	.287
	Billing Accuracy	.320
	Value Added Services	.120
	Network Reliability	.138
Sig. (1-tailed)	Customer Satisfaction	.
	Customer Service Influence	.013
	Pricing	.001
	Billing Accuracy	.000
	Value Added Services	.109
	Network Reliability	.078
N	Customer Satisfaction	107
	Customer Service Influence	107
	Pricing	107
	Billing Accuracy	107
	Value Added Services	107
	Network Reliability	107

4.4 The relationship between customer satisfaction and customer loyalty towards Zamtel

Customer loyalty is a crucial indicator of long-term success in the telecom sector, often influenced by how well a company meets customer expectations. This section explores the relationship between customer satisfaction and loyalty, with a focus on customers' likelihood to remain with or switch from Zamtel. The correlation analysis reveals a positive and significant relationship between customer satisfaction and loyalty. The Pearson correlation coefficient ($r = 0.303$, $p < 0.01$) indicates that higher customer satisfaction is

moderately associated with reduced likelihood of switching from Zamtel. This finding underscores the importance of sustaining customer satisfaction initiatives to foster loyalty. While the correlation is not exceedingly strong, it suggests that other factors may also influence loyalty. These results highlight the need for a holistic approach to retaining customers, combining satisfaction improvements with broader strategies targeting customer retention.

Table 6: The relationship between customer satisfaction and customer loyalty towards Zamtel.

Correlations			
		Customer Satisfaction	Switching from Zamtel
Customer Satisfaction	Pearson Correlation	1	.303**
	Sig. (2-tailed)		.002
	N	107	107
Switching from Zamtel	Pearson Correlation	.303**	1
	Sig. (2-tailed)	.002	
	N	107	107

** . Correlation is significant at the 0.01 level (2-tailed).

4.5 Thematic Analysis

Using this thematic analysis, respondents' insights in relation to Zamtel's customer satisfaction initiatives and their effects on reputation, factors influencing customer satisfaction in general and the relationship between satisfaction and loyalty are explored. The groupings are by research objectives with themes identified, described and supported by verbatim quotations from respondents.

iv. **Objective 1: To examine the effect of existing customer satisfaction initiatives on Zamtel's reputation.**

Table 7: To examine the effect of existing customer satisfaction initiatives on Zamtel's reputation

Theme	Description	Quotes
Proactive Problem-Solving	Customers value systems that address issues before they escalate.	"Have a system that can detect problems before clients report them."
Transparent Communication	Transparency in pricing and addressing issues fosters trust.	"Remove hidden charges, form trust by being transparent about all fees and charges."
Responsive Customer Support	Quick and effective issue resolution is crucial for maintaining reputation.	"Improve customer service and ensure complaints are dealt with in a short period of time."

Respondents stressed the need for proactive measures like system tools for detecting and resolving problems early to boost customer satisfaction and Zamtel's image. Proactive problem solving not only minimises how much of it one will have to incur but again gives the consumer the impression of reliability they can rely on. One respondent noted, "Have a system that can detect problems before clients report them," highlighting the critical need for preemptive action.

The respondent also wanted transparent communication and called to eliminate hidden charges together with building trust. Transparency helps foster a positive image, as indicated by a respondent who remarked, "Remove hidden charges, form trust by being transparent about all fees and charges." And lastly, efficient customer support was considered critical for their image to be positive. Quick complaint resolution was particularly emphasized, with several respondents advocating for improvements in this area, such as one who stated, "Improve customer service and ensure complaints are dealt with in a short period of time."

Objective 2: To determine the primary factors that influence customer satisfaction among Zamtel's customers

Table 8: To determine the primary factors that influence customer satisfaction among Zamtel's customers

Theme	Description	Quotes
Network Reliability	Consistent and reliable network services are a top priority for customers.	"Network reliability should also be worked on."
Affordable Pricing	Competitive and fair pricing is a key determinant of customer satisfaction.	"Reduce the price of its internet services."
Customer Service Quality	Direct interaction with knowledgeable staff enhances satisfaction.	"Physical interaction with customer care officers is good, no issues, but the online call centre is very bad."

An important contributor to satisfaction was network reliability, respondents demanded Zamtel address downtime and connectivity. Reliable service builds trust and ensures a seamless user experience, with one respondent specifically stating, "Network reliability should also be worked on."

Affordable pricing, another essential theme, is an indication of the necessity of necessity of competitive rates in such a sensitive market. Many respondents expressed dissatisfaction with current pricing structures, such as one who stated, "Reduce the price of its internet services." The implication is that being client centric requires the fracturing of the decadence between cost and value.

Also, customer service quality was also valued in particular at in person levels. On the whole, respondents enjoyed physical interactions with customer care officers, but feared the online call centre. One respondent noted, "Physical interaction with customer care officers is good, no issues, but the online call centre is very bad," emphasizing the need for consistent service quality across all channels.

Objective 3: To explore the relationship between customer satisfaction and customer loyalty towards Zamtel

Table 9: To explore the relationship between customer satisfaction and customer loyalty towards Zamtel

Theme	Description	Quotes
Loyalty Incentives	Recognising loyal customers fosters retention and brand affinity.	"Offer loyalty rewards, recognise long-term customers and senior citizens with discounts or bonus data."
Addressing Feedback	Actively incorporating customer feedback helps build trust and loyalty.	"Take ownership of mistakes and communicate effectively."
Service Accessibility	Ease of access to services influences continued patronage.	"Have more MOMO agents; it's difficult to find an agent to withdraw from."

