SERVICE QUALITY AND CUSTOMER SATISFACTION IN THE PAY TV INDUSTRY- A CASE STUDY OF MULTICHOICE ZAMBIA LIMITED

BY

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DECLARATION

I, **Zondiwe, Anthea, Musonda,** do hereby declare that the submission is my own work towards the attainment of the Master of Business Administration (MBA) degree and that to the best of my Knowledge, it contains no materials previously done by another person nor materials submitted which has been submitted to any other degree of the University, except where due acknowledgement has been made in the text and reference

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APPROVAL

This dissertation of Zondiwe A. Musonda is approved as fulfilling the partial requirements for the award of the Masters in Business Administration by the University of Zambia in collaboration with the Zimbabwe Open University

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DEDICATION

This project is a special dedication to my Husband Martin Matabishi. My Children: Chitambe, Wami, Clive, Mapesho Vanessa and Martin who all along have offered me support and encouragement during the pursuant of this Master's degree program, otherwise it would have been difficult to complete this Research Project.

ABSTRACT

The study assessed the effect of service quality of Multichoice on customer satisfaction. The target population constituted Multichoice Customers, Managers, and agents, offering Service to customers on behalf of Multichoice. The study used a descriptive case study design adopting qualitative and quantitative methods. A total of 150 customers, 18 agents and 10 managers were sampled giving a total of 178 respondents in this study. Data were collected using questionnaires and structured interviews from the participants. Quantitative data were analysed using Excel and Statistical Package for Social Sciences (SPSS) in order to generate descriptive statistics, regression and correlation analysis, while content analysis was used to analyse qualitative data. The study findings established that there is a positive direct relationship between service quality and customer satisfaction. All the dimensions measured showed a positive correlation ($r = 0.591$) between service quality and customer satisfaction. The regression analysis ($R = 0.794$, R Squared $= 0.765$ and adjusted R Square $= 0.749$) revealed the following positive indicator reliability (Sig$=0.408$), tangibles (Sig $=0.056$), content quality (Sig $= 0.028$), customer service (Sig $= 0.664$), price (Sig $= 0.001$) and convenience (Sig $= 0.164$). The study furthermore identified the effect on the relationship between service quality and customer satisfaction in that customer satisfaction leads to increased loyalty, increase cash collection and promote positive brand image. This in turn acted as catalyst for business growth, increased competitive advantage and economic growth. Therefore, based on the findings of the study the following recommendations emerged among others: (i) Multichoice Management should set up quality assurance service level agreements with their third party vendors and suppliers. (ii) Multichoice management should review prices of the various subscription packages. (iii) Multichoice management should source and air the latest programmes on the packages. (iv) Multichoice should allow customers to pay per view.

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ABBREVIATIONS

DTH   Direct to Home

CCPC   Competition and consumer protection Commission

DTT   Digital Terrestrial Transmission

IBA   Independent Broadcasting Authority

IPTV   Internet Protocol Television

SERVQUAL   Service Quality

TV   Television

ZICM   Zambia Institute of Customer Management

ZICTA   Zambia Information and Technology Authority

ZNBC   Zambia National Broadcasting Corporation

CHAPTER 1: INTRODUCTION

1.0 Overview

Chapter one presents the background to the study, Statement of the Problem, Purpose of the study, study objectives, Research questions, Significance of the study, Conceptual framework, and scope of the study, Limitation and delimitations of the study, operational definitions and a summary.

1.1 Background of the study

Multichoice Africa is a company born and bred in Africa and is wholly owned by the NASPERS Group. Multichoice Africa makes use of a network of joint ventures, franchises and agents to provide its services to over 50 countries across sub-Saharan Africa and the Indian Ocean islands (Deloitte, 2015). Its offering includes the DSTV service via satellite, mobile and tablets, as well as live streaming of channels and the DSTV Catch Up service to connected devices via the DSTV Now application. It also recently launched GOTV, which is Multichoice Africa's play in the DTT space.

In 1994, a joint venture between Zambia National Broadcasting Corporation (ZNBC) and Multichoice Africa was set up. Multichoice has since become a significant part of the Zambia's broadcasting landscape providing satellite services. These are the DSTV brand - DTH, (Direct to Home transmission) and the GOTV brand –DTT (Digital Terrestrial Television), online and various value added services. (Deloitte, 2015).

Figure 1: Showing Multichoice Africa Footprint

Multichoice Zambia maintains a large distribution network with over 150 agencies across the country, sales representatives, retail outlets and dealers. Multichoice offers attractive subscription packages and other digital offerings such as; DSTV Now (TV on the go), Box office, a movie rental service that stores the purchased movie on the decoder for 48hours at a minimal fee.

According to the Zambia Business Times (Times, 2015), Multichoice has been facing competition in the recent past from Kwese, Zuku and Star Times. Recently Star times launched their products on the Zambian pay TV industry in 2015 and promised to capture the Zambian mass market. They intend to do this through their low cost, high volume business model. Similarly, Multichoice also operates as GOTV which targets the low market.

Multichoice has for some years enjoyed being the only major service provider of Pay TV content in Zambia. They have reaped the benefits of being the first mover on the market such obtaining a big distribution network   Currently Multichoice faces competition from the new players in the industry such as Kwese TV, Top star communications, Zuku TV and locally from Muvi TV. This has led Multichoice to intensify their fight to maintain competitive advantage on the market, because customers have a choice to switch service providers and are concerned with service quality.

On a global level, the traditional Pay TV business model is currently experiencing disruption as we see Apple TV being launched. It is expected to deliver content directly to households

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without the need for decoders or cables. In the US, NETFLIX, an international provider of on-demand Internet streaming media has been gaining market share at a speed that threatens traditional Pay TV business model such as Multichoice, In Africa, they are already operating in over 56 countries thus posing a threat to traditional Pay TV companies.

In Zambia internet services have become accessible to many Zambians who are subscribed to Mobile Service providers such as MTN, ZAMTEL, AIRTEL, VODAFONE, and various other network service providers such as Hai alive which are offering affordable internet, they are all engaged in price wars which is evident in the continuous campaigns and offers. This means that people with access to a smart phone and internet can download movies and stream live various content being offered by traditional Pay-Tv providers.

According to the World Bank Report (Ruthenberg, 2017) The Zambian economy has continued its recovery in 2017, but the stronger growth and better macroeconomic indicators have not resulted in an improvement in the fiscal indicators. This to a larger extent means that customers are still sensitive to prices of goods and services offered on the Zambian market. This is likely to bring about a drop in revenue as customers may not be able to afford Multichoice services easily.

Equipped with the knowledge of the growing competition, market growth, Ease of substitutes and slow economic growth creates a background of this study. The questions begging to be answered is: can Quality Service and customer satisfaction be used as a differentiation tool to strategically position Multichoice for sustainable market growth or not.

1.2 Service Quality

Service quality is an area of concern to the Pay TV industry. Service quality is known to increase revenue, reduce churn and help a company achieve competitive advantage, and sustainable growth on the market through customer satisfaction. (Haslinda, 2014) . The neglect of service quality leads to high churn rates, loss of revenue, negative brand reputation and loss of market share.

Service quality in the past years had received little attention in Zambia, especially among companies that offer Pay TV. In this sense, there was no deliberate effort or standard operating procedures used to guide the service provision and also to regulate the quality of service offered to customers.

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Recent efforts in Zambia has seen the formation of ZICM (Zambia Institute of Customer management) in 2013 this body is endowed with the responsibility of ensuring that service providers in Zambia are guided by its governing principles in order to ensure that service quality is offered to customers.

In view of the liberalization of the Zambian economy, activities such as hotels, parastatals, educational services, and tourism have increased rapidly, coupled with a growing need for information, entertainment and education services. This has led to an increase for more and latest current affairs and latest content. This information gap is filled by Pay TV providers through news and current affairs.

The above changes have also forced the Zambian government to realign its existing policy with the objective of improving the Pay TV service delivery, protect consumers as well as ensure that they effectively contribute effectively to the development of the national economy.

The Independent Broadcasting Authority (IBA) was established through an Act of Parliament No. 17 of 2002, which was amended through the IBA (Amendment) Act No. 26 of 2010. The IBA became operational in July 2013.

The IBA is responsible for regulating the broadcasting industry in Zambia, by ensuring the promotion of a pluralistic and diverse broadcasting industry. The functions of the IBA include among others, to grant, renew, suspend and cancel radio and television broadcast licences. (IBA, 2018)

The IBA is also mandated to set standards to be followed by radio and television stations as well as monitor licensees to ensure that they are compliant. IBA has set up an Inspectorate as well as a Consumer Affairs unit that receives all complaints that the public have, concerning radio and television stations or content that the stations toss out.

CCPC and ZICTA are among the other regulators in place regulating service quality, competition and adherence to acceptable service delivery standards. (CCPC, 2015)

1.3 Customer Satisfaction

Customers' needs are rapidly changing and this is an indicator that organisation's must proactively work to meet the needs of their customers. Profit making is of the main objectives of a business. However, satisfying all stakeholders' needs is of utmost importance because this brings about sustainable growth of any organisation as service quality is a primary factor for business success (David, 2010).

Service providers are expected to meet certain standards of service delivery to their customers regardless of the nature of their business (Kotler, 2003). It is argued that the growth and survival of companies largely depend on their customers to which Multichoice is no exception.

(Naspers, 2015) Reports that Multichoice places great importance on customer satisfaction and this can be seen from the initiatives employed such as expanding the call centre, extending the operating hours and increasing call centre capacity, investing in technology and increasing content offering, staff training and development and several other initiatives aimed at reducing churn aimed at increasing customer satisfaction.

This study assessed the level of customer satisfaction with the current service quality offered by Multichoice.

1.4 Statement of the Problem

Multichoice mission is to provide high quality pay television through cutting edge technology, content and service ensuring pleasant viewing and enjoyment for its subscribers.

Provision of high service quality to customers is of key importance to Multichoice Zambia. Multichoice has put in place several measures to improve service quality such as providing various service support platforms, offering various packages that suit the different needs of customers, engaging trained installer's and using the latest technology to improve overall viewing pleasure.

Multichoice currently receives approximately between 1,500 and 10,000 complaints and inquiry calls on a daily basis. Similarly, the walk in centers receives approximately 1,000 customers per day seeking service support. The number of complaints received through the social media platform amounts to approximately 2,000 queries in a month.

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The issues necessitating complaints range from poor transmission signal, premature account disconnections, delays in activating accounts and perceived delay in installation of decoders and satellite dishes after purchase.

Despite having a robust distribution network, trained staff, latest technology used in delivering service coupled with various self-service options for payments and other support services. These efforts to provide world class service quality that Multichoice has put in place and lack of satisfaction thereof, has necessitated this study.

Therefore, this study was conducted in order to identify the service quality dimensions that are not meeting customer needs so that plans and strategies can be devised in order to improve service quality offered to Multichoice Zambia customers

1.5 Purpose of the study

The study aimed to assess the level of customer satisfaction with Multichoice service quality. The study also aimed to identify the key performance indicators of Multichoice and then identify the relationship between service quality and customer satisfaction.

1.6 General Objective

The main objective of the study is to assess the level of customer satisfaction with Multichoice service quality

1.7 Specific objectives of the study

  i.   To establish Multichoice key performance indicators
 ii.   To assess the quality of service quality by Multichoice
iii.   To determine the relationship between Multichoice service quality and customer satisfaction

1.8 Research questions

  i.   What are the key performance indicators for Multichoice Zambia?
 ii. What is the level of customer satisfaction with the service quality of Multichoice?
iii. What is the relationship between service quality and customer satisfaction?

1.9 limitations of the Study

The study was conducted in the midst of several limitations which had to be managed in order to successfully complete it and achieve the study objectives. Firstly, the survey was conducted partly during the festive season and thus conducting interviews with managers and some agent was challenging as most of them had gone on industrial break.

The other limitation was that due to the nature of the customers, in some instances they sent workers to come through and pay and thus there was a bit of delay in collecting data required. The survey was conducted in Lusaka. The researcher had to convince participants to complete the questionnaires because the survey was conducted during working hours and people were rushing back to work.

1.10 Delimitations of the Study

The assessment was based on the service quality and customer satisfaction in the Lusaka branches of Multichoice. The Participants were drawn from the customers that walked in seeking service from Multichoice.

1.11 Significance of the Study

This study is significant to the Multichoice, because it brings out the service quality dimensions that can be used assessing the level of customer satisfaction.

The study offered insights on the level of customer satisfaction with the service quality offered, in order for Multichoice Zambia management develop and implement effective service quality delivery to customers to ensure that customer satisfaction is achieved.

This study provided empirical support to Multichoice management's strategic decision making in the improving the service quality dimensions' and to provide a justifiable, valid and reliable guide in designing workable service delivery improvement strategies.

Furthermore, it is hoped that the findings of the study can guide other researchers to further research into specific aspects of service quality dimensions and customer satisfaction in the Pay TV industry.

Lastly, the study served as partial fulfilment of the requirements of the award of a master's degree in business administration for the researcher.

