



BRAND LOYALTY AND CUSTOMER RETENTION IN TELECOMMUNICATION INDUSTRY IN TANZANIA.

A CASE OF VODACOM COMPANY

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Abstract

This study specifically intended to assess the influence of brand loyalty on customer retention in the telecom industry in Tanzania. In order to meet the objective of the study, positivism research philosophy was employed along with exploratory cross-sectional research design to ascertain the causal relationship between brand loyalty and customer retention in telecom industry. Structured questionnaire was used to gather the statistical data to test the hypothesis and model used. The study collected data from a total of 400 Vodacom customers in Dar-es-salaam, obtained through simple random sampling technique. The data were analyzed using Structural Equation Modeling (SEM), the findings reveal that brand loyalty was an insignificant factor on customer retention at (p) value of 0.096. The study concludes that both managers and policy makers in telecommunication companies including Vodacom should not only seek to attract customers, rather integrate the marketing communication strategies in the process of building brand loyalty in order to retain their customers. Brand loyalty leads to greater opportunities for telecommunication companies to build cultures among customers to rely on services offered by companies including Vodacom.

Moreover, it is recommended that the managers should invest more on service customization, customer problem resolution and customer support in their marketing. Telecommunication companies in Tanzania have to design policies which can ensure that communication services offered by their employees are embracing the quality and reliable services fit for their customers. Policy guidelines that stipulate on how and what service quality should be rendered to telecom customers could overcome a great deal of predicaments related to customer retention. Nonetheless, poor services from the vendors have an impact on the effort to increase the customers' retention in telecommunication industry.

Based on the findings of this study which was conducted in Tanzania, it is proposed that further studies be done in more than one country in order to confirm and establish more evidence which can help to explain the adoption phenomenal in developing countries and compare some unique characteristics found in each country under investigation. Furthermore, due to contextual differences that might limit the replicability of the model employed, therefore the study appeals for studies to further validate the model and its replicability in other countries.

Keywords: Brand loyalty and Customer retention

I. INTRODUCTION

Brand loyalty is widely accepted as business tool to attract and capture customers' attention (Ahmed and Jawaberh, 2012). As argued by Mohammed *et al*, (2014) that customer relation management tend to create mutual benefits for both the companies and their customers across the telecommunication industry. According to Rahim (2016) explains that brand loyalty assists the marketing department to collect customer details and determine their preferences and intention to buy products or services. The firms in telecommunication industry are investing in vital communication services to provide a scalable brand loyalty that attracts customers satisfaction eventually retention. On the other hand, Peppers and Rodgers (2016) acknowledged that brand loyalty helps to develop long lasting relationships with clients, which goes hand in hand with customer satisfaction derived from unique needs of individual groups among the telecommunication services clients. Generally, Kotler and Armstrong (2011) they both concluded that the businesses can excel the sales volume by maintaining their brand loyalty. Based on this reality brand loyalty is considered as a vital tool in retaining customers among the companies in the telecommunication industry.

Realizing the contribution of the customer relationship management on customer retention, both government and the business firms adopted various initiatives towards attractive customers' retention. For instance, in US telecommunications network companies such as Verizon Communications Inc, AT&T Inc and Softbank Group Corp invested heavily on brand loyalty schemes so as to create long term customer relationship and intimacy with customers (Cognizant, 2014). Likewise, the telecommunication networks in UK such as Vodafone, T-Mobile and virgin mobile adopted brand loyalty schemes by improving its image and trust for retaining customers and sell more of their products (Rahim, 2014).

In context of Asia, the study by Djajanto,*et al* (2014) identified that the telecom firms are implementing customer centric initiatives to retain customers through intimacy and service reliability. In accordance to African telecommunication market Dubihlela and Molise-Khosa(2014) witnessed that call centers initiatives are adopted to ensure there is quality and reliability on service provision for customer retention. Also, Mkono and Kapinga (2014) confirmed that majority of telecom firms in Tanzania including Vodacom Tanzania are offering competitive service packages to customers. For instance, Vodacom Tanzania initiated and improving mobile payments, internets services and call tariffs as part of its brand loyalty campaign (Lancaster, 2017). On the other side, the government initiated the ICT policy in 2016 as part of the government effort to ensure that telecom firms are offering quality of the services and build good customer relationship (URT,2016).