The study identified loyalty incentives such as rewards and exclusive offers as helpful in reinforcing the relationship with customers. Providing incentives, personal encouragements like discounts or bonus data, can actually increase customer loyalty. A respondent remarked, "Offer loyalty rewards, recognise long-term customers and senior citizens with discounts or bonus data," underscoring the value of such initiatives. It also turned out that another significant theme had to do with addressing customer feedback transparently as respondents noted it was important to hear and fix mistakes. Not only does this build trust in Zamtel, it also portrays the commitment in the customer to Zamtel. One respondent highlighted this by stating, "Take ownership of mistakes and communicate effectively. "Moreover, easy access to services, for example mobile money agents which is considered key in sustaining loyalty, was also needed. The availability of agents is essential for convenience, with one respondent sharing their challenge: "It's hard to find an agent to withdraw from, but have more MOMO agents." The sentiment of this can be expanded further to the need to deliver service, in an efficient manner, to the customers in order to sustain their loyalty.

CHAPTER FIVE: DISCUSSION OF FINDINGS

5.0 Overview

The chapter presents a critical overview of the findings of the study regarding customer satisfaction initiatives and reputation, the critical success factors in customer satisfaction, and customer loyalty. This chapter integrates quantitative data with qualitative insights in examining how effective customer satisfaction strategies bear on the brand image of Zamtel and influence customer retention. It also talks about how network reliability, price, billing accuracy, and quality of customer service may play an important role in shaping the experience of customers. Furthermore, discussion shows how satisfaction leads to loyalty through a mix of proactive problem-solving, clear communication, and available services. The chapter concludes by relating findings to theoretical frameworks and existing literature.

5.1 The Role of existing customer satisfaction initiatives on Zamtel's reputation

This section of the findings discusses a distinct link between Zamtel's reputation and the effectiveness of customer satisfaction initiatives (CSI). The crosstabulation, statistical analyses, and thematic qualitative findings show that as CSI effectiveness increases, the company's reputation increases. The results from this section integrate quantitative results and qualitative insights to gain a thorough understanding of the effect of CSI on Zamtel's reputation.

Results are also shown to have a progressive improvement in Zamtel's reputation as CSI effectiveness increases. For example, respondents who gave Zamtel a 'positive' or 'very positive' reputation, rated CSI as 'effective' or 'very effective.' On the other hand, the reputation of neutral or ineffective CSIs was correlated with a neutral or negative reputation. A statistically significant relationship is confirmed between CSI effectiveness and reputation at a level of significance of 0.004 (Pearson Chi-Square value of 28.903). Furthermore, the symmetric measures (Pearson's R; 0.351 and Spearman's correlation; 0.372) show moderate positive correlations, indicating that the CSI has some contribution to net increase of Zamtel's reputation.

The findings are also in line with empirical literature. For example, Santouridis and Trivellas (2010) argued that the mediating role of customer satisfaction exists in the relationship between service quality and customer loyalty so service quality and customer service and reliability could lead to higher levels of customer satisfaction. In addition, Mohammad et al. (2016) suggested that for reputation management service quality is important in terms of maintaining customer satisfaction and competitive advantage. Ananaba et al. (2021) also found that customer satisfaction is also influenced by trustworthiness, credibility, and corporate social responsibility and that that leads to an improvement in corporate reputation.

Qualitative thematic findings provide additional depth to these results, identifying three key areas that directly influence customer satisfaction and Zamtel's reputation: Transparent communication, proactive problem solving, and responsive customer support. Respondents highlighted proactive problem solving as a critical factor and talked about systems that report what's happening to the acceleration of problems before they disrupt the printer or drive premature maintenance. One participant noted, "Have a system that can detect problems before clients report them," highlighting the need for reliability and efficiency. Proactive measures enhance trust and confidence in the brand, consistent with Stakeholder Theory, which advocates for addressing stakeholder needs proactively to build positive relationships.

Another important theme was transparent communication, in which participants were not satisfied with hidden charges and wanted transparent communication for trust. One respondent said, 'Remove hidden charges, build trust by being clear about all charges.' This fits with Social Exchange Theory where customers determine the fairness and honesty of the exchange with Zamtel and thus determine their relationship. Transparency in communication enhances corporate credibility, a dimension of reputation as Ananaba et al. (2021) mentioned.

The second was that customer support must be responsive, which meant quick and effective issue resolution. Timely responses to complaints were emphasised by participants who, one noted, added that 'improve customer service and ensure complaints are dealt with in a short period of time.' This is in line with what Rahman (2014) had

discovered, that service responsiveness has a significant impact on customer satisfaction in the telecommunications sector. Responsiveness improves customers' perceptions of the reliability and trustworthiness, two key factors in reputation.

These findings are in agreement with the theoretical framework of this study. Service Quality Theory states that if customers feel their expectations are exceeded through proactive problem solving, transparency and responsiveness, satisfaction will be increased and reputation will be improved. According to Social Exchange Theory, the perceived fairness and value of customer-provider relationship is critical, and Stakeholder Theory stresses that to secure positive stakeholder perceptions, we need to attend to customer needs.

Therefore, effective CSI is fundamental to building and protecting the reputation of Zamtel. Quantitative and qualitative findings indicate that proactive problem-solving, transparent communication, and responsive customer support maintain a positive brand image. Through addressing these regions, Zamtel can increase customer satisfaction, build confidence, and ensure its competitive edge in the telecommunications sector. These strategies should be refined in future initiatives to enhance customer perceptions and reputational outcomes even more.