Below is a table outlining the service quality dimensions that can used to measure the service quality.

1.12 Definitions of Key terms

Pay TV is the service that offers TV content at a fee. Customers get access to these programs through satellite dishes or antennas after paying a periodical subscription.

Service Quality is an evaluation of a customer's perception of specific dimensions of service quality being offered by Multichoice being; reliability, responsiveness, Content quality,

Convenience, Price and interactivity Empathy and accessibility. Customer Satisfaction is a measure of how customers' expectations are met after the consumption of Multichoice services. (Kotler, 2003)

1.13 Summary

This chapter brought the foundation of this study by identifying the background to the current problem at hand. The main challenge being faced by Multichoice has been identified as customer satisfaction in the pay industry that is facing competition and increased demands by customers for quality service and step by step actions have been outlined on how the study is poised to solve the problem at hand. The research has identified the objectives and the corresponding research questions that will be used in answering these questions in order to fulfil the objectives of the study.

Ethical issues have been dealt with at all stages of the research. The study identified delimitations because of time and geographical considerations. Multichoice has put in place several measures to ensure that customers are satisfied, but according to statistics customers are still facing challenges whilst consuming Multichoice services, therefore this study was formulated to assess the level of customer satisfaction through application of SERVQUAL concept in measuring the service quality delivered. This study has given key information to Multichoice for mapping strategies that can improve their market share through delivery of quality service.

CHAPTER 2: LITERATURE REVIEW

2.0 Introduction

This chapter will give an overview of the literature that informed this study. It will present the background of service quality and customer satisfaction. The theories that have been used in previous studies will be presented and then a critic of previous studies will be done in order to identify gaps and find a place where this research can make a contribution on the topic of service quality and customer satisfaction.

The literature reviewed brought to light several aspects of service quality that have been overlooked by other researchers in previous studies. This study identified aspects that have not been the focus of the previous studies and endeavoured to cover them. The early studies conducted on Service quality concentrated on reviewing only assessed functional aspects of service quality and very few work was concentrated on the technical aspect of service quality of Pay TV companies. This paper brought out both aspects of service quality being functional and technical in order to have a full view service quality offered by Multichoice Zambia.

Further literature reviewed reveals that past studies conducted in the Pay TV sector before this one, almost all studies measured performance of the Pay TV sectors with the generic service quality model dimensions (Khodabandeh, 2016) being Tangibles, Reliability, Responsiveness, Assurance and Empathy. The generic SERVQUAL model dimensions are not effective if applied to various sectors of the service industry without using the specific context of the industry. In this case study specific service dimensions specific to the Pay TV Industry were identified.

This study identified significant gaps to the study of service quality in that there was lack of the understanding of how other aspects of the internal processes affect service quality. Therefore, it is important to understand the internal processes as they are a by-product of service quality offered to external customers. The several studies reviewed concentrated on assessing service quality from the form the functional outputs, overlooking the importance of understanding how effective the internal process are in delivering service quality to external customers. The relationship between internal quality and external service quality is evident. This study therefore will bring out all these areas so that a full view is attained on service quality.

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2.1 Service Quality

Service quality according to (Kotler, 2003) is the totality of features and characteristics of a product or service that bear on its ability to satisfy the stated or implied needs. Quality can also be related to the worth of an offer which could recall satisfaction or dissatisfaction on the part of the user.

The customer's decision to purchase and consume a product is dependent on the perceived quality of the product or service. In the Pay TV industry customers are attracted to the quality of service offered by the service provider.

2.2 Customer Satisfaction

Customer satisfaction has been a subject of great interest to almost all organisations. Initially it was only critical in the production industry on goods produced, but now it has attracted considerable attention in the service industry as well. It has become a key performance indicator as it is a measure of how products and services supplied by a company meet or exceed customer expectation (Pathimini, 2015).

Customer satisfaction entirely depends on the products perceived performance relative to a customer's expectations. If the product or service performance falls short of expectations, the customer is dissatisfied. On the other hand, if performance matches expectation, the customer is satisfied. If performance exceeds expectations, the customer is highly satisfied which is referred to as customer satisfaction (Allen, 2008).

Customer satisfaction provides a leading indicator of consumer re-purchase intentions, thus customer satisfaction is important for Multichoice in order for it to maintain competitive advantage, achieve growth and be effective in its service delivery of programming content and after sales support.

According to the Marketing guide; (Fripp, 2017) Customer satisfaction has the key benefits to the organisation these include; greater customer loyalty, reduced price sensitivity, enhanced positive word-of-mouth and increased share of customer and ultimately all this adds up to increased long-term profitability.

In reviewing literature this study will analyse previous studies that have been conducted by various researchers under the research objectives of this study in order to identify what has been and what gaps this study will close.

Therefore, the themes guiding this literature review are the research objectives being:

  i.   To establish Multichoice key performance indicators

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ii.   To assess the quality of service quality by Multichoice

iii. To determine the relationship between Multichoice service quality and customer satisfaction

2.3 Multichoice Key Performance Indicators

Several studies have been done on service quality and customer satisfaction in a bid to close the gap between the service quality offered and the consequent satisfaction of the end users who are, customers. The paper will review some works on the topic done at Global, regional and local level.

2.4 Global Literature Review

2.5 The impact of critical IPTV factors on customer satisfaction- A case study of ATN Company Sweden.

The relationship between customer satisfaction and its determinants is one of the most central assumptions for marketing theory and practice. In order to figure out the connection between different dimensions and customer satisfaction in Pay TV service providers, this research sought to understand the critical factors that affect customer satisfaction (Haitman, 2015).

This study was conducted in Sweden and the sample consisted of respondents from different countries being: Sweden, United States of America and the United Kingdom. The aim of this study was to assess the impact of technical and functional factors of IPTV that affect customer satisfaction, and the interaction between the two factors. Functional and technical qualities have a significance in the ultimate perception of service quality by customers thereby affecting satisfaction (Mohsin, 2013).

Technical factors are measured by customers during purchase, this emphasises the service quality dimensions such as reliability of the system, and staff delivery the service. Technical factors include the experience the customers take away with them after purchase of the service. In order to achieve this, the study was guided by research objectives and research questions, the researcher used the method of quantitative study and it adopted the online survey method for primary data collection. (Haitman, 2015).

However, the research used quantitative analysis only, analysing the problem at hand, the study could have employed the use of both modes of data collection (Blumberg, 2008). An in-depth interview guide could have been employed in order to dispel assumptions, respondents could have been a chance to air their views, and make recommendations on how

service can of IPTV can be used to improve service quality of both technical and functional service.

The research was guided by both research question and objectives in order to accomplish the objective of the study. The research findings indicated that the functional and technical factors of IPTV do have an effect on customer satisfaction. These functional factors are the SERVQUAL model dimensions being as identified in the study by (Khodabandeh, 2016) ; Assurance, responsiveness, reliability, reliability, tangibility and empathy, while the technical functions that were considered in this study were channel zapping, this tis the time it takes to change channels, quality of service and also pocket loss.

Nonetheless this study is of significance to the current study and body of knowledge on customer service quality and its effect on customer satisfaction because the findings proved that there is a relationship technical and functional factors used in delivering services. Pervious literature reviewed show that the measure was on functional factors and less attention is given to technical quality.

The notable contribution made by the study is that it came up with an elaborate way of assessing service quality and added dimensions that are of technical nature in order to fully under the aspect that has more effect on customer satisfaction.

Other studies conducted in pay TV; (Dawi, 2015), (Khuong, 2014) and (Haslinda, 2014) concentrate more on the functional factors only and neglect to assess the technical aspects of service quality. The danger with online data collection used in this study, is that, there is no surety that respondents of the questionnaires are the actual intended for the survey. It can be anyone who receives the survey that can respond, these could have been either a consumer of ATN IPTV services or not. So Online survey does not guarantee to provision of the actual data sought by the researcher.

The study identified three countries as the sample population being Sweden, United Kingdom and the United States of America. However, the sample size was only 300. This sample size was too small to give a true representation of the population under study. A bigger sample size could have been used so that the findings are representative and give valid findings that can be generalised. According to fielding's, any sample size must be at least 30% of the study population.

The research used research questions and hypothesis as a guide to the study. The study was not guided by objectives rather the study was guided by research question's that were

answered by the hypothesis formulated which were based on the dimensions of both technical and functional factors of service quality of IPTV.

The findings of the study indicated that all the factors of functional quality have an effect on customer satisfaction except empathy. The study concluded that empathy is an important dimension of service quality in Pay TV sector, customers have the need to empathised with and such pay TV providers must ensure that staff are adequately trained to effectively handle all queries that relate to the paid for television services.

This study will address the gaps in this study in order to find solution to the challenged of customer satisfaction as faced by Multichoice and close the gaps identified in this research by Haitham.

2.6 The Effects of Customer Satisfaction through Perceived Value and Service Quality of Saigon Tourist Cable Television services, Vietnam

This study was conducted in Vietnam in 2014 by Mai Ngoc Khuong * and Trinh Hocing Hiep (Khuong, 2014). The aim of the research was to identify the factors that affect customer satisfaction in the cable television services. The study had a sample size of 325 customers. This study is significance in identifying the service quality factors that lead to customer dissatisfaction. This will assist to close gap and finding a solution to Pay TV companies that maybe facing customer dissatisfaction like Multichoice Zambia. Therefore, this study compliments the current study is that it will strengthen the study with knowledge that will be applied in the study.

Primary data was collected using the 5 point Likert scale and these were delivered to the householders in Ho Chi Minh City of Vietnam. The methodology used in this study was purely quantitative in order to fulfil the objectives of research. From the literature revived the research adopted service quality dimensions that were derived from the marketing literature that was reviewed and customised them to the Pay TV industry so that accuracy of factors affecting satisfaction is achieved. Thus the study tested the 5 service quality dimensions plus the new ones that were conceptualised.

The dimension that were included in the study include, Price, Switching costs and bundle of services in addition to the Assurance, tangibility, responsiveness, reliability and empathy. The research findings found that assurance, bundle of services, responsiveness ad tangibles has more effect on customer satisfaction while the empathy, switching costs reliability and

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price were not too strong but obviously requirement must ensure that dimensions that are performing below customers' expectations must be improved (Khuong, 2014).

Additionally, this study will act as a guide to the strengthen the findings from data collection, one of the objectives was to identify the key performance indicator. Nonetheless the study under review had some gaps in the research process that have been identified such as, the indicated Pay TV subscriber number in Vietnam was almost 4.5 million which is an indicative potential population for the study. However, the study used a sample size of 325 which is small and may not be a true representation of the actual population in Vietnam. The study does not also give a justification of the basis of how the sample size was arrived at.

The conceptual and theoretical framework used in the study is not precise, the study indicates that the conceptual framework used was derived from the various literature reviewed and there was an addition of service quality scales (dimensions) that will better provide the factors that affect customer satisfaction.

The aim of the research was to identify factors that affect customer satisfaction (Dorang, 2014). However, the research findings are only indicative of the extent to which each dimension affects customer satisfaction. Therefore, the recommendation is not specific thus lacks effectiveness in addressing the real factors affecting satisfaction.

This study will guide the current study in terms of effectively conceptualising the service quality dimensions that are unique to Pay TV settings in order to effectively assess the level of customer satisfaction with service quality offered by Multichoice Zambia.

2.7 Study of customer satisfaction with Pay TV services in Ho Chi Minh City

The aim of the study was to establish the factors that affect customer satisfaction with Pay TV services of K Plus. The sample size was 200 and quantitative research was used in order to collect primary data through questionnaires. These questionnaires were developed and guided by the conceptual framework developed to measure the service quality of K Plus pay TV provider

A conceptual framework was derived from the various literature reviewed by the researcher and assessed the factors impacting customer satisfaction with the following scales: Quality of content, price, service style, providing information and signal quality (Dorang, 2014).

This study contributed the study by identifying unique service quality dimensions to the Pay TV industry and used them to measure the impact they have on customer satisfaction. The study consulted the SERVQUAL, SERVPERF and the price model in order to come up with

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conceptualised framework that guided the formulation of questionnaire's that were used for primary data collection.

The study concluded that the service quality dimensions have a relationship with customer satisfaction and that management must ensure that they concentrate on improving these dimensions in order to fully satisfy customers. These findings are similar to the findings of other researcher's whose literature has been reviewed by (Dorang, 2014), (Khuong, 2014) and (sichinsambwe, 2017)

2.8 Service Quality dimensions in pay TV Industry: A Preliminary study

Pay TV industry has been experiencing a considerably high growth rate in terms of revenues and subscriber's technological advancement in pay TV services industry imposes the demands for higher service quality for competitiveness and business success for the service provider. The increasing demand in pay TV service offerings has led operators to become competitive. Therefore, they need to understand the needs of their customers if they have to be competitive and profitable.

This study was conducted in Malaysia in 2016 with the aim of was formulating the service quality dimensions that will be used to measure performance of Pay TV companies. Literature reviewed reveals that the studies conducted in the Pay TV sector before this one, all measured performance of the Pay TV sectors with the generic service quality model dimensions (Khodabandeh, 2016).