Despite of the contribution of CRM and initiative exhibited by the telecommunication industry to retain customers, yet companies in telecom industry has been facing a high level of customers' retention problems in both developed and developing countries. Notably in India recent, it was found that the biggest challenge for telecom service providers is to retain the customers (Rajini and Sangamaheswary, 2016). On the other hand, in Jordanian Mobile Telecommunications Companies, the market is very mature and very intense competition is fueling firms on concentrating their resources and effort on retaining their customers, not the customer acquisition strategy (Awwad and AL-Qrallah, 2014). This was evidence in South African Cellular Industry where it was found that the pressure on companies to retain customers is very high fuelled by the market where customer acquisition is slow with hinder profitability of telecom companies (Molapo and Mukwada, 2011). In Ghanaian telecommunication industry it was found that customer retention is much harder and competition within telecommunication industry is getting harder day by day due to globalization and deregulation (Kyei and Bayoh, 2017). Tanzania like other countries the telecom companies are

facing customer retention challenges. For instance, Vodacom is an example of the companies in Tanzania has been facing a high rate of the market share dropping due to customer retention problem. The statistics showing that, in first quarter of 2014 Vodacom had 36.7% market shares of subscribers, but in last quarter of 2015 the company dropped up 32.6 shares in the market (Tanzania Telecommunications Report, 2016). Surprising to the existence of the problem, little has been done in the literature to understand the influence of CRM on customer retention. Further even those few studies exist most have come with unique findings. For instance; Magasi (2013) conducted a study on factors affecting customer brand loyalty in Tanzania. The study found that a satisfied customer will not always enter into a long-term relationship with the company. From the inconsistent findings represented from the accessed empirical studies, it is not clear what factors are specifically influences the customer retention in Tanzania telecommunication industry. Hence, the current study intends to fill the gap by analyzing the factors that would influence the customer retention in Tanzania telecom industry.

I. 1.4 RESEARCH HYPOTHESES

Null H1a: Brand loyalty has significant influence on customer retention in Tanzania telecommunication industry.

Alternative H1b: Brand loyalty has no significant influence on customer retention in Tanzania telecommunication industry

II. METHODOLOGY

In order to meet the objective of the study, positivism research philosophy was employed along with exploratory cross-sectional research design to ascertain the causal relationship between the study variables. Positivism research philosophy was adopted based on the assumption that the researcher can produce knowledge and understand realities through theory and empirical testing. Within positivism paradigm assumption, the current study is based on various theories on the influence of brand loyalty on customer retention from which the study hypotheses were developed and validated through empirical data (Bryman, 2015). Thus, the applicability of positivism paradigm in this research is justified as it offers a chance to a researcher to use theory and test the significant influence of customer relationship management on customer retention in telecom industrial in Tanzania. Quantitative research approach guided the study on the methods of data collection as well as the analysis (Creswell, 2009). Similarly, Saunders *et al* (2012) advocated that quantitative approach has the ability of explaining the causal relations between the variables and hypothesis testing through data collected in statistical characteristics. In the study, the researchers developed hypothesis on testing the causal relationship between brand loyalty and customer retention.

For statistical purpose the stud, a sample formula to calculate a representative sample was used to determine the sample. The study employed Slovin's formula as adopted from Guildford and Fruchter (1973) in order to calculate the sample: formula to determine the sample size for the study population, thus: $n = N / (1 + (N * e^2))$ Where: n = number of samples, N = the targeted population (Vodacom customers), e = margin of error and the confidence level is 95% or 0.95, n=sample size (Vodacom customers).The study targeted a grand total population of 1,224,000 Vodacom subscribers from Dar-es-salaam region (i.e., Ilala, Temeke and Kinondoni). In order to calculated the sample, the researcher used the margin error of 5%, thus the study sample calculated (n) was 400. The study sample was 400 participants was adequate to conduct SEM, as stated in Tabachnick and Fidell (1996) that the study sample has to range between 100 and 400 participants. This study used the sample error 5% to maximize the sample in order to accommodate the non-response. This can occur during the time of questionnaire administration and it can lead into smaller sample. Purpose of

selecting this sample was to get a manageable number and representative sample. From which the study was able to gather adequate data and achieve the study objective and avoid biasness.