5.2 The primary factors that influence customer satisfaction among Zamtel's customers

This study sought to identify the primary factors that influence customer satisfaction among Zamtel's customers, with a focus on examining the drivers that shape perceptions and experiences in the telecommunications sector. What the findings make clear are the key variables — network reliability, affordable and accurate pricing and billing, and customer service quality. Quantitative data and qualitative insights support these factors and existing literature and theoretical frameworks support them. Together they emphasise the need to prioritise customer centric strategies to create satisfaction and loyalty in a competitive market.

Customer satisfaction was most affected by the Network Reliability. Descriptive statistics indicated the highest mean score (4.61) and lowest variability ($\sigma = 0.810$), indicating that

customer priorities are consistent and dependable network services. This finding was reinforced by qualitative feedback, in which respondents repeatedly cited the need for Zamtel to improve network reliability. Many expect that network reliability should also be worked on, as one respondent put it directly: 'Network reliability should also be worked on.' Despite weaker correlation between network reliability and overall customer satisfaction ($r = 0.138$, significant $p < 0.1$), network reliability was not to be dismissed as insignificant in shaping user experiences. This is consistent with Rahman (2014) who found that service reliability was a key driver of customer satisfaction in the Bangladesh telecommunications sector and illustrates the central role that network quality plays in maintaining trust and satisfaction. This is supported by the further finding within the Service Quality Theory that reliable and high-quality services directly contribute to customer satisfaction through meeting or exceeding expectations which will build loyalty and impressions of being a good customer.

Pricing and Billing Accuracy were identified as key factors in customer satisfaction also. The mean score of 4.27 was observed to be the same for both factors and hence mean score of 4.27 meant that both factors were of critical importance to Zamtel customers. Correlation analysis indicated strong positive associations with customer satisfaction, with billing accuracy having the strongest association ($r = 0.320$, $p < 0.01$) and pricing also having a similarly significant association ($r = 0.287$, $p < 0.01$). Customers expressed sensitivity to the fairness and transparency of pricing structures, with many respondents advocating for more competitive rates. One participant remarked, "Reduce the price of its internet services," highlighting the need for Zamtel to balance cost-effectiveness with value delivery. Errors in invoicing was also emphasised as a potential source of frustration, and accurate billing was equally emphasised. These results are consistent with the work of Santouridis and Trivellas (2010), who show the importance of pricing structures and billing systems in increasing customer satisfaction and loyalty in the telecommunications industry of Greece. An extension of Social Exchange Theory explains these dynamics by emphasising fairness and equity in customer provider

relationships. If customers perceive that they are paying fair value for their payments, they are more likely to develop positive perceptions and are more likely to remain loyal.

Moreover, Customer Service Quality has also shown a strong positive relation with customer satisfaction. Customer service was determined as a factor that has a significant effect on the customer experience with a mean score of 4.08 and a moderate positive correlation ($r = 0.216$, $p < 0.05$). Contrasting views of the customer service delivery emerged from thematic analysis, with in person interactions being evaluated positively for their effectiveness, while online support was not liked for its inconsistency and inefficiency. Speaking to The Post, one respondent said physical interaction with customer care officers was good, no issues, but online call centre was very bad. These results are in agreement with Ananaba et al. (2021) who emphasised that trustworthiness and reliability in customer service are important determinants of satisfaction in the Nigerian telecommunications industry. Stakeholder Theory prompts the consideration of various customer needs and the promotion of continuous service delivery at multiple touch points to earn trust and long term satisfaction.

Results also showed that Value Added Services was a less influential factor on customer satisfaction. This factor scores the lowest mean (3.52) and the highest variability ($\sigma = 1.224$), but its influence cannot be totally neglected. The ability of customers' varied responses to suggest that auxiliary services may appeal to certain segments but are less critical to overall satisfaction indicates that the concept of auxiliary services may have a place for some customers, but is not critical to satisfying customers in general. This aligns with Rahman (2014), who found that while certain value-added services can enhance satisfaction, their impact is often secondary to core service elements like network reliability and pricing.

Additional industry insight supports these findings. According to Mohammad et al. (2016), service quality is interconnected with customer satisfaction and loyalty, and that serving quality services is important to sustain the competitive advantage. Like Gazi, et al. (2024), they also pointed out that customer satisfaction is mediated by customer profitability and loyalty through effective customer relationship management (CRM) pricing and organisational commitment. Ugwunwanyi et al. (2021) supported the fact that

trustworthiness, corporate social responsibility and reliability helped in boosting customer satisfaction and corporate reputation. Together these studies validate the importance to Zamtel of its focus areas and provide useful information for enhancing customer satisfaction strategies.

The result of this study is further substantiated by the theoretical foundation of this study. Service Quality Theory focuses on the role of reliability, responsiveness, and assurance in customer satisfaction and reflects customers' priorities of network reliability and good quality customer service. Social Exchange Theory suggests pricing and billing fairness is important because customers expect to pay for value and not just something and social exchange theory says that customers expect that what they pay for is what they are getting. The study emphasises on holistic service improvement focusing on the need to address diverse customer needs and ensure consistent engagement, which is emphasised by Stakeholder theory, in that businesses must assist the diverse needs of the customer.

