



The Influences of Customer Relationship Commitment on Customer Retention in the Telecommunication Industry.

A case of Vodacom Tanzania.

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Abstract

This study focused on the influences of customer relationship commitment on retention of customers in the telecommunication industry in Tanzania. Specifically, the study examined the effects of relationship commitment on customer retention in the telecommunication industry. A cross-sectional explanatory research design was employed to determine a causal relationship between customer relationship commitment and customer retention in the industry. Structured questionnaires were used to gather quantitative data. The quantitative data collected from the respondents were used to test the study hypothesis and the model developed. A simple random sampling technique was used to draw a sample of 400 persons from Vodacom customers in Dar-es-salaam. The collected data were analyzed using Structural Equation Modeling (SEM). The study revealed that relationship commitment has a positive and significant ($p=0.05$) influence on customer retention. The study concludes by recommending that, Vodacom can retain its customers by promoting relationship commitment across the business through sales promotions, resolving complaints, offering attractive price packages, and customer care.

Keywords: Customer relationship Marketing, Relationship commitment, Customer Retention

I. INTRODUCTION

All Nowadays, telecommunication companies are working eagerly on a trustworthy relationship that attracts customer retention (Danish *et al*, 2015). In this case, top companies in the telecommunication industry are establishing a quality relationship to build a long-lasting relationship (Mohammed, 2013). Trust assists the companies to achieve a competitive advantage in the global economy and various networks (Antoldi, Cerrato & Depperu, 2011). Customer relationship commitment has become a focal point for relationship marketing which emerged over the years to provide areas from which customers are excited to building long-term relationships with the companies. The excitement of the customers towards the services offered, it assists the companies to increase sales, revenue, and maintain the market share. It is due to the reason that customer relationship commitment has become an integral part of relationship marketing (Teece, 2010). Generally, customer relationship commitment can guarantee response to customer complaints on the quality of services offered. The company mechanism to receive and resolving customer complaints is one of the major factors which

determines the permanence and intensity of customer retention (Hennig-Thurau, 2000). Based on the above, studies such as Alrubaiee (2010), Bataineh, et al. (2015) and Agumba, Kirui & Gudda (2017) emphasized that customer relationship commitment is an important element to create brand awareness which leads to customer retention. On the other hand; Roberts-Lombard & Nyadzayo (2014) argued that relationship commitment creates confidence for the firms to do business with customers. Nonetheless, Tabrani & Amin (2018) added that firms need to devote more efforts to maintain customer loyalty as the booster for customer relationship commitment. It means if the customers are dissatisfied with service or they are not loyal to the company they will decide to leave (Adekiya & Adepoju, 2016). Relationship commitment is one of the major attributes when the company tries to retain its customers. Relationship commitment helps the business to create constant tries that promotes personal as well as building close relationships between the firm and its clients.

In realizing the contribution and importance of customer trust to the telecommunication industry and the economy; both governments as well as business firms are investing heavily to create customer retention. Al-Hersh, Aburoub & Saaty (2014) point out that, the adoption of customer relationship commitment in the telecommunication industry triggers customer confidence for customers to consume services offered them. The campaign to promote customer relationship commitment provides the opportunity for companies to generate more sales, increased revenue, and guarantee market share growth. Datta, Fraser & Lebcir (2018) added that, customer trust as one of the major factors in relationship marketing has assisted the Bangladesh firms to improve their sales volumes. If customer relationship marketing is used, it plays an integral part in developing mutual benefits and relationships between business and its customers; it stands as a key component of the development and improvement of the commercial sector. Similarly, Chindo (2013) observed that the teledensity rate and economic growth of the Nigerian telecommunication sector depend much on how well the customer trust is promoted. The implementation of a customer trust campaign can assist the business to maintain a good relationship with customers and retain them. The companies in the telecommunication sector to fully adopted the customer relationship marketing program. The program serves as a key contributor for companies to enjoy customers repurchase behavior (Mbango, 2018). In Tanzania as in other countries, the company's telecommunication industry is focusing on keeping customers at the center of the business by promoting effective customer relationship commitment (Manning & Bodine (2012). Apart from companies to reduce the operating costs, the use of customer relationship commitment the company will have the ability to build a long-lasting relationship (Sife, Kiondo&Lyimo-Macha, 2010).