Furthermore (Dawi, 2015) will contribute to the challenge of customer satisfaction as it   will bring about effectiveness in the results obtained as they will focus on relevant factors that affect service quality. They paper conducted an extensive literature review of marketing study materials in order to determine the appropriate service quality dimensions that can be used in measuring the service quality of Pay TV companies.

The paper was conducted as a preliminary study and used quantitative study in data collection in order to formulate and test the appropriate dimensions. The participants in this study were 34 these were administered with the questionnaire as they walked into the Pay TV Company to make monthly payments. This study made a significant contribution to the study at hand because it argued that SERVQUAL dimensions are highly customisable and are not to be used without being contextualised o the particular industry under any particular study. This therefore allows for effective formulation of a conceptual framework that guides research carried out in order to determine the performance of a Pay TV entities.

This study proved that the SERVQUAL model is not effective if applied to different sectors of the service industry without using the context in which it is being used, the paper argued that several writers in marketing had contextualised the service quality offered by including the important elements of that particular industry under study.

Particular studies cited were of service quality measure in the airline industry that included the flight patterns to the existing 5 dimensions in order to gain more insight into the actual dimensions that affect customer satisfaction in the airline industry.

Additionally, similar additions were seen in the study of Money markets which saw the addition of "Accuracy of market information" as a dimension that was measured in order to determine the levels of customer satisfaction. (Ahmed, 2016) (Haitman, 2015)

The objective of the research was to formulate the service quality dimensions that were particular to measuring customer satisfaction in the Pay TV industry. The findings indicate the study identified the seven dimension being "Reliability, Tangibles, content quality, customer service, price, convenience, and interactivity". These dimensions were tested in Cronbach Alpha and reliability test was above 0.70 which is an acceptable reliability and can be used in the tests (Dawi, 2015).

The significance of this study is that despite being a preliminary study, this study further went to use the identified dimensions in order to test the service quality in order to determine satisfaction. The initial study being pilot only used a sample size of 34. This study is significant to the current study because a full study will be conducted to measure service quality dimensions of Multichoice Zambia using the proposed service quality dimensions in Dawi's study.

2.9 Regional Literature Review

2.10 Service Quality and performance of paid television services: A case study of Zuku Kenya-2013

This study was investigation the effect of service quality on performance of Zuku Company. Zuku is a Pay TV company operating dominantly in Eastern and southern Africa. This study brings a significant contribution as it examines the effect of service quality on a company's performance away from the customer who is the focus and direct recipient of services. The purpose was also to assess the level of service quality practices on customer satisfaction. The study used a sample size of 256 was used to collect primary data. The study used the quantitative research method and the 5 point Likert scale was used to draft questionnaires (Wanjiru, 2013).

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The study is of significance to the body of knowledge specifically to the current study in that a review of service quality and satisfaction has on the company.

The findings, in the report identified the reliability and network performance as an in maintaining have the biggest impact on customer satisfaction this is reported similarly in (Khuong, 2014) and (Haitman, 2015). However, the other dimension that are worth managing are tangibles, empathy and assurance.

From the previous literature review conducted, the paper used the generic service quality dimensions that can be applied to any service industry. If the Literature reviewed by the researcher was extensive, realisation could have come into play the study could have contextualised the service quality dimensions to the Pay TV

Sector.

The study has contributed to the body of knowledge on service quality because it establishes the relationship between service quality and company performance. The sample size was representative of the population in Nairobi. According the findings of this research, it's important for Pay TV management to ensure that the service quality is exceeding customer expectation in order to achieve satisfaction. Customer satisfaction brings to the organisation growth, good corporate brand as well helping the company gaining competitive advantage due to continued patronage of customers (Wanjiru, 2013)

2.11 Service Quality in the South African Corporate Banking Industry-2016

The aim of this study was to assess the internal service quality of X CIB corporate bank. This study came to investigate the reasons why service quality and customer satisfaction. Internal processes usually are the guiding principles to service delivery. Therefore, it is important to ensure the internal service quality is of good standard so that employees feel empowered in order for them to deliver exceptional service to external customers (Gwaza, 2016).

The study used quantitative study in order to achieve the research objectives. The sample size was 130 and the questionnaires were administered using an online survey. The SERVQUAL model guided the research and formulation of the questions used the 7 point Likert scale in order to ascertain the correct opinion of the staff on the quality of service.

This study has made a significant contribution to the study of quality because it was seeking to understand the service quality given to external customers, which is generated by internal

processes and the staff of an organisation. The several studies reviewed contrite on assessing service quality from the external customer's perspective forgoing measuring how effective the internal process are. The relationship between internal quality and external service quality is evident.

According to (Williams, 2013) Employee empowerment is important because it brings to the business many benefits that have a direct relationship with customer satisfaction and revenue growth. Among the many benefits of customer satisfaction are; increased brand image, increase in revenue and customer loyalty (David, 2010). And according to the (Tschol, 2008), Customers feel satisfied if the service offered or consumed meets or exceeds their expectations.

The findings of the study revealed that the internal service quality at the bank was unsatisfactory. According (Gwaza, 2016) , it was recorded that supporting staff were not offering adequate support to other functions in the bank in order to ensure that service quality is achieved. The areas that were lacking included, communication, reward and recognition of staff and providing adequate guidance by the leadership of the bank.

The sample size of the study was small and thus the findings are not fit to be generalised to the whole South African banking industry. Suggestion is to have a bigger sample that will be representative of the actual population. The study was purely quantitative, the study could have included an interview guide that would seek out recommendations on how the service and relationship managers proposed to improve internal service quality.

The study is of significance to service quality because it opens new knowledge to scholars to research on as it looks at the area service quality which has not received enough attention; internal service quality and it how ultimately affects customer satisfaction. According to the study conducted by (Latif, 2016) confirmed that internal service quality had a diffusion effect to external service quality provision and that if internal service quality is low, even the external service quality provision will be low.

2.12 The assessment of service quality and customer satisfaction using SERVQUAL Model: The Case Study of Tanzania Telecommunications Company Limited (TTCL)

Service quality and customer satisfaction are very important perceptions that companies must recognize if they are to grow and remain competitive in the business environment. It is very vital for companies to know how to measure these concepts from the customers' perspective

so as to understand their needs and satisfy them. Service quality is considered to be very critical to any modern business because it contributes higher customer satisfaction, profitability, reduced cost, improved customer loyalty and retention. (David, 2010).

This study is of significance to the current study because its objective was to examine the service quality offered by the Tanzania telecommunication company using the SERVQUAL model. It also aimed at understanding the factors that contribute greatly to the satisfaction of customers. The study collected data using questionnaire's and presented using descriptive statistics and the findings were that the service quality offered the company was not satisfactory. (Themba, 2013)

This study used the SERVQUAL model in order to measure the dimensions of service quality performance of the company. However, the model used did not yield the best results because were a negative gap. The study should have considered the use of other service quality models that measure the delivery of service to customers. Presumptuous, the current study will analyse the service quality delivered using both the SERVQUAL model as well the Gap analysis model by Parasuraman to identify the cause of customer satisfaction.

2.13 LOCAL LITERATURE REVIEW

2.14 A Comparative study of service quality and customer satisfaction in Zambian banks-2017

The speculative initiation of service quality and its progression has developed to incorporate the belief of the customer as value co-creator in the core of service marketing as the key to success in business service management for sustainable competitive advantage with customer satisfaction and retention (David, 2010)

This study was conducted to establish the service quality offer between the local and foreign banks in Zambia. The objective was to compare the performance of service quality dimensions on customer satisfaction. The study was conducted on 13 banks based in Kitwe both foreign and local. The sample size for participants was 108 selected out of 6 banks being 3 local and 3 foreign banks (sichinsambwe, 2017).

The study adopted the general service quality dimensions and no effort was made to conceptualise these dimensions to the banking sector as other scholars on service quality had done. The findings found that the service quality was generally good in foreign banks rather than in local banks.

The findings of the study were that the foreign banks scored better in Tangibility, responsiveness, reliability and assurance but scored less in empathy. This means that efforts must be put in place to ensure that customers are satisfied with the service quality. Although other literature reviewed shows that empathy is not a critical success factor for customer satisfaction (Khuong, 2014).

Other findings indicate that the area of significance for this study in that it highlights the importance of service quality in customer satisfaction. The importance of understanding customer needs is critical in order to address the gaps identified in service delivery. The basic key performance indicators identified in the literature review were, Customer retention was which has produced impressive evidence of the favorable effects of customer satisfaction on various behavioral intention indicators, such as repeat purchase, willingness to recommend to others, and profitability.

According to a research conducted by (Mohsin, 2013), on service quality and customer satisfaction in private colleges in Pakistan the results showed that service quality is important for satisfaction of customers. All of dimensions of service quality were found to be positively correlated while one of those factors which is empathy showed negative relationship with service quality and with satisfaction of customers. The paper proved helpful to management of organizations and institutes to make strategies for enhancing quality of service rendered to customers so that customers' satisfaction level can be increased. It was observed that if management of organization increases their concern for quality of service then the customers' satisfaction can be increased which leads to customers' loyalty and at the end customers will be committed with those particular organizations that meet their needs.

Findings of (Qadeer, 2013) revealed that service quality does affect customer satisfaction up to a certain level as both concepts are distinct and the relationship found between them was casual. Also the quality of service has significant contribution to customer satisfaction because it is affected by various factors such as human interaction, physical environment, value, price, performance among other things identified. To improve performance system companies should focus more on introducing employee oriented policies by establishing a service culture followed by a strong strategy in place that will remove gaps between management and employees as well as customers. It is found that through proper planning and constant monitoring firms can develop effective strategies to improve quality levels and to retain their existing and future customers.

The study conducted by (Ahmed, 2016) Found that there is significant relationship between service quality dimensions and customer satisfaction. All the dimensions were found to be positively correlated with customer satisfaction except for Tangibility and empathy. The paper brought out the importance of understanding of customer needs and consequently improving the service delivery in order to satisfy customer's needs.

Customer satisfaction has been bringing many undeniable benefits for firms and organizations, such as positive worth-of-mouth advertising or referrals, increased sales volume from repeated purchases, failure cost reduction, sustainable advantages from customer loyalty and repeat patronage, competitor isolation and thus its importance is critical in the service industry.

2.15 Higher Education Quality and Student Satisfaction Nexus: Evidence from Zambia

This is of significance to the current study as it provides empirical evidence that service quality can be assessed using the SERVPERF model, the literature reviewed has shown that most of the service quality studies have used the SERVQUAL and gap analysis model in measuring the performance of service quality offered to customers (Mwiya, 2017).

Therefore, this study examines the influence of each service quality dimension on overall service satisfaction and behavioural intentions in terms of customer satisfaction. The study used on a quantitative correlational design, primary data were collected from 656 senior final year undergraduate students at the copper belt University.

The findings from this study stipulates that the (SERVPERF) service quality performance dimensions (tangibility, reliability, responsiveness, empathy and assurance) are significantly positively related to the overall customer satisfaction which in turn affects customer satisfaction. The study also revealed that the service performance model is a valid and useful framework for assessing and monitoring service quality perceptions and behavioural intentions which affect customer satisfaction.

This finding of this research reveal that there is a positive relationship between the service quality dimensions and customer satisfaction. This is supported by the studies carried out by (Dorang, 2014), (Themba, 2013), (sichinsambwe, 2017) and (Haitman, 2015) which reported positive relationship between service quality and customer satisfaction.

This study was guided by the SERVQUAL model and the GAP ANALYSIS Model in order to express the conceptual framework that will guide this study. These models are useful

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because they measure the service quality dimensions and their impact on customer satisfaction. The Gap analysis model is also convenient in analysing the performance of service quality as it identifies the gaps between the service providers perceive as good service and the consumer perception of the service offered. The service provider's must then work on addressing these gaps in order to satisfy their customers (Akram Jashireh, 2016).

The research gap identified was in the measure of the service quality dimensions of the university. The researcher concentrated on dimensions that are general to the service industry. Attention could have been given to dimensions specific to the study such the delivery of lectures and the quality of modules used in this case. The study of service quality and customer satisfaction used the dimensions that affect service quality of

Pay TV companies such as content, package pricing, convenience, service delivery and reliability (Dawi, 2015).

2.16 Service Gap Analysis Model

Parasuraman et al. (parasuraman, 1988) Developed a conceptual model of service quality where he identified five gaps that could impact the customer's evaluation of service quality in different service industries. The gap analysis model has been extensively used in assessing the service quality as perceived by customers.

There are five gaps that have been identified in the service delivery that management needs to address in order to improve customer satisfaction. The role of management is to gain insight on all the gaps that could be affecting satisfaction and craft strategies that can improve the overall rating of the service quality

The gap analysis is of significance to this study because it will help this study understand the effect the 5 gaps have on customer expectation, the gaps to be analysed and managed preventing the customers from enjoying ultimate satisfaction unless they are taken out of the way by the organisation.