As a result, this study determines network reliability, affordable pricing and billing accuracy and customer service quality as the most important factors affecting customer satisfaction among Zamtel's customers. They are foundational services like reliable connectivity and fair pricing, but also essential auxiliary services and consistent customer engagement for holistic satisfaction. This will facilitate Zamtel to improve customer perceptions, increase loyalty and continues to be a competitive advantage in the telecommunications sector. In addition, by enhancing online customer service delivery, Zamtel will create a seamless and consistent customer experience on all interaction channels, thereby cementing Zamtel's reputation as a customer focused provider.

5.3 The relationship between customer satisfaction and customer loyalty towards Zamtel.

The purpose of this study is to discover the link between customer satisfaction and the customer loyalty toward Zamtel and the result shows that there is a positively and significantly relationship between the two variables. The results show that customer satisfaction has a moderate relationship ($r = 0.303$, $p < 0.01$) with a lower probability of customer switching from Zamtel. Although the correlation is not particularly strong, it does indicate that customer satisfaction plays an important part in promoting loyalty, and that although satisfaction is important, other things may also contribute to customer retention.

These results are consistent with what the literature suggests about the critical role of customer satisfaction in driving customer loyalty within the telecommunications industry. First, Santouridis and Trivellas (2010) showed that customer service, pricing, and billing accuracy dimensions of service quality do have important effects on satisfaction, which affects in turn customer loyalty. For instance, Mohammad et al. (2016) also showed that service quality directly affects customer satisfaction as an important determinant of customer loyalty in the Jordanian telecommunications market. The conclusions of this study are confirmed by the results and particularly the importance of continued customer satisfaction efforts in maintaining customer loyalty in a competitive market environment.

Ananaba et al. (2021) supplemented with an explanation of how corporate reputation influences customer satisfaction, and ultimately, loyalty. The importance of trust, reliability and corporate social responsibility in building customer perceptions is further underlined by their findings. The results of this study likewise resonate with these elements, in particular the importance of transparent feedback mechanisms and active engagement with customers. Effective addressing of customer feedback will help Zamtel to build trust and show to its customers that it is customer centric, a practice that will grow customer loyalty and further solidify Zamtel's market position.

These findings were then supplemented by the complementary thematic analysis of which the former provided additional depth, and practical strategies to reinforce the satisfaction-loyalty dynamic were identified from the latter. Fostering loyalty mandated that the company recognise and reward long term customers. Incentives such as discounts or

bonus data not only acknowledge customers' value but also encourage continued patronage, aligning with Gazi et al. (2024), who demonstrated the effectiveness of personalised customer relationship management strategies in boosting loyalty. Also, there was a key to building trust and gaining satisfaction among customers, namely, addressing customer feedback in a transparent way. In line with what Ugwunwanyi et al. (2021) found in their study, respondents highlighted the relevance of taking ownership of mistakes and keeping lines of communication open.

A further critical finding was the role of service accessibility in sustaining loyalty. Availability of mobile money agents and ease of accessing services were consistently pointed out as being critical. Respondents also suggested Zamtel should prioritise service reliability and convenience in the first place if it wants to improve accessibility to agents. These findings are in accordance with Rahman (2014) who have identified service accessibility and reliability as two main determinants of customer satisfaction and loyalty in Bangladeshi telecommunications sector.

Additionally, the theoretical frameworks that support this study validate the findings. The identified need for improved service accessibility and responsiveness are in line with the important aspect of Service Quality Theory, which is to deliver reliable and high quality services. According to Social Exchange Theory, loyalty incentives and transparent communication can all help set up equitable value exchanges and further strengthen customer relationships. Stakeholder Theory also emphasises that customer demands and expectation should be included into a total plan of action in regard to reputation management and long run success.

The results are all in all consistent with the fact that customer satisfaction contributes to customer loyalty to the Zamtel. Satisfaction, by itself, does not alone explain loyalty but is a key base on which to build retention strategies. To strengthen its loyalty, Zamtel may integrate practical measures which include loyalty incentive, transparent communication and enhanced service accessibility in order to meet the needs of its customers. Empirical evidence and theoretical foundations are offered to support these strategies that would enable Zamtel to improve its reputation and competitiveness in the telecommunications sector.

CHAPTER SIX: CONCLUSION AND RECOMMENDATIONS

6.0 Overview

This Chapter presents the conclusions and recommendations produced from the study based on the reported findings. It provides a thorough synopsis of the study's conclusions about the impact of customer satisfaction initiatives (CSI) on Zamtel's reputation and customer loyalty. It also Offers conclusions to the effect that the various factors have on Zamtel's brand image and ability to retain customers.in regard to Key drivers such as network reliability, fair pricing, and accurate billing and then the focused recommendations that could help improve Zamtel's reputation and supporting its long-term growth in the competitive telecommunications Sector. Essentially this Chapter offers an inference on the general objective of this research based on the observance of the findings as an epilogue of this study. It finally points out areas open or relevant for future studies, thus providing guidelines on where future studies could begin and further the research set out in the investigation.

6.1 Conclusions

The study examined the relationship between customer satisfaction, customer service, and Zamtel's reputation. The study found that effective customer satisfaction initiatives (CSI), such as proactive problem-solving, transparent communication, and responsive customer support, positively correlate with improved reputation and customer loyalty. Key factors influencing customer satisfaction include network reliability, pricing and billing accuracy, and customer service quality, with pricing and billing accuracy showing the strongest correlation. However, value-added services had a weaker impact on overall satisfaction. While customer satisfaction plays a significant role in fostering loyalty, factors like service accessibility and transparency in feedback mechanisms further enhance loyalty. The study recommended focusing on service reliability, customer engagement, and loyalty incentives to strengthen Zamtel's market position.