Independent Variables

The independent variables were measured through customers’ relationship management influence on customers’ retention. The study variables adopted from the empirical and theoretical review to explain the demographic characteristics of respondents were measured through categorical scales as follows. The measurements of Customer retention, people, technology, process and service quality which are not given in form of Likert scaling are as follows in table 3.3. Furthermore, the operationalization of the study model explained the research hypothesis and the variables measured through response rating starts from 1 (one) up to 5 (five). Table 3.3 shows variables and measurement procedures. Thus, the independent variables were measured using Likert scale. The 5-point Likert scale included; Strongly agree, Agree, Neutral, Disagree and Strongly disagree.

Table 3.3 Measurement for Model Constructs.

Variable	Construct Variables	Item Description		Measurement Scale
Dependent variable	CR: Customer Retention	CR1: Increased Sale	CR2: Repeating Purchase	5 point Likert scale
		CR3: Referred New Customers		
Independent variables	BL: Brand loyalty	BL1: Organization Commitment	BL2: Brand Image	5 point Likert scale
		BL3: Customer Trust	BL4: service Integrity	
			BL5: Customer Satisfaction	

Source: Researcher conceptualization from the literature, 2021

The study used a structured questionnaire to capture data for statistical analysis. Furthermore, the researcher used nomological validity to validate the questionnaire by testing the related measurements against the theoretical model, the standardized coefficients were higher than 0.2. According to Spiro and Weitz (1990), the value indicates that the coefficients were significant to allow the process further deductions, tests and analysis. Moreover, the study tested the reliability it was found that the variables used in this study reached the acceptable level of the composite reliability value (CR) which was greater than 0.60. also, the variables scored an AVE value which is greater than 0.4 as it is recommended by Fornell and Larcker (1981). Based on the study by Fornell and Larcker (1981), the variables were considered reliable and the study had an internal consistent of any variable as the score for composite reliability p-value was greater than 0.60.

The quantitative data gathered using the survey questionnaire were entered into IBM SPSS version 20; in this regard the software assisted the study to conduct descriptive and inferential analysis. Leech, *et al.*, (2005) asserted that frequencies and percentages are useful tools to explain both profile and characteristics of phenomena. Either, frequency and percentage were used by this study on analyzing as well explaining the profile and characteristics of the customers such as location, age and experience. The analysis assisted to provide the association between the constructs and explain how brand loyalty can influence the customer retention. Thus, the descriptive data analysis provided a rich picture towards the sample of the population used in order on facilitating the discussion of findings.

In the multivariate analysis, the study tested hypotheses and analyze the significant influence of predictor variables against customer retention. The study used Structural Equation Modeling (SEM) in order to test the significant of the independent variables against the dependent variable. Either, the suitability of SEM to this study was derived from the benefits presented in the study done by Hooper, *et al.*, (2008). Whereas, Hooper, *et al.* (2008) indicates that SEM has the capability to analyze by incorporating observed variables (measured) as well as unobserved variables (latent constructs) on measuring the relationship. Oke, *et al.*, (2012) disclosed that SEM is mostly applicable, since it is difficult to analysis unobservable variables using the traditional techniques. Either, the traditional techniques can only help to handle measured variables. This study, designed the hypotheses which involve the latent or unobservable variables such as: brand loyalty, integrated marketing communication, service quality from which the study intended to test their influence on customer retention. Due to inability for the traditional methods to analysis the unobservable variables in the research model, SEM found to be suitable as it considers the above latent variables which are measure through a number of indicator variables known as observed variables.

III. RESULTS AND DISCUSSIONS

SAMPLE DISTRIBUTION

It profiles the descriptive results which helps the researchers in informing the fundamental description of the respondents under study and to build the insights about it as well as helping in supporting the final analysis. Although this study focused on relationship between customer retention and customer relationship management, but for the purpose of improving the validity it was also important to consider sample distribution of the respondents as described below.

RESPONDENTS DISTRIBUTION BY SEX

In this study the sex of the respondents consisted of both male and female who are customers of Vodacom as summarized in Table 4.1 below. Among the 392 respondents contacted, 55.9% were male, and 44.1% were female. Despite of the fact that female respondents were slightly higher than male respondents, the proportional of the percent above indicated that there was at least equal proportional of representation of gender in the process of data collection which helped to capture data which address each group of sex.