Chart 1: Service Gap Analysis Model

SERVQUAL Dimensions

External Factors influencing expectation

Tangibles

Reliability

Responsiveness

Assurance

Empathy

Expectation (Expected Service)

Gap 5

Perception (Perceived Service)

Perceived Service Quality
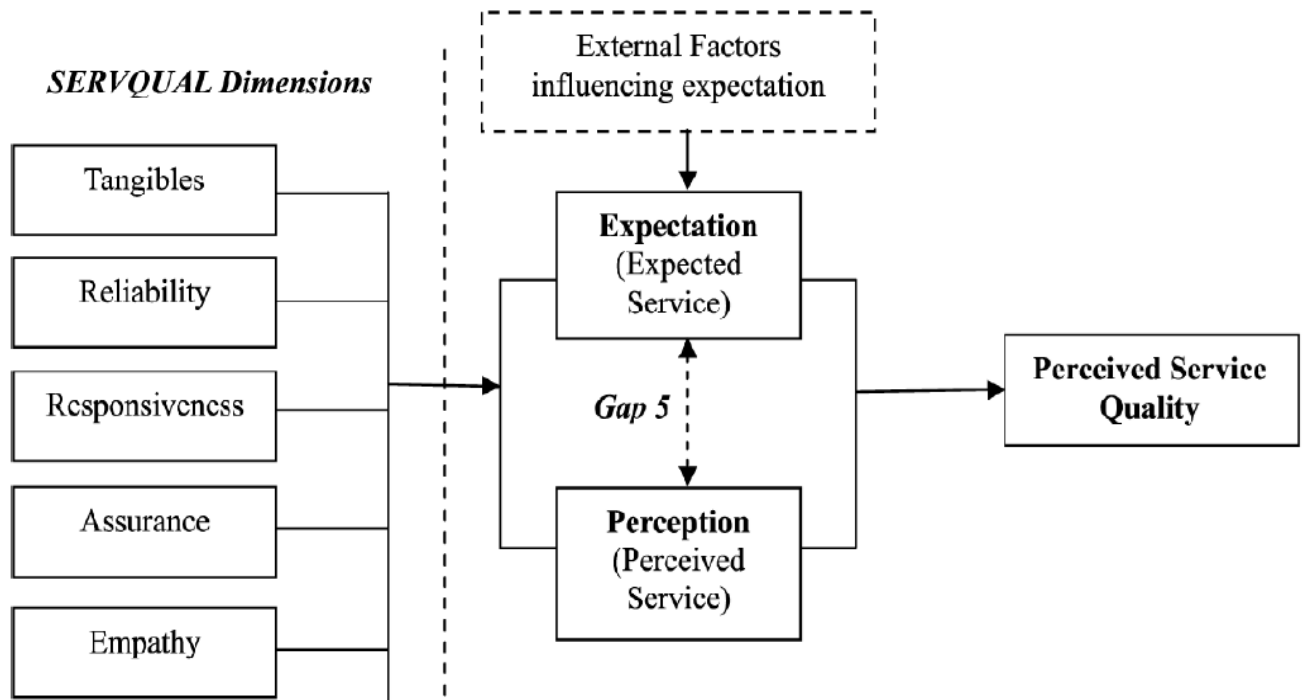
Source: (parasuraman, 1988)

2.16.1 Knowledge - Gap 1

The first gap that was identified by (parasuraman, 1988) is between expectations of customers and perception of management; this involves understanding the features a service must possess in order to meet customer needs and what levels of performance on those features are needed to bring high quality service which is of great importance in service industries.

In order to adequately meet customer needs, management needs to have a clear understanding of customer expectations. A lack of this understanding leads to customers not being satisfied and in pay TV industry thus will bear negatively customer loyalty, brand reputation and revenue affecting profitability of the business. With the many options available on the Zambian market have an option to either switch services or maintain multiple accounts with various pay TV service providers in order to get their desired quality of service. (Beard, 2014)

2.16.2 Standards – Gap 2

The second gap identified by (parasuraman, 1988) is between perception of management and service quality specification, this is a function of management that needs adequate monitoring, and this gap arises when the company identifies what the customers want but

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lack the means to deliver to expectation of customers. Some factors that affect this gap are resource constraint; such decoder repair parts, timely activation of accounts, immediate installations, market conditions and management indifference (Kotler, 2003).

There are specific service levels put in place by management that may affect customer satisfaction. In pay TV industry there are service levels that affect customer satisfaction such as decoder repair charge and period during which a customer has to wait to have their equipment repaired while staying without a service for that period of time.

2.16.3 Delivery - Gap 3

The third gap, is that of specification of quality and the delivery of service; this results in the inability of delivering the service standards as outlined by the company. This may be as a result of not properly empowering the customer facing staff. Empowerment entails training staff fully so that they are competent in delivering the service required by customers.

(Gwaza, 2016) Who looked at the importance of internal service quality to the overall service delivery of service to external customers. This could also entail that management providing adequate resources to staff as well as put in place processes in place that will guide their day to day operations. (Akram Jashireh, 2016)

2.16.4 Communication Gap - 4

The fourth gap identified is the delivery of service and external communications; staff may have relevant skills to deliver quality service but customer satisfaction still remain of great concern due to advertising messages that may tend to over promise to customers and under deliver. (Allen, 2008)

The study conducted by (sichinsambwe, 2017), identified that one of the gaps in service delivery is ineffective communications to customers and among the employees.

2.16.5 Customer Gap - 5

The fifth gap identified by (parasuraman, 1988) is the gap between perceived and expected service by the customer. This is the overall gap due to the expected service quality and the perceived service by customers. The formation of perceptions and expectations play an important role consumer purchase intention.

This gap indicated that the key to ensuring good service quality is meeting or exceeding what customers expect from the service. Parasuraman et al., developed the SERVQUAL model

which is a multi-dimension scale developed to assess customer perceptions of service quality in service industries.

Measuring the quality of service is important for organisations in order for them to ensure that their customers' needs and expectations are met.

A scale called SERQUAL developed by Parasuraman in 1988 is often used to benefit the measurement of service quality. This is based on five criteria being reliability, responsiveness, courtesy, competence and tangibles. It is a multiple scale that aims to measure the consumer perceptions and expectations so that gaps are identified and appropriate strategy crafted.

SERVQUAL represents service quality as the discrepancy between a customer's expectations for a service offering and the customer's perceptions of the service received, requiring respondents to answer questions about both their expectations and their perceptions Parasuraman et al., (1988). The use of perceived as opposed to actual service received makes the SERVQUAL measure an attitude measure that is related to, but not the same as, satisfaction (Parasuraman et. al., 1988). The difference between expectations and perceptions is called the gap which is the determinant of customers' perception of service quality as shown on Chart 1

2.16.6 Research Gap

After critically analysing various literature and studies conducted thus far using the SERVQUAL model, it has revealed that many research works that have been conducted in different service industries such as education, hotels, banking, health care but limited empirical study has been conducted using the SERVQUAL model to assess service quality in Pay TV industry.

Researcher considers Pay TV industry as part of the service industry providing entertainment, content services, decoder repair, and online services. The literature reviewed proved the relationship between perceived service quality, customer satisfaction and customer loyalty (Ajum, 2016) and it has also proven that perceived service quality had a positive relationship with customer satisfaction and this supports the argument of linking service quality and customer satisfaction (sichinsambwe, 2017), (Wanjiru, 2013).

Therefore, using the SERVQUAL model will make a contribution to existing literature on Pay TV industry. The research will therefore fill the gap, try to measure service quality and

customer satisfaction using the SERVQUAL model from the customer's perspective in order to understand their perceptions of service offered by Multichoice Zambia.

This paper adopted the gap analysis model by incorporating structured interviews in the data collection procedure, where various questions were asked to respondents in order to identify the gaps in service delivery so that management can work on improving the gaps that were identified in the study.

In addition to the Gap analysis this study also educated by the SERVQUAL model. This study adopted this model for assessing the service quality dimensions for Multichoice which were also used in the formulation of questionnaires.

2.17 SERVQUAL Model

Measuring the quality of service is important for Pay TV companies in order for them to ensure that their customers' needs and expectations are met. A scale called SERVQUAL was developed by Parasuraman et. el 1988, and it is used to aid the measurement of service quality. (David, 2010) .

This is based on five criterions being reliability, responsiveness, courtesy, competence and tangibles. It is a multiple scale that aims to measure the consumer perceptions and expectations so that gaps are identified and appropriate strategy crafted to improve service quality.

This model has been used over the years as a tool for measuring customer satisfaction. Several scholars have used this concept in relation to their specific industry and added the various variables to be tested that are specific to the industry under study. Examples noted doing the review of literature include the Banking sector (Ahmed, 2016), Money market, dentistry and Air industry. This study similarly had used the Pay TV specific dimensions to determine the service quality of Multichoice Zambia.

The study will use the pay TV specific dimensions namely Reliability, tangibility, customer service, content quality, price, convenience and interactivity (Dawi, 2015). The research will be based on the theoretical and conceptual framework foundation of SERVQUAL developed by Parasuraman et. al in 1988. (Dawi, 2015)

The 7 dimensions (*Tangibility, Reliability, Content Quality, Customer Service, Convenience, price and interactivity*) were used in achieving the research objectives, and where subdivided into 24 statements, which were directed to measuring service quality in Multichoice Zambia

Limited. The questionnaires also had a portion which measured satisfaction level for the purpose understanding how satisfied customers are and their willingness to recommend family and friends to join Multichoice.

Table 1: SERVQUAL Dimensions

Model Dimensions	Description
Tangibility	Physical aspects of what is provided to users. This is the appearance of physical features of where the business is conducted. These are physical features of the offices, equipment used, staff appearance, correspondence and branding materials used. This dimension is important because it speaks to brand of the company and increases the perception of service quality.
Reliability	Ability to fulfil what was promised accurately. This is defined as capacity to execute the guaranteed benefit reliably and precisely. If a company is providing a good service, a company and its staff must be ready to respond to customer's queries about the product and services offered by the firm. According to (Buttle, 1995) Effective communication more especially timely response to customers' requests. Customers appreciate responses from their service provider's weather positive or negative.
Responsiveness	Ability to attend to the users and provide the service promptly, capturing the notion of flexibility and ability to adapt to the needs of the service user. This is characterized by the readiness or willingness of employees to give benefit or immediate response to the customer complaint or inquiry. Offering quick service and responses coupled with the willingness to give assistance to the customers. Customers highly appreciates to be provided the service they seek in a timely manner; this aspect should be understood by the good service providers in order for them to satisfy customers. According to (Akram Jashireh, 2016) organizations that value efficiency and pay attention to the services that they are providing easily gain competitive advantage and this prevents customers from switching to competitors.

Assurance	Competency and courtesy extended to the users and the security provided by the operations. This is the courtesy, competence, credibility; security of the firm employees gives to its customers (Gallo, 2014) attuned out that this the information to have the cordiality of workers and their capability to motivate confidence and trust. If customer service staff offer genuine and caring service, customers would want to continue business with the firm.
Empathy	Individualized attention to the users. This is seen as individualized attention the company provides to its customers. Customers and employee interactions can be seen through the eyes of empathy. Providing care to customers ensures that their needs are meet and is also key in delivering service quality. (Beard, 2014)

Table 1: Source: Parasuraman, Zeithaml & Berry (1988)

This study used the conceptual framework derived from the service dimensions of pay TV. This framework gave the independent and dependant variable that were measured in order to draw conclusions.

Table 2: Conceptual Framework

Reliability
Tangibility
Content Quality
Price
Customer Service
Convenience
Interactivity

$\longrightarrow$

Customer Satisfaction
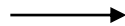
Dependent Variable   Dependant Variable

Source: Researcher (2018)

A dependent variable is what is measured in the experiment and what is affected during the experiment, it responds to the independent variable. The dependent variable in this study was customer satisfaction. (Blumberg, 2008)

An independent variable is one that is presumed to affect or determine a dependent variable. (Buttle, 1995) Argued that can be changed as required, and its values do not represent a problem requiring explanation in an analysis, but are taken simply as given. The independent variables in the study will be: Reliability, Tangibility, Customer service, content quality, price, convenience and interactivity.

2.18 Criticisms of SERVQUAL Model

Despite its growing popularity and widespread application, SERVQUAL has been subjected to a number of criticisms which are detailed below submitted by (Buttle, 1995) :

Gaps model: there is little evidence that customers assess service quality in terms of Performance – Expectation gaps. This therefore means that Management must take into consideration other factors that affect customer satisfaction such as cultural background, status and customer's financial standing (Allen, 2008).

Process orientation: SERVQUAL focuses on the process of service delivery, not the outcomes of the service encounter. The study by (Khodabandeh, 2016) discovered that both technical and functional quality dimensions must be taken into considerations when assessing the overall service quality, this can be achieved by combining the SERVPERF and SERVQUAL models.