6.1.1 Objective 1: To examine the role of customer satisfaction initiatives in shaping Zamtel's reputation.

The first objective of the study was to examine the role of existing customer satisfaction initiatives (CSI) on Zamtel's reputation. The hypothesis was that the implementation of CSI would have a positive impact on the company's reputation. The null hypothesis posited that CSI does not significantly affect the company's reputation, while the alternative hypothesis suggested that effective CSI initiatives would enhance Zamtel's reputation. This objective was achieved by analyzing various CSI factors such as proactive problem-solving, transparent communication, and responsive customer support.

The research findings revealed a strong positive relationship between the effectiveness of CSI and Zamtel's reputation. Specifically, proactive problem-solving measures, such as systems that identify issues before customers report them, were found to improve customer satisfaction and positively influence Zamtel's brand image. Transparency in pricing and communication, including the elimination of hidden charges, emerged as a crucial factor in building trust and enhancing the company's reputation. Additionally, prompt and efficient customer support, with a focus on quick complaint resolution, contributed to maintaining a positive reputation.

Descriptive statistics and correlation analysis further confirmed that there is a significant relationship between the quality of CSI and Zamtel's reputation. The Pearson Chi-Square value of 28.903 with a p-value of 0.004 confirmed a statistically significant relationship between CSI effectiveness and reputation. Additionally, the Pearson's R value of 0.351 and Spearman's correlation value of 0.372 indicated moderate positive correlations, suggesting that CSI initiatives have a meaningful contribution to improving Zamtel's reputation. These results support the hypothesis that the effectiveness of CSI plays a significant role in enhancing the company's reputation.

The findings are in line with early theoretical frameworks. The Service Quality Theory posits that exceeding customer expectations through proactive problem-solving,

transparency, and responsiveness increases customer satisfaction, which in turn enhances reputation. Furthermore, the Social Exchange Theory emphasizes the importance of perceived fairness and transparency in customer-provider relationships, which are directly linked to the trust and loyalty that enhance reputation. Stakeholder Theory also supports the notion that attending to stakeholder needs such as those related to effective customer support and transparent communication is essential for securing positive perceptions and reputation.

In conclusion, the study confirms that the effectiveness of customer satisfaction initiatives is integral to enhancing Zamtel's reputation. Both the statistical results and theoretical frameworks underscore the importance of proactive problem-solving, transparent communication, and responsive customer support in maintaining and improving the company's brand image. Zamtel should continue to refine these CSI strategies to build stronger customer relationships, foster trust, and enhance its competitive edge in the telecommunications sector.

6.1.2 Objective 2: To Determine the Primary Factors Influencing Customer Satisfaction Among Zamtel's Customers

The second objective of the study was to determine the primary factors that influence customer satisfaction among Zamtel's customers. The hypothesis was that network reliability, pricing, and customer service quality are the main determinants of customer satisfaction. The null hypothesis stated that these factors do not significantly influence customer satisfaction, while the alternative hypothesis suggested that these factors directly affect satisfaction levels. The study sought to identify the key drivers shaping customer perceptions and experiences in the telecommunications sector.

The research identified three primary factors affecting customer satisfaction: network reliability, affordable pricing, and customer service quality. Network reliability was found to be the most influential factor, with a mean score of 4.61 and the lowest variability ($\sigma = 0.810$), suggesting that Zamtel customers prioritize consistent and dependable network services. Qualitative insights from respondents reinforced this finding, with many indicating the need for improved network reliability. One participant explicitly stated, "Network reliability should also be worked on." Despite a weak correlation between

network reliability and overall customer satisfaction ($r = 0.138$, $p < 0.1$), this factor was still deemed important in shaping customer experiences. These results align with Rahman (2014), who found that service reliability is a key driver of customer satisfaction in the telecommunications industry. According to Service Quality Theory, the reliability of services directly contributes to customer satisfaction by meeting or exceeding customer expectations, fostering trust and loyalty.

Pricing and billing accuracy emerged as another crucial determinant of customer satisfaction. Both factors had a mean score of 4.27, highlighting their importance to Zamtel's customers. The correlation analysis revealed strong positive associations with customer satisfaction, with billing accuracy showing the strongest correlation ($r = 0.320$, $p < 0.01$) and pricing also exhibiting a significant correlation ($r = 0.287$, $p < 0.01$). Customers expressed dissatisfaction with pricing models, with one participant stating, "Reduce the price of its internet services." Additionally, billing errors were cited as a major source of frustration. These findings are consistent with the work of Santouridis and Trivellas (2010), who emphasized the importance of pricing structures and billing systems in enhancing customer satisfaction and loyalty. From the perspective of Social Exchange Theory, customers expect fairness and transparency in their transactions, and if they perceive value for money, they are more likely to develop positive perceptions and remain loyal.

Customer service quality also had a significant effect on customer satisfaction, with a mean score of 4.08 and a moderate positive correlation ($r = 0.216$, $p < 0.05$). However, contrasting views emerged from the thematic analysis regarding the delivery of customer service. In-person interactions were highly rated for their effectiveness, while online support was criticized for its inconsistency and inefficiency. One respondent noted, "The online call center is very bad," while physical interactions with customer care officers were considered satisfactory. These findings are in agreement with Ananaba et al. (2021), who emphasized the role of trustworthiness and reliability in customer service as critical factors in customer satisfaction. Stakeholder Theory supports this by emphasizing the importance of addressing diverse customer needs through continuous service delivery across multiple touchpoints to build long-term trust and satisfaction.