Respondents Distribution by Location

The study sample consisted of respondents from three Municipal namely Ilala, Temeke and Kinondoni as summarized in table 4.5. Findings show that the majority of the respondents involved in this study 38.8% were located in Ilala, 26.5% located in Temeke and 34.7% Kinondoni.

Table 4.5 Respondents Distribution by Location

	Frequency	Percent
Ilala	152	38.8
Temeke	104	26.5
Kinondoni	136	34.7
Total	392	100.0

Model Validation

The aim of model validation was to check if the proposed factor structures are indeed consistent with the actual data collected from the field. Mode validation was necessary because at the beginning of the study, the researcher had developed the conceptual framework without data. It was necessary to check if the constructs are aligned with their underlined measures or indicator variables. To ensure

that the construct designed are aligned with their underlined indicators, the researcher used both the exploratory factor analysis and the confirmatory factor analysis as described below.

EXPLORATORY FACTOR ANALYSIS

In order to ensure that constructs are aligned with their indicator variables before actual data analysis it was necessary to carryout exploratory factor analysis. This is because at the start of any study, the researcher mixes empirical and theoretical measures of a construct from different settings without data. Scholars (Babyak and Green, 2010; Henson and Roberts, 2006) argued that in a situation where there is mixing of construct from different theories and empirical literature, a poor model fit will always result. To address this in the current study exploratory factor analysis was used to identify a set of unobserved factors that reconstruct the complexity of the observed data in an essential form.

Exploratory factor analysis with varimax rotation was conducted to assess the underlying structure for the forty (40) items from the survey questionnaire. In selecting factors to retain, four criteria were adopted namely, Eigen values, scree test (i.e., screen plot), the conceptual theoretical assumption and factors that have at least three items. The use of a combination of criteria are recommended by Yong and Pearce (2013) to help to offsite the weakness of using one criterion.

Given this situation, four factors were produce based on the coded questionnaire attached at appendix V with 70% of the cumulative variance as attached in the appendix V. The four factor had the Eigen values >1 , were all above the break/cut off point on screen graph and had at least two items aligned as in the conceptual framework. This means that all retained factor meets the Kaiser's criterion.

After discovering that the four factors have met the criteria and they were qualified to be retained, further analysis of measured variables was done in order to see if the indicators really fit to their underlying factors. In order to assess the suitability of each measured variables to their underlying structure, the following criteria as recommended by Yong and Pearce (2013) was adopted for retaining/dropping an item/indicator as follows:

First, all items loaded into their associated factors were retained and those loaded into more than one factors were dropped. Second, if more than two items were loaded in one factor, all item were retained and if less than three items were loaded in one factor, all were dropped. Third, all items with KMO p-value greater than 0.5 were retained and those with less than 0.5 were dropped. Fourth, all items with loading ranging from 0.4 to 0.8 were retained and those with loading less than 0.4 or above 0.8 were dropped. Yong and Pearce (2013) suggested these criteria to be adopted for either retaining the items or dropping the items in order to improve the model. As far as this study is concerned, table 4.6 presents a selected output of SPSS items which were dropped.

Table 4.6The Selected exploratory factor analysis output of Items dropped

FACTOR	ITEM REMOVED
BL: Brand Loyalty	BL4:
CR: Customer retention	CR1

Brand Loyalty (BL): BL1 was eliminated from the analysis because had multiple loadings on CR. CR1: For CR1, it had a negligible contribution because it was loaded alone in a single factor which failed to support theoretical assumptions.

Given this perspective, the items that did not fit well with the factor solution were dropped from the analysis as described in table 4.7 and those which fitted very well were retained as described in table 4.7:

Table 4.7 Exploratory Factor Analysis Rotated Component Matrix^a

	Component	
	BL	CR
BL2	.890	
BL5	.859	
BL1	.799	
BL6	.798	
BL3	.785	
CR3		.915
CR4		.887
CR2		.884

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

. Rotation converged in 5 iterations.