Dimensionality: SERVQUAL's five dimensions are not universal; the number of dimensions comprising service quality can be contextualized; the items do not always load on to the factors which one would be a priority in customer expectation; and there is a high degree of inter-correlation between the five dimensions (Reliability, assurance, tangible, empathy and responsiveness).

*Expectation*s: the term expectation is polysomic meaning it has different definitions; customers use standards other than expectations to evaluate service quality; and SERVQUAL fails to measure absolute service quality expectations.

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2.19 Summary

This study reviewed papers done on the topic at global level, (Sweden, Malaysia and Taiwan) regional (Kenya, Tanzania and South Africa) and locally in Zambia. All papers reviewed have made contributions to the body of knowledge in assessing the service quality and customer satisfaction in the Pay TV and service Industry.

Several gaps have been identified in the literature reviewed that were addressed in this study. The literature reviewed discovered consistent use of the service quality dimensions that were general and not specific to the industry under study. In closing this gap however, this study adopted the service quality dimensions identified by (Dawi, 2015). These dimensions were identified in his preliminary study which begged a full study to be conducted that would have a bigger sample size of more than 34 respondents.

The selection of sample sizes was not conducted scientifically thus the generalisations of findings could be a misrepresentation. (Khodabandeh, 2016) Conducted a study and used a sample size of 300 respondents when the study population involved 3 states. (Khuong, 2014) Similarly sampled 325 out of the study population of 4.5 million subscribers. This study employed scientific methods of sample selection (Blumberg, 2008).

The use of structured interviews will be used in the study in order to gain insights into customer's perceptions an expectations of the service delivery. This was achieved by the use of both qualitative and quantitative study methods. The literature reviewed identified a gap in this area which was worked in this current study.

This chapter on literature review gave operational definitions to the key concepts in the study and linked them to the study at hand. The chapter further critically analysed other works on the topic in order to gain insight on what has been done in the field. The literature reviews also helped to fulfil one of the research objectives. The conceptual framework used is also highlighted here being the SERVQUAL.

Having gone through the definitions of terms to be used in this study and identifying the independent and dependant variable in the research, the study will now look at the methodology that will provide the step by step actions that will be taken in order to collect primary data that will be used answering the test questions of the research.

Below is the summary of the literature reviewed

Table 3 –Summary of Literature review

Author/Year	Topic	Findings	Gap
Haitman & Khodabandeh/ 2015	IPTV factors affecting customer satisfaction	A positive effect was found to exist between service quality factors and customer satisfaction	Study conducted in 3 countries but with less sample size. Use of qualitative method only limited further insights on customer perceptions and opinions
Kuong & Hiep/ 2014	Customer satisfaction through perceived value and service quality	The research findings found that assurance, bundle of services, responsiveness ad tangibles has more effect on customer satisfaction while the empathy, switching costs reliability and price were not too strong	The research findings are only indicative of the extent to which each dimension affects customer satisfaction and used a sample size that may not give significance generalisations.
Wanjiru Sarah / 2013	Service quality and performance of paid TV television services	Reliability, network quality are crucial in satisfying customers and that service quality and customer satisfaction have an effect on company performance	The study used general service quality dimensions and it did not measure actual factors in pay TV industry

Gwaza Nzamo/ 2014	Service Quality in the African banking industry- internal process	Identified lack of communication as a result of customer dissatisfaction Lack of internal support to frontline staff in delivering service, such empowerment through training and required tools Lack of reward and recognition of staff delivering the service to external customers.	The use of qualitative method limited the information output of respondents, a combination could have brought out specific recommendations that will find solutions to the findings
Themba Mary/ 2013	Assessing Service quality and customer satisfaction using the SERVQUAL model	There was lack of general customer satisfaction with the services delivery. Inconsistent network services affected satisfaction	SERVQUAL not best model to measure the delivery because most of the factors recorded negative relationship , the further study may consider Gap analysis or SERVPERF
Sinchinsambwe/ 2017	Comparative study of service quality of and customer satisfaction in the Zambian banks	Foreign banks registered better in quality through Tangibility, responsiveness, reliability and assurance than compared to local banks.	The study conducted the study in one town , a larger population could have been identified as these findings may not be accurate due to cultures of people, management styles and resources available

Mwiya et al/2017	Higher Education Quality and student satisfaction Nexus: Evidence from Zambia	The service quality dimensions were all positively correlated with customer satisfaction	The study used the SERVPERF model in measuring quality. SERVQUAL Model would have been appropriate as it would have given the researcher chance to contextualise it to the education sector.

CHAPTER 3: METHODOLOGY

3.0 Introduction

This chapter outlines the research design, the study population, sampling techniques and the sample size used, data collection instruments, data collection procedures and also the data analysis of the data that was collected in the field.

3.1 Research Design

The research design is the blueprint that was used in this study to fulfil the research objectives and also used in answering research questions. (Blumberg, 2008). The design was useful in the systematic gathering and analysing of data. The research used a survey mode of primary data collection which was analysed using descriptive statistics and thematic to draw conclusions and inferences.

The research design that was adopted in this study was descriptive case study. This research method is useful when understanding is sought on an entity, person or group of people. It offers detailed contextual analysis of limited events and condition (Blumberg, 2008). The study used both quantitative and qualitative methods.

3.2 Study Population

The population for the study is the Multichoice Zambia, comprising 500 Lusaka branches customers. 23 Multichoice managers and 40 accredited agents based in Lusaka. This translated into a study population of 563.

3.3 Sample Size

The sample was selected from Multichoice customers who come into a Multichoice Branch. This research selected 150 customers, who walked into Multichoice offices. 10 Multichoice managers and 18 accredited agents. This sample was based on the findings of (Fielding,2007) which states that a sample size must be at least 30% of the total population under research.

Table 4- Sample Size

Category	Population	Representation(Sample)	% of population
Customers	500	150	30
Managers	23	10	43
Agents	40	18	45
Actual	563	178	31

Source: Field Data (2018)

3.4 Variables and Measurement Procedures

There are two variables which were identified in this study dependent (customer satisfaction) and independent variables (Reliability, Tangibility, Customer Service, Content Quality, price, and interactivity). A dependent variable changes in response to changes in other variables (Blumberg, 2008). An independent variable causes changes in a dependent variable. For this study the dependent variable was customer satisfaction while independent variables were service quality dimensions (Reliability, Tangibles, service support, Content, price, convenience and interactivity) where any change to any dimension resulted into change in satisfaction level.

The SERVQUAL of Parasuraman et. al model was used to assess customers' expectations and perceptions of service quality in Multichoice Zambia. Both expectations and perceptions were measured using a 5-point Likert scale to rate the level of satisfaction with service quality.

3.5 Data collection procedures

Both primary and secondary data sources will be used to answer research questions. Primary data was obtained through the 5 point Likert scale questionnaires as well as structured interview guides. This 5 point Likert scale questionnaire was appropriate for this study because it is widely acknowledge tool for measuring attitudes and opinions (Blumberg, 2008).

The Researcher administered questionnaires physically to customers who walked into the branches seeking service from Multichoice branches in Lusaka.

Secondary data was obtained from journals, books, and other scholarly publications within the period of 10 years of publication. These were analysed in order to obtain current literature and empirical findings that were applied in order to have a better understanding of the service quality and customer satisfaction.

3.6 Data Collection Tools

5 point Likert scale questionnaires and structured interview guides and Literature review. This type of questionnaires is important for assessing opinions of participants that are not exact. Thus structured interview was used to gain more insight on customer satisfaction.

3.7 Data Analysis

The analysis was based on quantitative data collected from questionnaires and qualitative information from interview guides. Primary data collected was analysed using descriptive and thematic analysis. The data was further analysed using Microsoft Excel and SPSS to check for a relationship between the independent variables of service quality dimensions and dependent variable identified as customer satisfaction.

The qualitative data collected was analysed using thematic and descriptive statistics to summarize the pattern of findings. This was described and presented by the frequencies and percentages which were used to draw conclusions

Questionnaires' from 117 participants were processed, classified, coded and tabulated. All completed questionnaires and interview guides were thoroughly checked for completeness, accuracy and uniformity. The raw data obtained from field was prepared for analysis by transforming all of them into codes and entering into SPSS and excel.

3.8 Ethical Considerations

During this study, participants were treated with respect and they were meant to understand the purpose of the study before engaging them. The names of the respondents were kept anonymous and only Pseudo names were used in the study. Permission was sought from Multichoice and participants in the survey. Ethical clearance was sought from DGRS Ref: 2018 -JULY-015.

3.9 Summary

The chapter gave a guideline of how the data will be collected during this study. The study design adopted was the mixed method for data collection; quantitative and qualitative were used. The data collection instruments used were questionnaire and interview guides. The data were analysed using excel and SPSS, analysis was done using descriptive and thematic analysis to draw conclusions that are presented in the next chapter.

CHAPTER 4: PRESENTATION OF FINDINGS

4.0 Introduction

This chapter presents the findings of the data that was collected from the field on assessing service quality and customer satisfaction using SERVQUAL model in Multichoice Zambia, the studies main objective was to; Identify the Key performance indicators for Multichoice Zambia, determine the overall service quality as perceived by Multichoice customers, and to determine the relationship between Multichoice service quality and customer satisfaction. The data collected was presented using descriptive and thematic analysis.

4.1 RESPONDENT'S BIOGRAPHICAL INFORMATION

4.1.1 Gender

A total of 117 respondents participated in the survey. More males (77) represented 66% of the sample compared to (40) females represented by 34% of the sample took part in the survey as highlighted in Figure 1. below

Figure 1: Percentage Distribution of Survey Participants by Gender
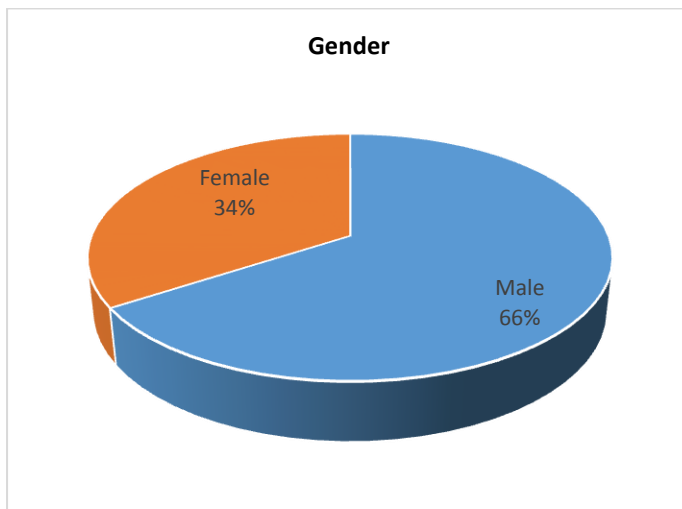
 Source: Field data 2018

4.1.2 Age Group

Survey results show that the majority (37%) of the respondents were aged between 29 and 39 years, this was followed by the 40 to 50 years' age group which represented 31% of respondents while those aged between 18 and 29 years represented 24% of survey

participants. The 50 years and above age bracket was the least represented at 8%. See Figure 2 below for details.

Figure 2: Distribution of survey respondents by age group

Age

- 18-28
- 29-39
- 40-50
- 51 & above

24%
37%
31%
8%
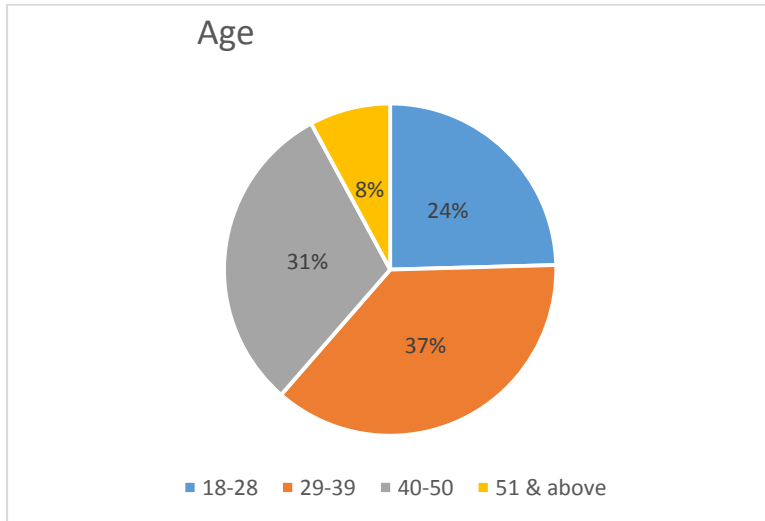
Source: Field data 2018

4.1.3 Length of subscription

Survey respondents were asked how long they had been Multichoice customers. Results showed that the majority of survey participants (36%) had been customers for the five or less years, this was followed by respondents who had been with the company for between 6 and 11 years, representing 28%. Clients who had been with the organization for a period between 11 to 16 years represented 20% while those who had been Multichoice customers for over 17 years represented 16%. Figure 3 highlights the details.