Despite the tremendous work done by scholars and government policies on improving customer relationship marketing practices, little has been done to resolve the customer retention problem. The existence of the customer retention problem remained a key problem in business prosperity. The existence of customer retention problem among companies, it exhibits that there is a need for further studies. Further studies have to focus on the gap established in the literature. For instance, Morgan & Hunt (1994) through commitment-trust theory explains how customer and commitment can assist to achieve customer retention. Moreover, the theory provides little clarification on how customer relationship commitment can influence customers directly without the mediating factors. On the other hand, the literature available such as Baig1, et al. (2015) provides an inadequate explanation to show how satisfaction and loyalty as mediating factors between trust and loyalty are linked to customer retention. The existence of customer retention problems in Tanzania telecommunication companies provides an emphasis; to conduct further studies and resolve the customer retention challenge. The company shares have been dropping from 36.7% to 32% in 2015. Due to this problem, the business is likely to face challenges to meet operations planned as well as their contribution to social-economic development in the country (Vodacom Tanzania PLC, 2019). Apart from customer retention in Tanzania telecommunication, Ofori-Dwumfuo, Owusu-Ansah & Nartey (2013) added that the Ghanaian telecommunication companies are also facing the customer retention

problem. It was further explained that if a customer retention problem is not resolved, the companies are likely to face a serious drop in market shares, sales volume, and revenue. The need to address the customer retention problem calls for further study to find out whether customer relationship commitment influences customer retention.

In the Tanzanian context, the study done by Mkono & Kapinga (2014) explains how relationship commitment can influence customer retention through loyalty as a mediating factor. On the other hand, Abosag & Lee (2012) observed that commitment-trust theory can be used to determine the influence of relationship commitment on customer retention; but they are customer loyalty is stated as a mediating factor. Nevertheless, Mahmoud, Hinson & Adika (2018) indicates that it is possible to analyze directly the significant influence of relationship marketing without loyalty as a mediating factor. But Davijani, Nouri & Horri (2015) contrast by arguing that customer relationship commitment can directly influence customer retention without loyalty as a mediating factor. Yet, little is known from available studies on whether the customer relationship commitment factor can directly influence customer retention.

Given this inconsistency in the findings and inadequate explanation from the theories and studies analyzed the direct influence of customer relationship commitment on customer retention; the current study intends to adopt the factors from commitment-trust theories. The study focuses to establish how the relationship commitment factor can directly influence customer retention. The existing studies present extensive use of loyalty as a mediating factor, the current study analyses factors influencing customer retention in the context of the Tanzania telecommunication industry without considering the mediating factor

The objective of this study was to examine the effects of relationship commitment on customer retention in Vodacom Tanzania Limited.

II. METHODOLOGY

This study adopted a positivism research paradigm to offer the chance for the study to use theory and facts on developing more understanding of the phenomenon. The explanatory research design was used to gather the quantitative data to test the hypothesis and approve or disapprove if relationship commitment has a significant influence on customer retention in the Tanzania telecommunication industry. The study population comprised a total of 1,224,000 Vodacom customers in Dar es Salaam, Tanzania (Vodacom Tanzania PLC, 2018). Based on Kothari (2004) a study population is defined as the entire collection of cases or units about which a researcher wishes to make conclusions. The study used random sampling techniques to get a sample of 400 respondents from the population. The sample frame for this study comprised Vodacom customers from Ilala, Temeke, and Kinondoni Vodacom regional branches. In this case, the questionnaire was used in this study for a quantitative survey due to the ability of the tool to capture statistical data in the field for the use in testing hypotheses of the study. The result indicates that all variables from the research instrument had reached the composite reliability value (CR) which was greater than 0.60. Likewise, the variables scored an AVE value which was also greater than 0.4 for discriminate and convergent validity. Moreover, Structural Equation Modeling (SEM) is used to analyze the data collected from respondents to test the hypothesis and analyze the Coefficient path. The quantitative data gathered using the survey questionnaire was entered into IBM SPSS version 20; the software-assisted the study to process descriptive and inferential analysis such as frequency and percentage. The results from the analysis used to explain customers' profile and their characteristics like the location. The analysis assisted the explanation and provides an understanding of how relationship marketing can influence customer retention.

III. RESULTS AND DISCUSSION

Respondents' Distribution by Location

The study sample comprised respondents from three Municipalities namely Ilala, Temeke, and Kinondoni as summarized in Table 3.1. The findings show that the majority of the respondents involved in this study i.e., 38.8% were located in Ilala, 26.5% in Temeke, and 34.7% in Kinondoni. It is understandable, why the majority of Vodacom beneficiaries were in Ilala. The reason being that majority of Vodacom business facilities are concentrated in Ilala as a center for government and economic activities.