The study also identified value-added services as a less influential factor on overall customer satisfaction. Value-added services received the lowest mean score (3.52) and had the highest variability ($\sigma = 1.224$), indicating that while they may appeal to certain customer segments, they are less critical to overall satisfaction. This finding is in line with Rahman (2014), who suggested that while certain value-added services can enhance satisfaction, they are secondary to the core elements of network reliability and pricing.

The study's findings were further supported by the theoretical frameworks of Service Quality Theory, Social Exchange Theory, and Stakeholder Theory. Service Quality Theory highlights the role of reliability, responsiveness, and assurance in customer satisfaction, aligning with the study's findings that network reliability and customer service quality are paramount. Social Exchange Theory underscores the importance of fairness in pricing and billing, suggesting that customers are more likely to be satisfied when they perceive that they are paying a fair price for the value they receive. Finally, Stakeholder Theory emphasizes the need for businesses to address the diverse needs of their customers and engage them consistently, which is crucial for fostering long-term customer satisfaction and loyalty.

The study concluded that the most important factors influencing customer satisfaction among Zamtel's customers are network reliability, affordable pricing, and customer service quality. These factors are the cornerstone of customer satisfaction because they include core services like fair pricing, reliable connectivity, and effective customer engagement. By concentrating on these areas, Zamtel can improve customer perceptions and loyalty and ensure consistent service delivery across all touchpoints. Additionally, improving online customer service will help create a seamless and consistent experience for customers, further solidifying Zamtel's reputation as a customer-centric provider in the competitive telecommunications industry.

6.1.3 Objective 3: To Explore the Relationship Between Customer Satisfaction and Customer Loyalty Towards Zamtel

The third objective of the study was to explore the relationship between customer satisfaction and customer loyalty towards Zamtel. The hypothesis was that higher levels of customer satisfaction result in increased customer loyalty. The null hypothesis stated

that customer satisfaction does not influence customer loyalty, while the alternative hypothesis proposed that customer satisfaction leads to higher loyalty.

The study found a moderate positive correlation between customer satisfaction and loyalty ($r = 0.303$, $p < 0.01$), suggesting that customer satisfaction plays a significant role in promoting loyalty, although other factors may also contribute to customer retention. While the correlation was not particularly strong, it indicated that increased satisfaction reduces the likelihood of customer switching, demonstrating that satisfied customers are more likely to remain loyal.

Respondents identified loyalty incentives, such as rewards and discounts for long-term customers, as effective tools for enhancing loyalty. For example, one participant recommended that Zamtel should offer loyalty rewards, recognize long-term customers and senior citizens with discounts or bonus data. This aligns with Gazi et al. (2024), who demonstrated the effectiveness of personalized customer relationship management strategies in boosting loyalty. Moreover, the study highlighted the importance of addressing customer feedback and ensuring ease of access to services. Respondents pointed out that the availability of mobile money agents was crucial for enhancing service accessibility.

These findings were supported by statistical analysis, which confirmed that as customer satisfaction increased, the likelihood of customer retention and loyalty also increased. The correlation between customer satisfaction and loyalty ($r = 0.303$, $p < 0.01$) affirmed that satisfaction is an important predictor of customer loyalty in the telecommunications sector. This conclusion aligns with the hypothesis that satisfied customers are more likely to stay loyal to the brand.

To foster and strengthen customer loyalty, Zamtel should focus on integrating practical measures such as loyalty incentives, transparent communication, and enhanced service accessibility. Additionally, addressing customer feedback in a timely and effective manner will be crucial for building trust and reinforcing customer relationships. These strategies, supported by empirical evidence and theoretical foundations, will enable Zamtel to improve its reputation, enhance competitiveness, and maintain a loyal customer base in the competitive telecommunications sector.

6.1.6 Overall Conclusion

The study concluded that network reliability, affordable pricing, billing accuracy, and customer service quality are the key factors influencing customer satisfaction among Zamtel's customers. These factors play a pivotal role in shaping customer experiences and fostering loyalty. The research revealed a moderate positive correlation between customer satisfaction and loyalty, emphasizing the importance of customer satisfaction in promoting long-term loyalty. While satisfaction alone does not fully explain customer retention, it is an essential foundation upon which Zamtel can build stronger customer relationships.

Additionally, the study supports established theories such as Service Quality Theory, Social Exchange Theory, and Stakeholder Theory, which underscore the significance of reliable services, fair pricing, and effective communication in driving customer satisfaction and loyalty. The findings highlight that for Zamtel to enhance its competitive position in the telecommunications sector, it must focus on improving its core service offerings and customer engagement practices. These insights provide valuable guidance for Zamtel in developing strategies to improve customer retention and strengthen its market position.

6.2 RECOMMENDATIONS

Based on the findings and conclusions of this study, the following key recommendations are put forward:

6.2.1 Network Reliability and Customer Satisfaction

From the findings, network reliability was identified as the most influential factor affecting customer satisfaction, with a mean score of 4.61. The study also revealed a weak correlation between network reliability and overall customer satisfaction ($r = 0.138$, $p < 0.1$), indicating that while important, it is not the sole driver.

Recommendation: Zamtel should prioritize investments in network infrastructure and proactive maintenance strategies, addressing the key concern raised by customers regarding reliability.