Figure 3: Distribution of survey respondents by length of subscription
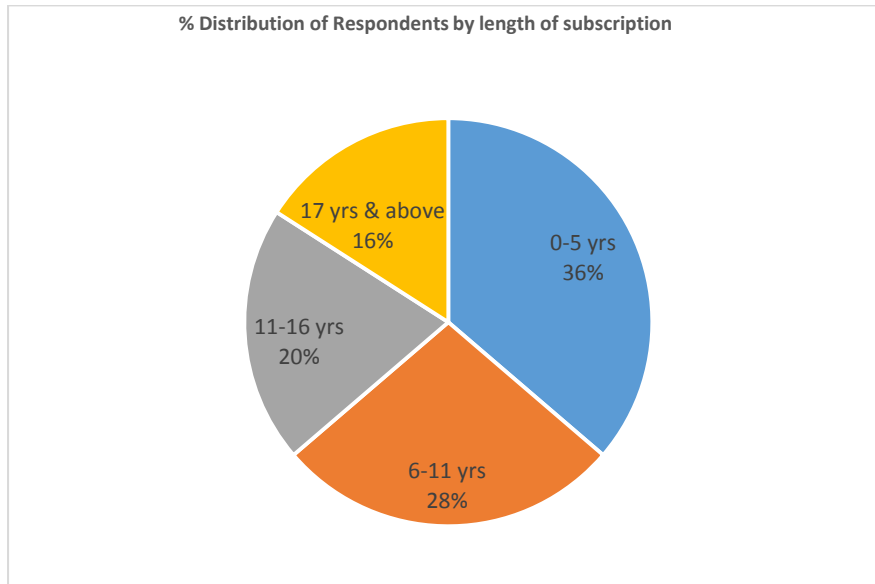
Source: Field data 2018

4.2 MULTICHOICE KEY PERFOMANCE INDICATORS

This section ascertains customer's perception of Multichoice performance on a series of key performance indicators that were identified.

4.2.1 Reliability- Service Reliability and accuracy

The section measures, in detail, the service dependability and accuracy by evaluating customers' perceptions on seven key performance indicators namely;

1) Systems failure
2) Timely activation of accounts
3) Multichoice Staff 's performs of their duties
4) Video Quality
5) Audio quality
6) Programme Transmission and
7) Timeliness of Feedback

Survey findings on these indicators are presented below

39

i)   Systems Failure

Asked as to whether they had ever experienced a Multichoice systems failure, 36% of the customers disagreed while 15% strongly disagreed. 23% percent of the clients agreed that they had experienced systems failure and 10% strongly agreed while 20% were not sure. In total 51% of customers experienced system failures while interacting with Multichoice.

Figure 4: Distribution of customers who say they have never experienced Multichoice systems failure
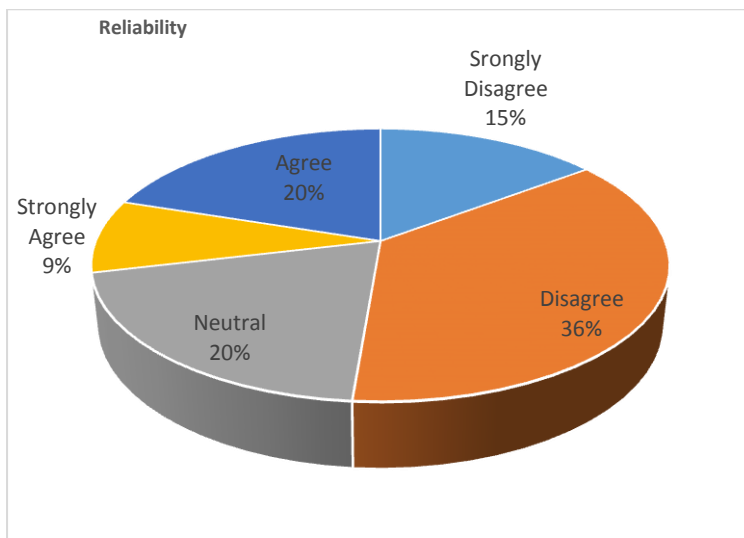
 Source: Field data 2018

ii)   Timely activation of accounts

The majority of customers (65%) either agree or strongly agree that that Multichoice activates accounts timely while 17% either disagreed or strongly disagreed with the statement. 14% of the surveyed customers could neither agree nor disagree that Multichoice activates accounts timely.   74% agreed that accounts are activated timely by Multichoice Zambia limited.

See Figure 5 for more details.

40

Figure 5: Distribution of surveyed customers who say Multichoice activates accounts timely

Timely account activations

4%
17%
14%
18%
47%

- Srongly Disagree - Disagree - Neutral - Strongly Agree - Agree
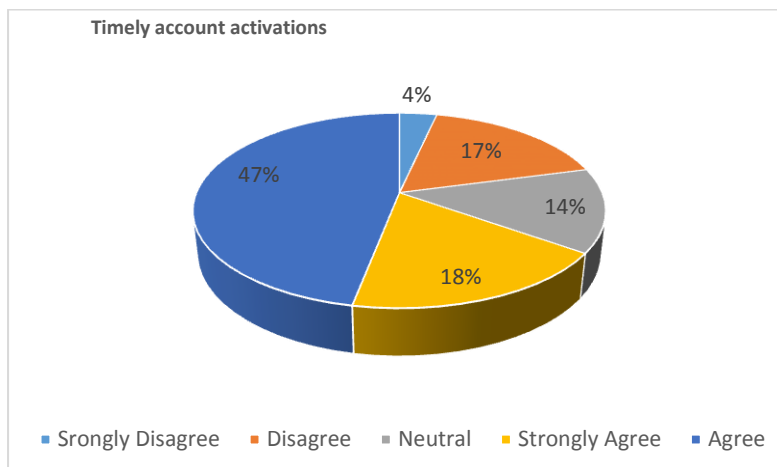
Source: Field data 2018

iii)   Customers' perception on Multichoice Staff 's performance of their duties

Survey results show that the majority of respondents (65%) either agree or strongly agree or agree with the statement that Multichoice Staff 's perform their duties accurately while only 12% of customers either disagreed or strongly disagreed with the statement. 21% of the surveyed customers could neither agree nor disagree with the statement. 77% of respondents agreed that Multichoice staff perform their duties accurately. See Figure 6.

Figure 6: distribution of customers who feel Multichoice Staff 's performs their duties accurately

Staff Performance

2%
10%
21%
42%
25%

▪ Srongly Disagree ▪ Disagree ▪ Neutral ▪ Strongly Agree ▪ Agree
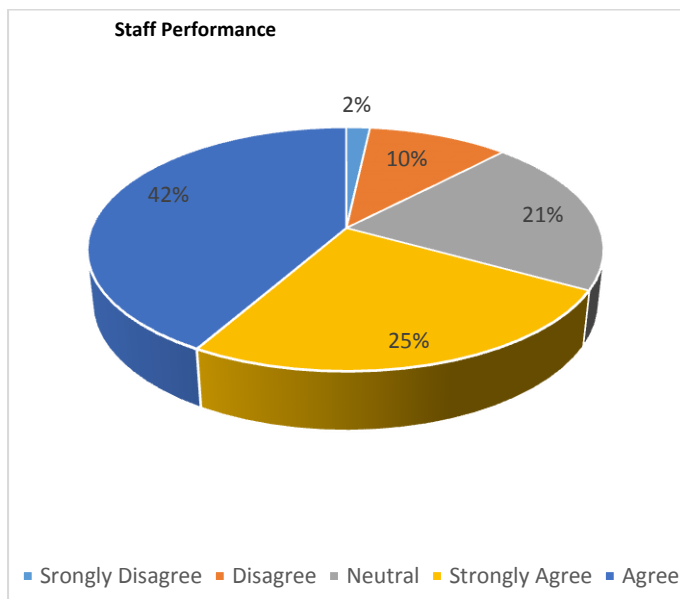
Source: Field data 2018

iv) Video Quality

The majority of the survey clients either strongly agree (55%) or agree (37%) that the Multichoice video quality is perfect while only 4% had no opinion on the video quality or either disagreed (1%) or strongly disagreed (3%) with the statement that Multichoice video quality is perfect. **32** Details are highlighted in Figure 7 below.

Figure 7: Distribution of surveyed customers who feel Multichoice video quality is perfect

Video Quality

- Srongly Disagree
- Disagree
- Neutral
- Strongly Agree
- Agree

3% 1% 4% 37% 55%
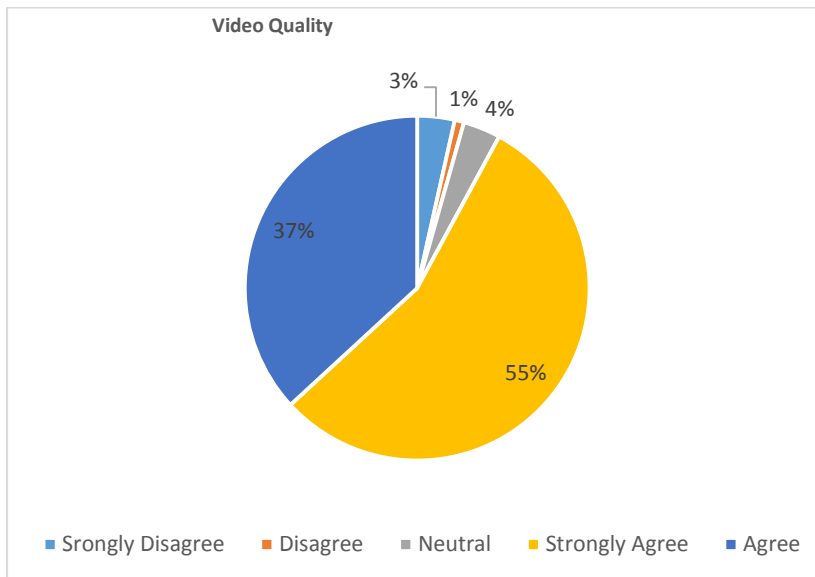
Source: Field data 2018

v)   Audio Quality

Sixty-six percent of survey respondents either agree (44%) or strongly agree (32%) that the video quality is perfect while 13% either disagree (7%) or strongly disagree (6%) with the notion that that the Multichoice audio quality is perfect. 11% of the survey participants held a neutral position in relation to audio quality.76% of respondents confirmed that the audio quality is perfect. See Figure 8.

Figure 8: Customers' perceptions on audio quality
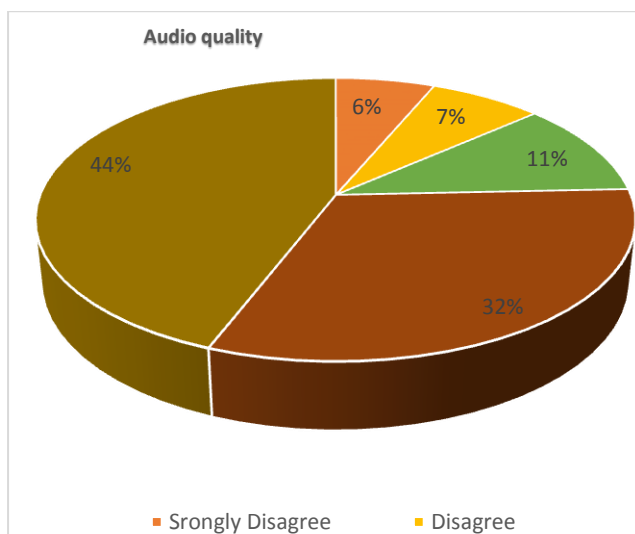
Audio quality

- Srongly Disagree
- Disagree

6% 7% 11% 44% 32%

Source: Field data 2018

43

Survey participants were asked on their perception of the Programme Transmission. 76% of respondents affirmed (agreed or strongly agree) that Multichoice Programme Transmission is perfect while 13% disagreed (disagreed or strongly disagreed). Eleven percent of survey respondents had no opinion on programme transmission, Figure 9 displays the results in detail.