Table 3.1 Respondents' Distribution by Location

Location	Frequencies	Percentages
Ilala	152	38.8
Temeke	104	26.5
Kinondoni	136	34.7
Total	392	100.0

I. Model Validation

This section is composed of two parts: Model validation and analysis of path coefficient as described below. The Model validation process intended to express how the study associated data collected with the variables used to develop the conceptual framework without data support. This section checked to confirm, whether the constructs aligned with the stated measures or indicator variables. On the analysis of the path coefficient, the study examined the hypotheses and their coefficients and scores obtained. The hypotheses were tested to determine the direction, strength, and level of significance through the path coefficients.

II. Exploratory and the Confirmatory factor analysis

Model validation aimed to check and verify if the proposed factor structures are consistent with the actual data collected from the field. Model validation was necessary because, at the beginning of the study, the researcher developed the conceptual framework without supporting data. It was necessary to check if the constructs were aligned with their underlining measures or indicator variables. To ensure that the constructs designed were aligned with their indicators, the researcher used both the exploratory factor analysis and the confirmatory factor analysis as described below.

III. Exploratory Factor Analysis

To ensure that the constructs were aligned with their indicator variables before the actual data analysis, it was necessary to carry out 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 such as Henson & Roberts (2006) argue that in a situation where there is a mixing of constructs 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 in the survey questionnaire. In selecting factors to retain, four criteria were adopted namely, Eigenvalues, 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 is recommended by Yong & Pearce (2013) to help to offsite the weakness of using one criterion. Given this situation, four factors were produced based on the coded questionnaire attached in Appendix I with 70% of the cumulative variance as attached in Appendix I. The four-factor had the Eigenvalues >1, 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 the retained factors meet Kaiser’s criterion.

After discovering that the four factors had met the criteria and qualified to be retained, further analysis of measured variables was done to see if the indicators fit in their underlying factors. To assess the suitability of each measured variable to their underlying structure, the following criteria as recommended by Yong & Pearce (2013) were 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 factor were dropped. Secondly, if more than two items were loaded in one factor, all items were retained and if less than three items were loaded in one factor, all were dropped. Third, all items with a 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 & Pearce (2013) suggested these criteria to be adopted for retaining the items or dropping the items to improve the model. As far as this study is concerned, Table 4.6 presents a selected output of SPSS items that were dropped.

A. Table 3.2 Selected exploratory factor analysis output of Items dropped

FACTOR	ITEM REMOVED
RC: Relationship Commitment	RC4 and RC6
CR: Customer retention	CR1 and CR5

Relationship Commitment (RC): RC4 and RC6 were dropped from the analysis because they had weak loadings and hence affected its fitting. For example, RC4 had multiple loading on RC. For RC6, it was eliminated because it was loading weakly with a value of less than 0.5. Hence, the constructs identified were eliminated as there were affecting the fitting of the model since they had multiple loadings on CR. Also, CR1 and CR5 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 3.5 and those which fitted very well were retained as described in Table 3.3:

B. Table 3.3 Exploratory Factor Analysis Rotated Component Matrix

Items	components	
	1	2
RC3	.898	
RC2	.889	
RC5	.692	
RC1	.631	
CR3		.916
CR2		.889
CR4		.888

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

The 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 for 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. The study carried out a confirmatory factor analysis, a measurement model was developed to test for measurement errors and the correlation between the latent variables (Yong & Pearce, 2013). In this section, a model of the composite structure was used as presented in the conceptual framework.

Model Fitness Evaluation in a Confirmatory Factor Analysis

The following criteria were used to guide the model refinement process and so 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 were recommended for deletion.