6.2.2 Pricing and Billing Accuracy as Key Drivers

Pricing and billing accuracy showed strong correlations with customer satisfaction ($r = 0.320$, $p < 0.01$ for billing accuracy; $r = 0.287$, $p < 0.01$ for pricing). Customers expressed frustration with billing errors and high internet costs.

Recommendation: Zamtel should enhance pricing transparency and billing accuracy by implementing real-time billing systems and clear cost structures to mitigate dissatisfaction.

6.2.3 Customer Service Quality and Loyalty

The study found that customer service quality had a significant impact on satisfaction ($r = 0.216$, $p < 0.05$), with online support receiving criticism. Thematic analysis highlighted contrasting perceptions, where in-person interactions were rated highly, but call center services were inadequate.

Recommendation: Zamtel should enhance online support systems by improving staff training and increasing responsiveness in digital customer service channels.

6.2.4 Loyalty Programs and Customer Retention

The study found a moderate positive correlation between customer satisfaction and loyalty ($r = 0.303$, $p < 0.01$).

Respondents suggested loyalty incentives such as discounts and bonus data to strengthen retention.

Recommendation: Zamtel should implement targeted loyalty programs based on tenure and engagement levels to enhance customer retention and reduce churn rates.

should priorities enhancing network reliability, ensuring consistent service performance, and implementing clear pricing and accurate billing systems to foster customer trust and satisfaction by investing in network infrastructure, implementing proactive maintenance, offering transparent pricing plans, and deploying accurate, real-time billing systems

6.3 Areas for Future Research

Based on the conclusions of this study, several areas for future research are proposed:

- Future studies could explore how Zamtel can leverage emerging technologies and digital trends to improve customer experience and optimize service delivery, considering potential limitations like financial resources or technical expertise
- Research could investigate how companies like Zamtel can utilize emerging technologies and digital trends to improve customer experience and optimize service delivery.
- Further exploration is needed on the influence of customer service training and the effectiveness of online support systems in boosting customer retention and overall satisfaction.
- Additional research could also focus on the role of service accessibility, such as the presence of mobile money agents, and how infrastructure quality impacts customer satisfaction and loyalty in various regions.

Appendix

Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Under 18	3	2.8	2.8	2.8
	18 to 24	12	11.2	11.2	14.0
	25 to 34	52	48.6	48.6	62.6
	35 to 44	22	20.6	20.6	83.2
	45 to 54	9	8.4	8.4	91.6
	Above 55	9	8.4	8.4	100.0
	Total	107	100.0	100.0	

Years of Experience with Zamtel services					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1	10	9.3	9.3	9.3
	1 to 3	35	32.7	32.7	42.1
	4 to 6	32	29.9	29.9	72.0
	More than 6	30	28.0	28.0	100.0
	Total	107	100.0	100.0	

Correlations							
		CustomerSatisfaction	CustomerServiceInfluence	Pricing	BillingAccuracy	ValueAddedServices	NetworkReliability
Pearson Correlation	CustomerSatisfaction	1.000	.216	.287	.320	.120	.138
	CustomerServiceInfluence	.216	1.000	.515	.562	.317	.493
	Pricing	.287	.515	1.000	.642	.515	.422
	BillingAccuracy	.320	.562	.642	1.000	.460	.353
	ValueAddedServices	.120	.317	.515	.460	1.000	.209
	NetworkReliability	.138	.493	.422	.353	.209	1.000
Sig. (1-tailed)	CustomerSatisfaction	.	.013	.001	.000	.109	.078

	CustomerServiceInfluence	.013	.	.000	.000	.000	.000
	Pricing	.001	.000	.	.000	.000	.000
	BillingAccuracy	.000	.000	.000	.	.000	.000
	ValueAddedServices	.109	.000	.000	.000	.	.015
	NetworkReliability	.078	.000	.000	.000	.015	.
N	CustomerSatisfaction	107	107	107	107	107	107
	CustomerServiceInfluence	107	107	107	107	107	107
	Pricing	107	107	107	107	107	107
	BillingAccuracy	107	107	107	107	107	107
	ValueAddedServices	107	107	107	107	107	107
	NetworkReliability	107	107	107	107	107	107

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CHAPTER ONE: INTRODUCTION

1.0 Introduction
The tele-communications industry in Zambia has undergone significant transformation and liberalisation since the early 1990s, transitioning from a command economy model dominated by state-owned entities to a competitive

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QUESTIONNAIRE

TITLE: Mitigating Reputational Challenges in the Telecom Sector: An Assessment of the Impact of Customer Satisfaction Strategies at ZAMTEL

Thank you for participating in this study. The aim of this questionnaire is to explore how customer satisfaction initiatives impact Zamtel's reputation management in Zambia's telecommunications industry. Your responses will help in understanding the factors influencing customer satisfaction, the effectiveness of current initiatives, and the relationship between customer satisfaction and Zamtel's reputation. The study will also assess how these factors contribute to Zamtel's customer loyalty.

Note: this study is purely for academic purpose and participation is voluntary and confidentiality highly upheld.

Section A: Demographic Information

1. Age Group:

- Under 18
- 18-24
- 25-34
- 35-44
- 45-54
- 55 and above

2. Gender:

- Male
- Female
- Prefer not to say

3. How long have you been a customer of Zamtel?

- Less than 1 year

- 1-3 years
- 4-6 years
- More than 6 years

4. What Zamtel services do you currently use? (Select all that apply)

- Mobile phone services (voice calls)
- Internet services
- Fixed-line services
- Data solutions
- Other (please specify)

Section B: Customer Satisfaction Initiatives

(Research Objective 1: To assess the impact of existing customer satisfaction initiatives on Zamtel's reputation.)