Figure 9: Customers' perceptions on Programme Transmission

Quality of program transmission

6%
7%
11%
44%
32%

■ Srongly Disagree   ■ Disagree   ■ Neutral   ■ Strongly Agree   ■ Agree
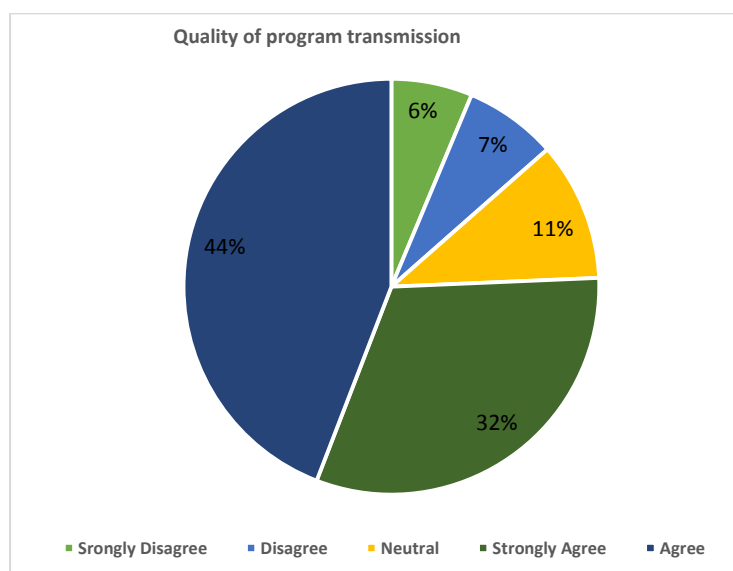
 Source: Field data 2018

vii)   Timeliness of Feedback

Survey participants were asked on their perception of Multichoice timeliness in providing feedback. Results show that about 54% of surveyed clients either agreed that they receive feedback in a timely manner while about 28% of clients indicated that they did not receive timely feedback. 30% of the respondents had no opinion on the timeliness of feedback received from Multichoice. See Figure 10 for details

Figure 10: Distribution of respondent according to their perception of timeliness of feedback
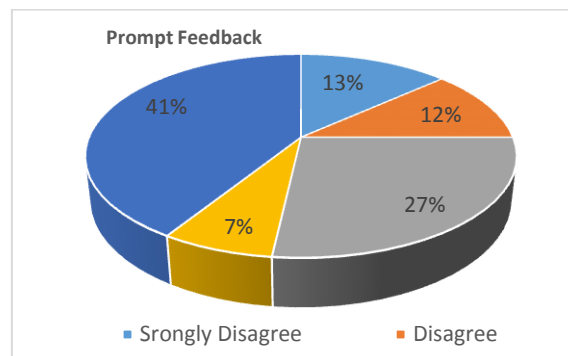
4.3 Multichoice Quality of Customer Service

This section endeavours to ascertain the Multichoice quality of customers' service as perceived by its clients. This is achieved by scrutinizing a range of indicators around clients' perceptions of the institution's tangible, i.e. its physical features and customer service.

4.3.1 Tangibles - Physical Features

Four indicators were used to judge customers' perception of the institution's physical features namely; the use of latest technology, whether the institution's facilities are up to date, whether staff are always neat and whether staff are very welcoming and helpful

  i)   **Use of latest Technology**

Survey respondents were asked to whether they think Multichoice uses the latest technology. Survey findings show that the majority (46%) of the surveyed clients agree (34%) strongly agree while only 5% of the clients held the view that the institution does not use the latest technology. Those who opted not to take a position on the notion that Multichoice uses latest technology, i.e., remained neutral accounted for 15% of the surveyed clients. 80% agreed that Multichoice uses the latest technology**.** Figure 11 below for more details.

Figure 11: Distribution of customers who feel Multichoice uses latest technology

Use of upto Date Technology

- Srongly Disagree
- Disagree
- Neutral
- Strongly Agree
- Agree
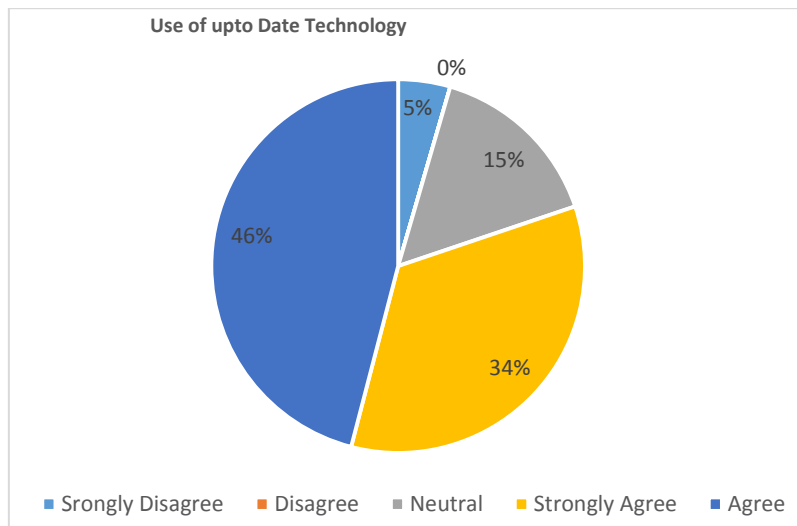
Source: Field data 2018

i)   Multichoice facilities are up to date

Results show that 38% of clients agree that Multichoice facilities are up-to-date and 30% of surveyed clients strongly agreed with the assertion that Multichoice facilities are up-to-date while 6% either agreed or strongly agreed with the statement that Multichoice facilities are up-to-date respectively. Twenty percent of the clients held a neutral view, i.e. could neither agree nor deny that Multichoice facilities are up-to-date. 68% of respondents agreed that facilities are up to date. See Figure 12 for details

Figure 12: Distribution of clients who said Multichoice facilities are of good standard

Tangibility

- Srongly Disagree
- Disagree
- Neutral
- Strongly Agree
- Agree
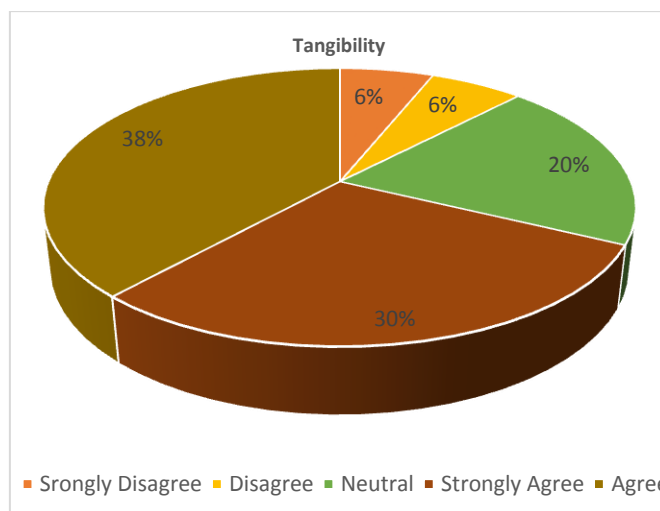
ii)   Multichoice staff presentable

The majority (63%) of the surveyed clients either agreed (39%) or strongly agreed (24%) that Multichoice staff are always neat while only 12% of the clients either disagreed (7%) or strongly disagreed (5%). Twenty-five percent of the surveyed clients chose to remain neutral on this assessment. See Figure 13 below for more details.

Figure 13: Distribution of survey respondents who feel Multichoice staff are presentable

Staff Outlook - presentable

- Srongly Disagree - Disagree - Neutral - Strongly Agree - Agree
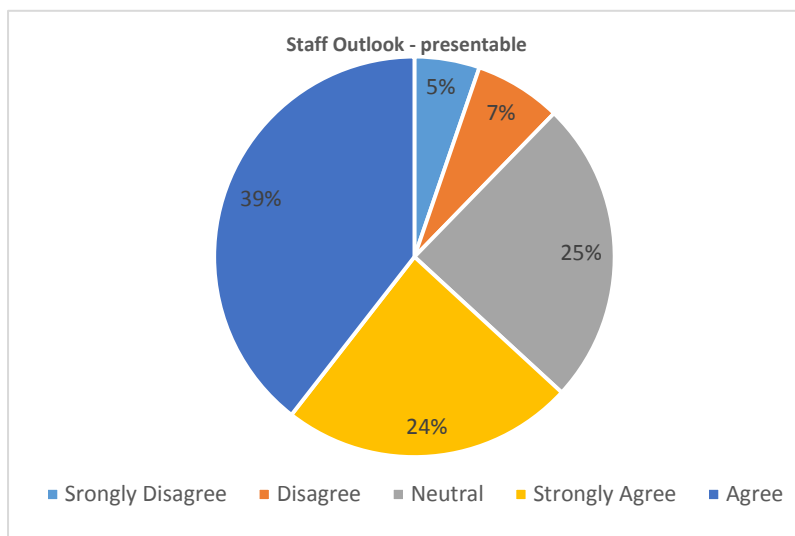
Source: Field data 2018

iii)   Multichoice staff are very helpful

Asked as to whether mutichoice staff were very welcoming and helpful, the majority (70%) of respondents responded in the affirmative while a paltry 13% responded in the negative. A total of 19 survey respondents representing 17% could neither agree nor disagree with the statement that mutichoice staff were very welcoming and helpful.

Figure 14: Multi-Choice's Staff Level of Commitment

Helpful staff

6% | 7% | 17% | 44% | 26%

■ Srongly Disagree ■ Disagree ■ Neutral ■ Strongly Agree ■ Agree
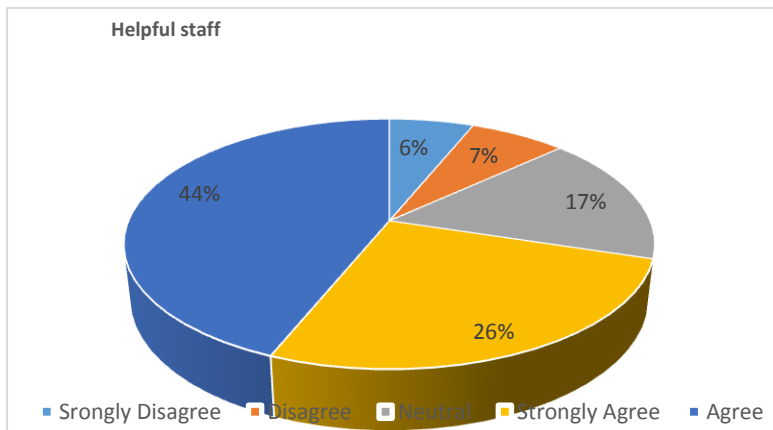
Source: Field data 2018

4.3.2 Customer Service - Customer Support

To assess customer support, a series of questions were asked ranging from whether Multichoice has a variety of customer support platforms, customers' ease of access to service support, staff capacity, whether technical support is quick and the Speed of complaints resolution. Results are presented below;

   i) **Variety of customer support platforms**

Forty-two percent of the interviewed clients agreed that Multichoice has a variety of customer support platforms and 26% of the clients strongly agreed that Multichoice has a variety of customer support platforms. Nineteen percent held a neutral view while 10% and 3% agreed and strongly agreed, respectively, to the statement that Multichoice has a variety of customer support platforms.70% agreed that there is various form of support. See Figure 15

Figure 15: Distribution of customers who said Multichoice has a variety of customer support platforms

Service support options

- Srongly Disagree
- Disagree
- Neutral
- Strongly Agree
- Agree

3%
10%
19%
26%
42%
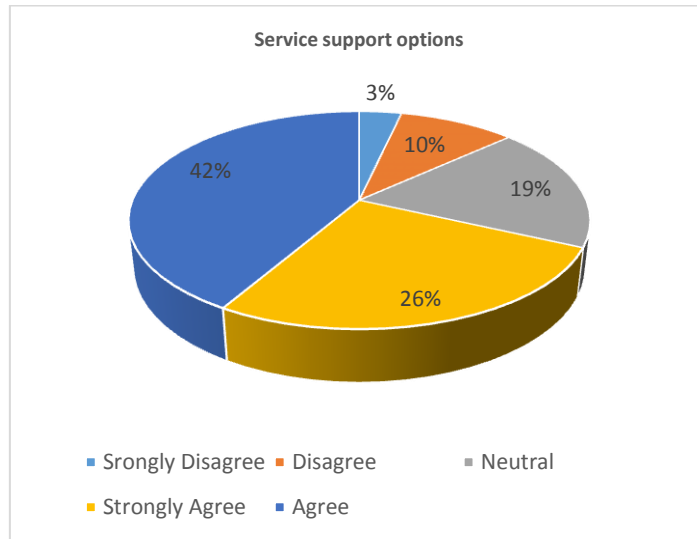
Source : Field data 2018

ii)   Access to service Support

The majority (61%) of the surveyed clients indicated that they have easy access to Multichoice service support while 21% of the survey respondents indicated that they did not have easy access to Multichoice service support. Eighteen percent could neither deny nor agree with the statement that they have easy access to Multichoice service support. See figure 16 for more details.