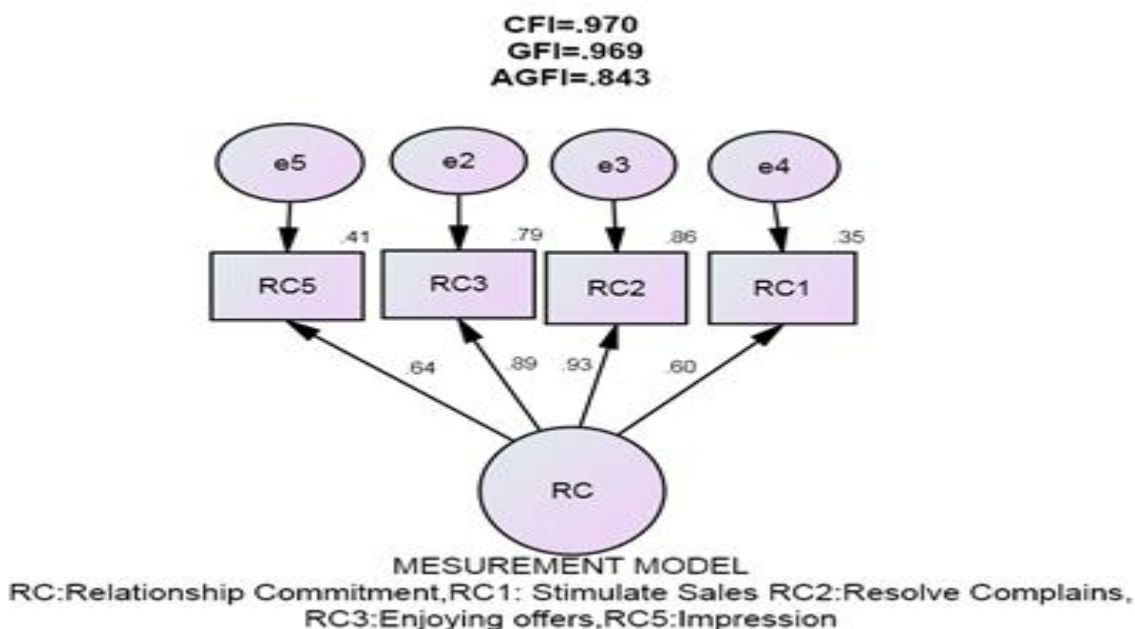
Measurement Model for Baseline Model

In the current study, 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 the 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 requires 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) to be considered fit.

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) explains how to remove the items that demonstrate low loading, and those items standardized regression weights (S.R.W) values less than 0.5. The items of relationship Commitment (RC): that were removed include: RC4 and RC6 were eliminated from the analysis because they had weak loadings and hence affected its fitting. At this point, elimination was made at the item level, and items that were removed because their effect was not only weakening the model, but they also indicated weak statistical power.

Measurement Model for Relationship Commitment (RC)

Initially, CFI was run using IBM Amos 20 to test and confirm for relationship commitment measurement model based on the following observed variable namely RC1, RC2, RC3, and RC5. The model output as illustrated in Figure 3.1 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) to be considered fit.



C. Figure 3.1: Measurement Model for Relationship Commitment

The influence of relationship commitment on Customer retention

The first postulated relationship in this study hypothesized a positive and strong significant relationship between relationship commitment and customer retention as stated below.

Null hypothesis: H0: relationship commitment has a positive and significant influence on customer retention

For testing the stated hypothesis, descriptive statistical analysis was run first to profile the influence of relationship commitment on predicting customer retention as illustrated in Table 3.4.

D. Table 3.4: Descriptive Statistics for relationship commitment

	N	Minimum	Maximum	Mean
RC1	392	1	5	4.18
RC2	392	1	5	4.12
RC5	392	1	5	4.04
RC3	392	1	5	3.84
Valid N (listwise)	392			

Table 4.6 shows the results of the analysis. Among the three attributes of relationship commitment in Table 3.4 promotion to stimulate sales had a high impact on customer retention in telecommunication followed by the commitment to resolve complaints, impression, and enjoying offers. It means the use of promotional campaigns to stimulate sales to yield a higher mean value of 4.18, following by commitment to resolving complaints which indicated the mean of 4.12. The other indicators were service customization which indicated the mean of 4.04 and the customer accepted that they are enjoying offers at a mean value of 3.84. The greater the mean the high the impact or the more the mean value closer to five explained to have more impact.

Further analysis was done using SEM to determine the significant influence of integrated market communication on customer retention as illustrated in Table 3.5.