5. How satisfied are you with Zamtel's customer service (e.g., response time, issue resolution)?

- Very satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very dissatisfied

6. In the past year, have you noticed improvements in the quality of Zamtel's services (e.g., mobile, internet, fixed line)?

- Significant improvements
- Some improvements

- No improvements
- It has worsened
- I am not sure

7. **How effective do you think Zamtel's customer satisfaction initiatives (e.g., improved services, customer support, mobile number portability) have been in improving your overall experience?**

- Very effective
- Effective
- Neutral
- Ineffective
- Very ineffective

8. **How likely are you to recommend Zamtel to others based on their customer satisfaction initiatives?**

- Very likely
- Likely
- Neutral
- Unlikely
- Very unlikely

9. **In your opinion, has Zamtel's service reliability (e.g quality of calls, internet speed) improved over time?**

- Yes, significantly
- Yes, moderately
- No, it has stayed the same
- No, it has worsened

Section C: Factors Influencing Customer Satisfaction

(Research Objective 2: To determine the primary factors that influence customer satisfaction among Zamtel's customers.)

10. *how does customer service influence your overall satisfaction with Zamtel? on a rating scale of 1-5*

Least satisfactory 1 2 3 4 5 Very satisfactory

11. *How does pricing and affordability (e.g., competitive pricing, value for money influence your overall satisfaction with Zamtel? on a rating scale of 1-5*

Least satisfactory 1 2 3 4 5 Very satisfactory

12. *how does Billing accuracy (e.g., correct charges, clear invoicing) Influence your overall satisfaction with Zamtel? on a rating scale of 1-5*

Least satisfactory 1 2 3 4 5 Very satisfactory

13. *how does Value-added services (e.g., mobile money, data plans, promotions) influence your overall satisfaction with Zamtel? on a rating scale of 1-5*

Least satisfactory 1 2 3 4 5 Very satisfactory

14. How important is network reliability to your overall satisfaction with Zamtel's services?

- Very important
- Important
- Neutral
- Less important
- Not important at all

15. How satisfied are you with the value you receive for the price paid for Zamtel services (e.g., mobile, internet)?

- Very satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very dissatisfied

16. How frequently do you experience issues with Zamtel's network (e.g., dropped calls, slow internet speeds)?

- Very frequently
- Frequently
- Occasionally
- Never

17. How satisfied are you with Zamtel's pricing for mobile and internet services compared to competitors like Airtel and MTN?

- Very satisfied
- Satisfied
- Neutral

- Dissatisfied
- Very dissatisfied

Section D: Zamtel's Reputation and Customer Loyalty

(Research Objective 3: To explore the relationship between customer satisfaction and customer loyalty towards Zamtel.)

18. How would you describe Zamtel's reputation in the Zambian telecommunications market?

- Very positive
 - Positive
 - Neutral
 - Negative
 - Very negative
- 19. Have you ever considered switching from Zamtel to another telecom provider (e.g., Airtel, MTN) due to dissatisfaction with services?**
- Yes, frequently
 - Yes, occasionally
 - No, never
- 20. What would make you more likely to remain loyal to Zamtel? (Select all that apply)**
- Better network reliability
 - More affordable pricing
 - Improved customer service
 - Enhanced data services
 - Other (please specify)

21. **How likely are you to continue using Zamtel services in the future, based on your current satisfaction level?**

- Very likely
- Likely
- Neutral
- Unlikely
- Very unlikely

22. **How important is customer satisfaction in shaping your loyalty to Zamtel?**

- Very important
- Important
- Neutral
- Not very important
- Not important at all

23. **In your opinion, how does Zamtel's customer satisfaction impact on its overall reputation in the market?**

- Significantly improves reputation
- Somewhat improves reputation
- Neutral impact
- Somewhat harms reputation
- Significantly harms reputation

24. **Do you believe Zamtel's customer satisfaction initiatives (e.g., network upgrades, improved customer service) have been enough to improve its market position?**

- Yes

- No
- I'm not sure

Open ended questions.

25. What changes or improvements would you suggest for Zamtel to improve customer satisfaction?
26. How do you think Zamtel can enhance its Reputation in the market?

Conclusion: Thank you for participating in this academic survey. Your input is essential in helping to understand customer satisfaction and its role in reputation management within the telecommunications sector. The insights gathered will inform recommendations aimed at improving Zamtel's services and enhancing its market position.



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UNILUS-RESEARCH ETHICS COMMITTEE

Ref no: FWA00033228-5308/24

Date: 26th September 2024

STUDENT NAME: Audrey Mushili

MITIGATING REPUTATIONAL CHALLENGES AT ZAMTEL: AN ASSESSMENT OF THE IMPACT OF CUSTOMER SATISFACTION STRATEGIES IN THE TELECOM SECTOR

The above research was submitted to the research ethics committee for review. The study has no major ethical problems and is approved subject to the following:

1. The study cannot be changed without express permission of the UNILUS research ethics committee.
2. Approval from the necessary authority should be sought.

The committee wishes you success in your work.

Professor Kasonde Bowa

MSc(Glasgow), M.Med(UNZA), FRCS(Glasgow), FACS, FCS, DPH(LSTMH), MPH(UCL)

Chairman- UNILUS REC

Professor of Urology and Consultant Urologist

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