Having established the study framework from the exploratory factor analysis, the next step was to perform a confirmatory factor analysis as described in detail in the following section:

A Confirmatory Factor Analysis

While exploratory factor analysis failed to assess the loadings of the measures, error variances and covariance. In the current study, it was necessary to carry out confirmatory factor analysis to analyze theoretical constructs through assessing the loadings of the measures, error variances and covariance (Hooper, et al., 2008). At this stage the aim was to confirm and harmonize a belief about how the original variables are organized in a particular way using CFA. To carry out a confirmatory factor analysis, a measurement model was developed to test for measurement errors and the correlation between the latent variables (Yong and Pearce, 2013). In this section, measurement models of composite structure as used in the conceptual framework is presented.

II. 4.3.1.3 MODEL FITNESS EVALUATION IN A CONFIRMATORY FACTOR ANALYSIS

The following criteria were used to guide the model refinement process to achieve a better fit as recommended by Schermelleh-Engel, et al.(2003) that a Standardized regression weight (S.R.W) value should be above 0.5 and Modification indexes (MI) that reveal high covariance between measurement errors accompanied by high regression weights between these errors' construct and cross loading items are candidate for deletion.

III. 4.3.1.4 MEASUREMENT MODEL FOR BASELINE MODEL

In the current study, in order to reach a baseline measurement, model that fits both components, the four individual measurement models which were developed earlier were combined and a CFA was run with the maximum likelihood estimate in IBM Amos 20 to determine its fitness. After initial run, the results showed a bad model fit with CMIN/DF= 5.263, GFI=0.811, AGFI=0.762, CFI=0.702 and RMSEA=0. 109. Based on Hoe (2008) recommendation which require a model to achieve the following minimum requirements CFI (>0.90 indicates good fit), RMSEA (<0.08 indicates acceptable fit), and commonly used χ^2 statistic (χ^2/ df ratio of 3 or less) in order to be considered fit.

In order to improve the model, some items that were affecting the significance of the model's fitness were removed as recommended by Hooper, et al. (2008) to remove the items that demonstrate low

loading, those items standardized regression weights (S.R.W) values less than 0.5. The items that were removed including:

Brand Loyalty (BL): BL3 was eliminated from the analysis because they had weak loadings on the theoretical model and hence affected its fitting. At this point, elimination was made at the item level and items that were removed because not only they weakened the model, but were also indicating weak statistical power.

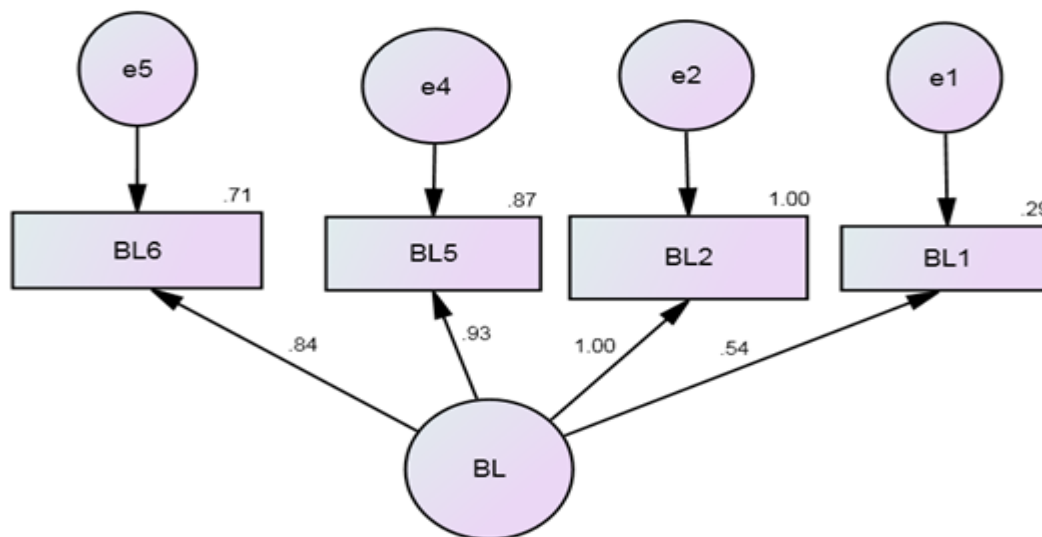
Measurement Model for Customer Retention (CR)

Initially, CFI was run using IBM Amos 20 to test and confirm for measurement model base on the following observed variable namely CR2, CR3 and CR4. The model output as illustrated in figure indicating that the model fit well based on Hoe(2008) commonly applied fit indices which require a model to achieve the following minimum requirement CFI (>0.90 indicates good fit), RMSEA (<0.08 indicates acceptable fit), and commonly used χ^2 statistic (χ^2/df ratio of 3 or less) in order to be considered fit.