E. Table 3.5: Relationship Commitment path coefficient

			Estimate	S.E.	C.R.	P	Label	S.R.W	REMARKS
CR	<---	RC	.504	.093	5.406	***	par_16	0.316	Accepted
RC3	<---	RC	1.534	.121	12.691	***		0.886	
RC2	<---	RC	1.614	.128	12.648	***		0.928	
RC1	<---	RC	1.000					0.592	

The path leading from RC to CR in Table 3.5 is used to examine the relationship between relationship commitment and customer retention. A positive path coefficient ($\gamma = .316$) using standardized estimate results in Table 3.5 indicates that relationship commitment is positively related to customer retention. This concurs with Chin (1998) and Hoe (2008) who argue that a standardized paths coefficient (γ) should be at least 0.2 to be considered significant and meaningful for discussion. The results thus in the current study confirm a strong positive relationship between relationship commitment and customer retention.

Apart from the standardized coefficient, further analysis was done using critical ratio and p-value to determining the significant influence of relationship commitment on customer retention. In this study, findings yielded critical values (C.R = 5.406 which is > 1.96) and a significance level of $p = 0.05$. Hox & Bechger (2014) recommend that a relationship that has yield a critical ratio greater than 1.96 and a p-value less than 0.05 is considered significant. This means that hypothesis Ha which states that 5.406 have a significant influence on customer retention is confirmed while hypothesis Hb is rejected. The results of the current study indicate a similar result as the study conducted by Rajah & Al-Islami (2014), which indicated relationship commitment has a strong and significant influence on customer retention. Rehman, Shareef & Ishaque (2012) for example, observed a positive significant influence on customer retention.

Moreover, the study done by SigitParawansa (2018) consolidated that relationship commitment significantly influences customer retention in Indonesia. Meanwhile, Garrido-Moreno et al. (2014) added that marketing campaigns should focus on relationship commitment to creating a positive relationship. Customer relationship campaigns have a significant influence on customer retention, and the results are evidenced by increased customer buying frequencies. It was confirmed by Batainehet al. (2015) who added that relationship commitment has a significant influence on customer retention in Jordan. The study posited that expertise and sellers' promotion and commitment to resolving complaints have a positive and significant influence on customer retention. The study identified critical factors such as sellers' expertise, switching costs, and satisfaction that were used to lock in customers and maintain a positive long-lasting relationship. Also, the study recommends that to retain and gain high sales volume, managers should design effective affective and calculative commitment that attracts customer retention. The current study is supported by the Commitment – Trust theory by Morgan & Hunt (1994) which explains that relationship commitment has been recognized as a channel to create a long-lasting relationship. Different literature, for instance, the study by Soimoet al. (2015) shows that relationship commitment plays a central role in building long-term relationships and consequently customer retention.

Despite the similarities presented, the current study provides a distinction between the explanation and justifications made by other scholars. The finding from this study revealed that customer retention is influenced by how customers enjoy the price packages. However, the study conducted by Hur, Park & Kim (2010) revealed that price packages do not have a direct link with customer retention, it is only when the business devised promotion campaigns to stimulate customer demand.

It means the promotion campaigns are used by business firms to provide incentives for customers through premium packages offered and pricing deals. Similarly, Rehman, Shareef & Ishaque (2012) found that relationship commitment creates a profitable relationship with customers through promotion campaigns focused on price incentives towards customer retention. Moreover, the study indicated that affective commitment has a positive and significant impact on customer retention, while the price is identified as the main attribute to building a strong relationship with customers. The findings differ with the current study from which the researcher indicated that there is a positive relationship between calculative commitment and customer retention. It is further explained that the price initiatives are not the only attribute that provides the customers with the opportunity to enjoy the services. In this case, both affective and calculative relationship commitment play a significant role in maintaining relationships and to retain customers.

Furthermore, this study found that timely resolution of customer complaints and engaging an instant solution to customer problems can influence positively customer retention. However, the explanation contrast with the results presented by other studies like Abosag& Lee (2012) who indicated that relationship commitment has to consider both affective and calculative efforts to build business relationships with customers. Moreover, the study indicated that there was a strong and positive relationship between affective commitment and customer retention. In that regard, customer retention has to focus more on market dynamics and changeable customer behavior which evolves. In other words, relationship commitment was found to be the main factor that promotes strong as well as the long-lasting relationship between customers and business.