Measurement Model for Brand Loyalty

Initially, CFI was run using IBM Amos 20 to test and confirm for adoption (AD) measurement model base on the following observed variable namely BL1, BL2, BL3, BL5 and BL6. After run, BL3 was dropped to enhance model fit. The model output as illustrated in figure indicating that the model fit well based on Hoe(2008) commonly applied fit indices which require a model to achieve the following minimum requirement CFI (>0.90 indicates good fit), RMSEA (<0.08 indicates acceptable fit), and commonly used χ^2 statistic (χ^2/df ratio of 3 or less) in order to be considered fit.

Chi-square = 2.672 (2 df), P = .263, CMIN/DF = 2.672/df.
CFI = 1.000, GFI = .997, AGFI = .983, RMSEA = .029.



STANDARDIZED ESTIMATES FOR BRAND LOYALTY

Figure 4.4 Brand Loyalty Measurement Model

THE INFLUENCE OF BRAND LOYALTY ON CUSTOMER RETENTION

The second postulated relationship of this study hypothesized a positive and strong significant relationship between brand loyalty and Customer retention as stated below.

H1: Brand loyalty have a positive and significant influence on Customer retention

For testing the stated hypothesis, descriptive statistical analysis was run first to profile the influence of Brand loyalty on predicting Customer retention as illustrated in table 4.8.

Table 4.8 Descriptive Statistics

	N	Minimum	Maximum	Mean
BL2	392	1	5	3.92
BL5	392	1	5	3.87
BL6	392	1	5	3.78
BL1	392	1	5	3.68
Valid N (listwise)	392			

Table 4.8 shows the results of the analysis. Among the three-attribute brand loyalty in table 4.8, brand image had high impact on customer retentions in telecommunication followed by customer satisfaction, organization commitment and trust. This means that customer support yields a high mean value of compared to other indicator. However, the mean value range to 3 use to explain the explanatory power of neutral that it is either significant or insignificant. Further analysis was done using SEM in order to determine the significant influence of brand loyalty on customer retention as illustrated below in table 4.9.

Table 4.9 Brand Loyalty Path Coefficient

	Estimate	S.E.	C.R.	P	S.R.W	REMARKS
CR <--- BL	-.123	.074	-1.663	.096	0.084	Rejected
BL1 <--- BL	1.000					
BL2 <--- BL	1.666	.137	12.192	***		
BL5 <--- BL	1.628	.136	11.972	***		
SQ2 <--- SQ	.993	.040	24.790	***		
BL6 <--- BL	1.534	.134	11.414	***		

This hypothesis is examined using the path leading from *BL* to *CR* which form a relationship between brand loyalty and customer retention (*CR*) as illustrated in table 4.9. Results of the standardized path coefficients (γ) in table 4.9 have yield a standardized regression weights of 0.084 which indicate a weak positive relationship between brand loyalty and customer retention. Chin (1998) has postulated that a standardized paths coefficient (γ) should be at least 0.2 in order to be considered significant and meaningful for discussion. In our case, the standardized paths coefficient of 0.084 which is below the recommended value to be considered for meaningfully discussion. This means that brand loyalty is not positively associated with customer retention. Means that all attribute namely customer trust (*BL1*), brand image (*BL2*), customer satisfaction (*BL5*) and organization commitment (*BL6*) their explanatory path toward customer retention together does not have significant meaningfully for discussion as illustrated in table 4.9.

Further analysis of the significant influence of brand loyalty using critical ration values in table 4.9 indicated that the analysis has yield a critical ration of -1.663 and $p = .096$ in table 4.9 As argued by Hox and Bechger (2014) that a relationship which has yield a critical ration greater than 1.96 and p -value less than 0.05 is considered significant. Base on the findings in the current study the influence

of brand loyalty on customer retention was found to be non-significant. Hence, hypothesis H2a is rejected and the Hypothesis H2b is accepted.

IV. THE INFLUENCE OF BRAND LOYALTY ON CUSTOMER RETENTION

The study considered whether brand loyalty have significance influence on customer retention among telecom companies in Tanzania. This explains the fact that, the basis for customer retention in telecom industry has its roots in the brand loyalty (Magasi, 2016). Therefore, it was hypothesized that, brand loyalty has positive and significant influence on customer retention in Tanzania telecommunication industry. From the findings in chapter four, standardized estimate relieve a positive path coefficient ($\gamma = 0.084$) which indicates that brand loyalty is weak positively related to customer retention in telecommunication industry. Further results using critical ration on the hypothesis above have yielded insignificant critical ration of less than 1.96 which concurs with Hox and Bechger (2014) who argued that any relationship which will result in a critical ration less than 1.96 is considered insignificant. This implies that customers in telecommunication industry are not retained by brand loyalty attributes such as customer trust (BL1), brand image (BL2), customer satisfaction (BL5) and organization commitment (BL6).

Rather, the study by Gan, *et al.*, (2006) findings tally with this study result that for higher levels of customer satisfaction do not necessary lead to customer loyalty. It was further argued that customers can be highly satisfied but still leave their current service provider.

In unrelated perspective, other empirical evidences (Gul, et al., 2018; Hofman-Kohlmeyer, 2016; Danish, *et al.*, 2015) have found positive and significant influence of brand loyalty on customer's retention. This finding implies brand loyalty is still a significant factor when considering customer retention in some context. For example, Hofman-Kohlmeyer (2016) found and concluded that loyalty programs using financial and psychological dimensions have significant impact on maintaining long-term relation with potential customers. On the other hand, Danish, *et al.*; (2015) results showed that brand loyalty increases customer retention in telecom sector of Pakistan. These findings have collaborated with argument made by Habib and Aslam (2014) who argued that brand loyalty influence the repurchase intentions of consumer and increases customer retention. These findings imply that non-loyal customers are more prone to switch to competing products. Furthermore, these findings imply that there is a need for firms in markets to use loyalty programs so as to maximize customer retention.

In this study, brand loyalty through customer trust (BL2), customer satisfaction (BL5) and organization commitment (BL6) was found to be insignificant. Other scholars (Zehir, et al., 2011) have found these attributes of brand loyalty to support customer retention. Notably example, Zehir, *et al.*; (2011) found and conclude that brand communications is an antecedent to brand trust, in turn affects customer retention. On the other hand, Monfared, et al. (2015) Results show that such factors as brand satisfaction and trust directly and factors such as brand image, and brand associations indirectly through mediator variables influence customer repurchase and long-term relationship. Furthermore, Habib and Aslam (2014) using measure such as customer satisfaction and the brand image to measurer brand loyalty. It was also found that customer satisfaction and brand image push a consumer towards any brand value that has significant influence. In return it calls for the customers repurchase intentions. These findings imply that the attributes that are used to measure brand loyalty on customer retention, their explanatory power is affected direct and indirect due to the contextual matter of the study area.

On the other hand, inconsistent results are well evidenced. For example, Zehir, *et al.* (2011) and Habib and Aslam (2014) both have found significant influence of brand loyalty on customers'

retention. However, the possible explanation of why brand loyalty is significant differs from each study. For instance, in Zehir, et al. (2011) brand loyalty was significant on customer retention due to high explanatory power of brand communications. They put an argument that customers with high rated perception of satisfaction also generally exhibit repurchase intent and strong loyalty towards the products while in Habib and Aslam (2014) the possible explanation of significant influence of brand loyalty is explained by the explanatory power of customer satisfaction and the brand image. This finding implies that context variables such as brand image, brand communication, brand satisfaction tend to affect the significant influence of brand loyalty on customer retention.

Similarly, the results from this study contrast with the theory of trust-commitment which shows that the marketers work and invest on trust and commitment by cooperating customers in order to benefit from brand loyalty. Based on the Trust-Commitment theory by Morgan and Hutt (1994) the study Nawaz and Usman (2014) revealed that the theory provides useful factors to manage brand loyalty. He further explained that brand loyalty regarded as a significant factor for customer retention in Pakistan telecommunication Sector. Likewise, scholars such as Magasi (2016) found that, a high degree of committed and trust among the bankers would lead into customers' brand loyalty. Rather, the findings from this study found that trust and commitment as stated by trust and commitment theory as the factors for brand loyalty are insignificantly influencing the customer retention.