Moreover, the current study examined the influence of best practice for impressive services on customer retention. The study indicated that there is a positive and significant influence of impressive services on customer retention. It means companies can focus on how to create the best and impressive services to retain the customers. These findings are not in agreement with the study by Rajah & Al-Islami (2014) who investigated the impact of relationship marketing on relationship commitment and retention in Mali. The findings disclosed that relationship commitment has a significant and positive influence on customer retention. This study indicates that businesses should not only rely on impressive services, but there should also be a total customer caring commitment to creating a long-lasting relationship. On the other side, Al-Hersh, Aburoub&Saaty (2014) added that there is a positive and significant influence of relationship commitment attributes on customer retention. Thus, customer relationship commitment can trigger social bonding with customers through the fulfillment of their promises. Similarly, the study examined if a comfortable purchasing environment can influence customer retention. It shows that there is a positive relationship between comfortable purchase and customer retention. Moreover, it is also explained that a comfortable purchase environment can influence customer retention and consequently future intention to repurchase services offered. Narwal & Singh (2016) consolidated that relationship commitment assists business to communicate and offer quality services are considered influential on customer repurchase intention.

Also, Sivesan (2015) conducted a study on the impact of customer relationship marketing on customer retention in Sri Lanka. The study revealed that relationship commitment can significantly influence customer retention, specifically when a business is offering the best affective services like attractive price packages. Thus, the efforts made by companies to retain customers can eventually increase or retain the market shares. Similarly, SigitParawansa (2018) added that relationship commitment helps businesses to induce and enhance loyalty behavior among customers. This study provided further explanations on how to calculate relationship can assist companies to attract and retain customers. Among other efforts mentioned, there is cross-selling, and customers' positive word-of-mouth is identified as the best promotion campaigns that attract customer retention. The results show that functional and economic benefits have significant effects on customer retention

through calculative commitment, while experiential and symbolic benefits significantly affect cross-selling and positive word-of-mouth via affective commitment. Normative commitment mediates the relationship between affective commitment and customer retention. The findings in these studies contract with the current research, since it was found that loyalty programs do not have a significant influence on customer retention. It means customers can be retained with other tools apart from loyalty programs namely cross-selling and positive word-of-mouth.

On the other hand, Gustaffsson, Johnson & Roos (2010) identified that calculative commitment has a positive and significant influence on customer retention. It further explained that calculative commitment is the best approach when a business intends to create barriers and high shifting costs to retain customers. The result in the study provides a different explanation from Sahin, Kitapci & Zehir (2013) who advocate that there is a strong relationship between switching costs and customer retention. This study maintains that businesses can retain and create a strong relationship with customers by implementing pricing and promotion strategies if the switching costs go higher or low. In this case, the switching costs do not affect the relationship between customers and managers. Yet businesses may enjoy customer retention through the lock-in strategies focusing on maintaining market shares. Joseph (2012) consolidated that customer commitment towards relationship depends on the level of customers' trust towards service providers. It means a successful customer commitment depends on the commitment made by a business to resolve customer complaints. Also, company commitment can create a comfortable purchase environment. Since the services would amount to increased switching costs which affect customer retention.

Generally, the study concludes that relationship commitment has a positive and strongly significant influence on customer retention in the telecommunication industry. Based on the findings from previous studies and the current study it can be concluded that not all relationship commitment attributes are useful in retaining customers as some of the constructs are not rewarding. This may be due to the contextual difference in which telecommunication companies operate which tend to explain the unique contribution of relationship commitment on customer retention.

Moreover, further studies should take into consideration the sample limitation in the current study. Dar-es-salaam as a study sample was used to represent Tanzania as the whole country. Therefore, caution is needed as the study findings are not generalizable. To remedy these limitations, future studies should extend by involving a large number of regions to capture represent cultural differences in customer retention. Also, in on addressing customer retention dynamism in the future research needs to involve comparative studies towards mobile telecommunication services.

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APPENDIX I: SUMMARY OF VARIANCE

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.816	36.348	36.348	5.816	36.348	36.348	3.622	22.635	22.635
2	3.091	19.322	55.669	3.091	19.322	55.669	3.609	22.559	45.194
3	2.127	13.296	68.965	2.127	13.296	68.965	2.717	16.984	62.178
4	1.545	9.657	78.622	1.545	9.657	78.622	2.631	16.444	78.622
5	1.067	6.670	85.292						
6	.507	3.171	88.463						
7	.447	2.793	91.256						
8	.282	1.763	93.019						
9	.236	1.472	94.491						
10	.205	1.280	95.772						
11	.175	1.093	96.865						
12	.162	1.012	97.876						
13	.118	.738	98.614						
14	.101	.630	99.244						
15	.070	.437	99.682						
16	.051	.318	100.000						

Extraction Method: Principal Component Analysis.