This study concurs with the study by Polas, *et al* (2018) and adopt the alternative hypothesis which indicated that there are other factors apart from trust and commitment can influence customer retention. Furthermore, Polas, *el at* (2018) explained that promotional and service quality are factors which have positive and significant influence on customer retention and customer satisfaction. It was further explained by Nasr, et al. (2014) who argued that customer satisfaction is also another strong variable that effects the customer loyalty, eventually the customers' retention. As the result, it could be postulated that customers with high rated perception of service quality and satisfaction also generally exhibit repurchase intent and strong loyalty towards the products offered by Telecom Sector in Pakistan. Zehir *et al* (2011) added that perceptions of brand communications and service/product quality are viewed as an antecedent to brand trust, in turn affects brand loyalty

Furthermore, the study by Mohammed, *et al.*, (2014) revealed that the organization atmosphere or the physical surrounding are playing a crucial role on delivering quality service to the customer's point of view. The customer surroundings have a positive influence towards purchases and the customer behaviour towards the services offered. In most cases, it is happening on services such as shops and hotel services whereby neat buildings and green environment sound to be catching to customers. The physical environment affects customers emotional and psychological status, also they have big impact on customer retention. This study finding is in line with the physical environment vibes which have significant influence to the telephone services, since brand loyalty and repetitive purchase is best explained through service quality and customers' satisfaction. Physical environment should focus on gorgeous interior design and live substantial employees' initiatives in order to satisfy and retain the customers. The study revealed that telecommunication companies can take on board unique styles which are able to increase the daily rate and customer retention rate.

Moreover, since the study findings shows that not at all brand loyalty attributes including customer satisfaction is not influencing customers' retention. But in some cases the attribute such as business physical surroundings as an antecedent to customer satisfaction has moderate link with the brand loyalty and it is rewarding. Thus, satisfaction seems to influence the customer repurchase intentions as the result of assessing the product from expected against the perceived performance or service is better than expected. Based on that, satisfaction is used by businesses to focus on value creation by anticipating and managing the expectations of the customer and demonstrating the ability to satisfy

their needs responsibly. This is due to the contextual in which telecommunication companies operate in which customers are found and tend to explain the unique characteristics of brand loyalty in retaining customers.

IV. Conclusion and Recommendation

The study concludes that both managers and policy makers in telecommunication companies including Vodacom should not only seek to attract customers, rather integrate the marketing communication strategies in the process of building brand loyalty in order to retain their customers. Brand loyalty leads to greater opportunities for telecommunication companies to build cultures among customers to rely on services offered by companies including Vodacom. Moreover, it is recommended that the managers should invest more on service customization, customer problem resolution and customer support in their marketing. Telecommunication companies in Tanzania have to design policies which can ensure that communication services offered by their employees are embracing the quality and reliable services fit for their customers. Policy guidelines that stipulates on how and what service quality should be rendered to telecom customers could overcome a great deal of predicaments related to customer retention. Otherwise, poor services from the vendors have an impact on the effort to increase the customers' retention in telecommunication industry. On the other side, the government policies tailored specifically for telecom companies that address issues of better infrastructure development, reliable and quality telecommunication infrastructure and services are important for the telecom performance and eventually the economy of the nation through customer retention. It suggests that a government policy tailored to secure users of telecom industry and improve customer retention should be developed to encouraging value chain the use of telecommunication industry services. The policy may address the issue of reducing cost associated with registration, importation of infrastructure and addressing security issue that could protect the users of a telecommunication industry services. The government may develop a policy that encourage firm to adopt innovation by developing policy which are beneficial to the organization for customers' retention.

V. 6.4 RECOMMENDATION FOR FUTURE RESEARCH

Based on the findings of this study which was conducted in Tanzania, it is proposed that further studies be done in more than one country in order to confirm and establish more evidence which can help to explain the adoption phenomenal in developing countries and compare some unique characteristics found in each country under investigation.

Furthermore, due to contextual differences that might limit the replicability of the model employed, therefore the study appeals for studies to further validate the model and its replicability in other countries.

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