Figure 16: Distribution of customers who said they have easy access to Multichoice service support

Access to service support

- Srongly Disagree
- Disagree
- Neutral
- Strongly Agree
- Agree

6%
15%
18%
17%
44%
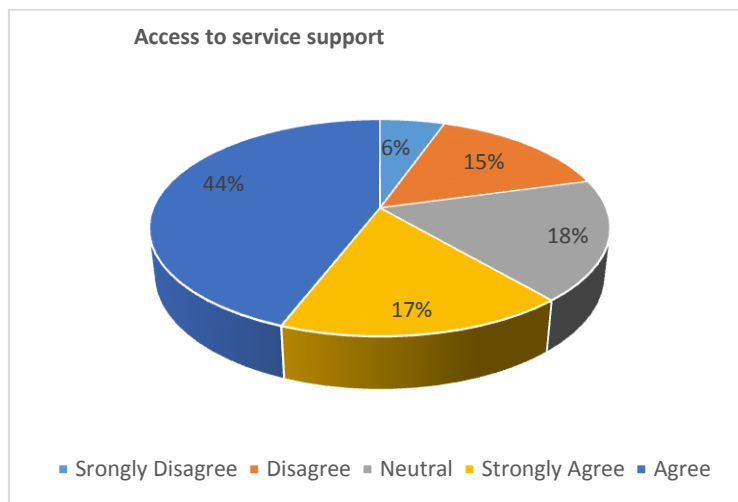
Source: Field data 2018

iii)   Staff Capability

Asked whether the felt Multichoice staff are well trained and knowledgeable in the discharge of their duties, the majority (47%) agreed while 26% strongly agreed. Only 7% of the survey respondents either disagreed (4%) or strongly disagreed (3%) that Multichoice staff are well trained and knowledgeable. Twenty-two percent of the respondent held a neutral view.73% agreed See Figure 17 below for more details

Figure 17: Distribution of customers who felt Multichoice staff are well trained and knowledgeable

Multichoice staff are well trained and knowledgeable

- Srongly Disagree ■ Disagree ■ Neutral ■ Strongly Agree ■ Agree
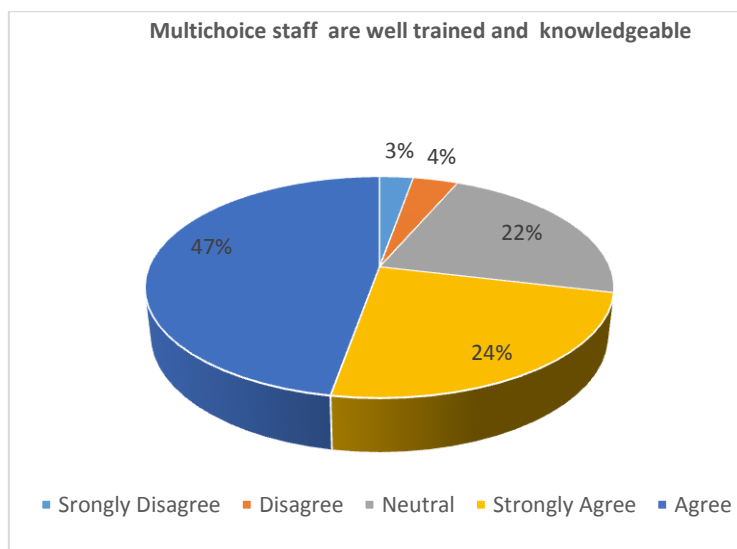
Source: Field data 2018

iv)   Technical Support

Survey findings show that 35% of respondents agreed that Multichoice technical support is quick while 16% strongly agreed with the notion. Twenty-five percent of surveyed clients could neither agree nor disagree that Multichoice technical support is quick while 19% and 5% disagreed and strongly disagreed, respectively, with the statement that Multichoice technical support is quick: 51% affirmed that technical support is quick. See Figure 18 for details.

50

Figure 18: distribution of clients who said Multichoice technical support is prompt
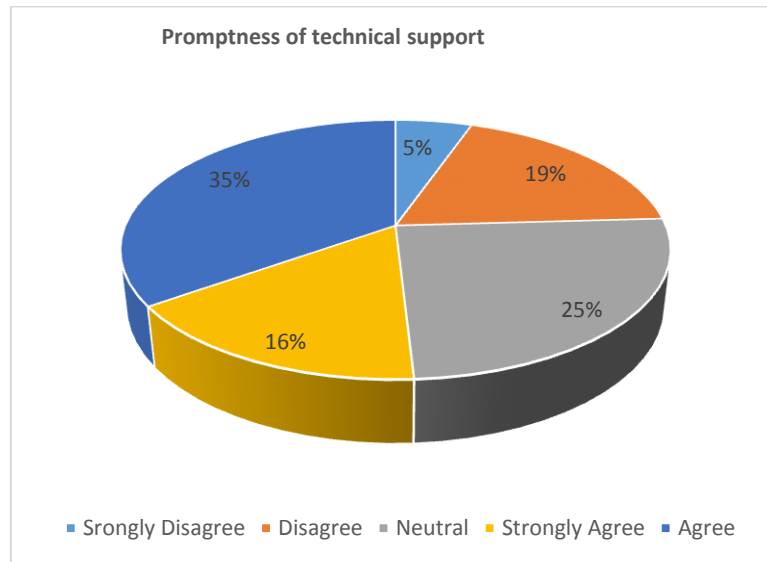
Source: Field data 2018

v)   Speed of complaints resolution

Findings show that 38% of clients agreed that Multichoice resolves complaints speedily while 15% of the surveyed clients strongly agreed that Multichoice resolves complaints speedily. Twenty-seven percent of customers could neither agree nor disagree that Multichoice resolves complaints speedily while 15% and % of customers disagreed and strongly disagreed, respectively, to the statement that Multichoice resolves complaints speedily. However, 53% respondents confirmed that Multichoice resolves complaint's speedily. See Figure 19 below.

Figure 19: Distribution of customers who said Multichoice resolves complaints speedily

% of clients who say Multichoice resolves complaints speedily

- Srongly Disagree
- Disagree
- Neutral
- Strongly Agree
- Agree

5%, 15%, 27%, 15%, 38%
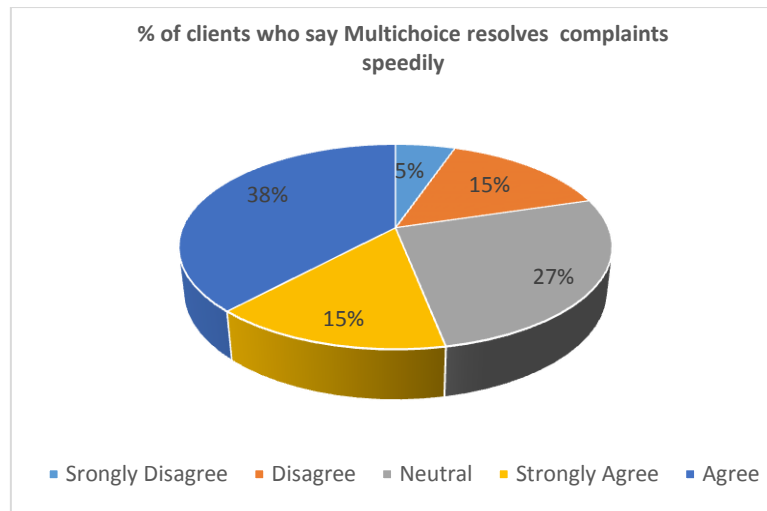
Source: Field data 2018

4.4 Multichoice Customer Service and Customer Satisfaction

This section explored customers' perceptions of customer service provided by Multichoice and the subsequent satisfaction clients have over the institution's services. In this assessment, the survey considered three broad categories namely; Content Quality- Programming Content, Price- Affordability of products and services and Convenience- Ease of access to services. Detailed results are presented below:

Content Quality- Programming Content

In considering the content quality, focusing programming content, three specific indicators were investigated as depicted below;

i) Number of Channels

Clients were asked if they were happy with the number of channels on their packages and the number of channels on their package while 16% and 11% of the surveyed customers disagreed and strongly disagreed, respectively, with the statement that they were happy with the number of channels on their package. Figure 20 below displays the described results.

52

Figure 20: Distribution of customers who said they were happy with the number of channels on their package

Content Quality

- Srongly Disagree 11%
- Disagree 16%
- Neutral 12%
- Strongly Agree 22%
- Agree 39%
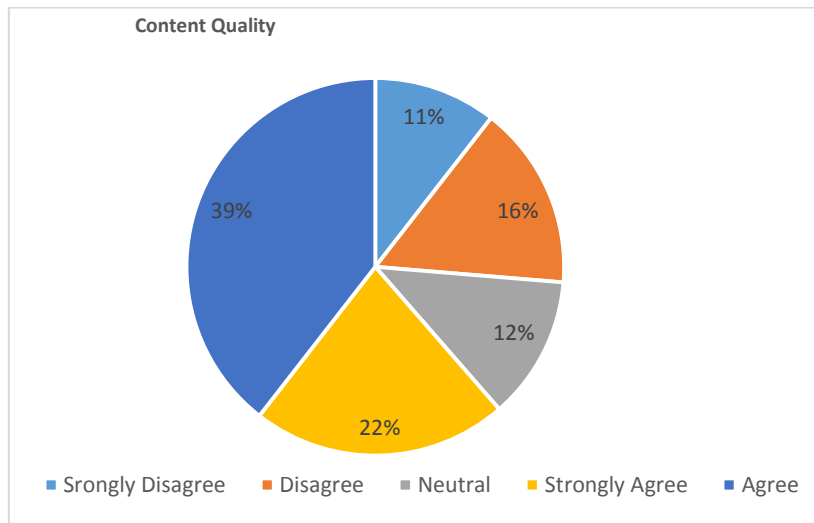
Source: Field data 2018

ii) I watch the latest TV Programmes

Survey findings show that 30% of customers agreed that they watch the latest TV Programmes and 19% of clients strongly agreed that they watch the latest TV Programmes. Twenty-three percent of the surveyed customers disagreed with the statement that they watch the latest TV Programmes and 11% of clients strongly disagreed with the statement. Seventeen percent of the surveyed customers had no opinion on the topic and opted to remain neutral. See Figure 21.

Figure 21: Distribution of customers who said they watch the latest TV programmes

Currenvy of TV programmes

- Srongly Disagree 11%
- Disagree 23%
- Neutral 17%
- Strongly Agree 19%
- Agree 30%

Source: Field data 2018

53
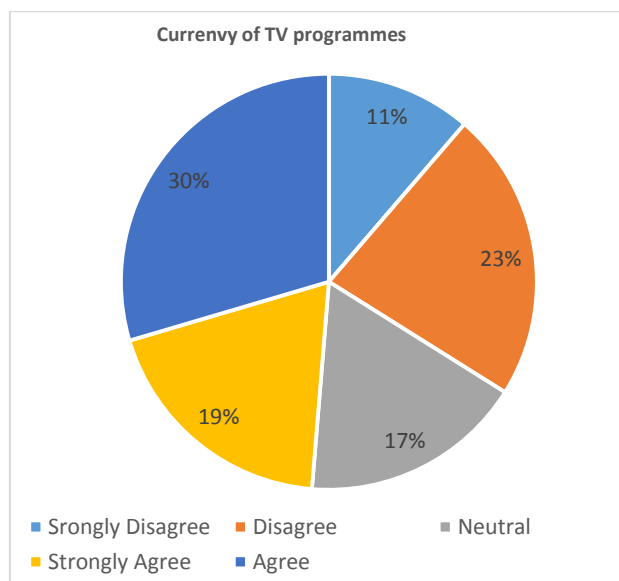
iii) Types of Programmes aired

Results show that 47% of the surveyed customers either agreed (31%) or strongly agreed (16%) with the statement that they are happy with the type of programs aired by Multichoice while 22% either disagreed (14%) or strongly disagreed (8%) with the statement. Thirty-one percent of the surveyed clients neither agreed nor disagreed with the statement that they are happy with the type of programs aired. See Figure 22 below for more details.

Figure 22: distribution of customers who said that they are happy with the type of programs aired

Genre of programes

8% | 14% | 31% | 16% | 31%

■ Srongly Disagree ■ Disagree ■ Neutral ■ Strongly Agree ■ Agree
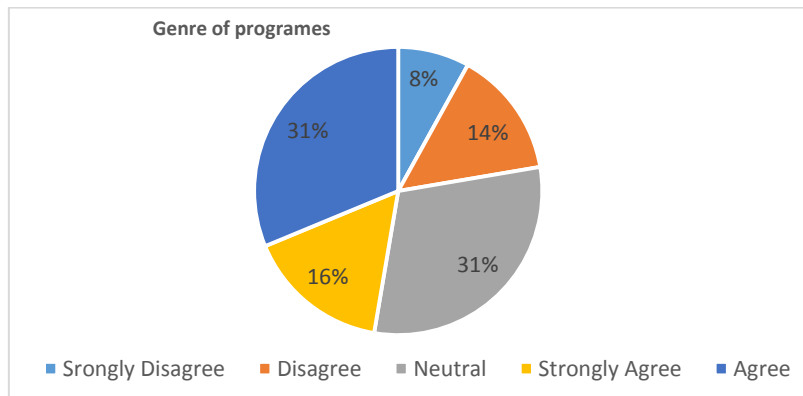
Source: Field data 2018

Price- Affordability of products and services

To assess the price affordability of Multichoice products and services, six specific indicators were scrutinized namely; Subscription Pricing, Affordability of Installation, Affordability of Bouquets, Affordability of decoder accessories, Affordability of decoders and whether Decoder Repair Charge is affordable. The results are presented below;

i) Subscription Pricing

26% of the survey respondents agreed that Multichoice monthly subscription were fairly priced while a similar percentage of clients (27%) chose to remain neutral on the topic. Twenty percent of clients disagreed with the assertion that Multichoice monthly subscription were fairly priced while 14% and 12% strongly disagreed and strongly agreed, respectively, only 38% agreed with the notion that Multichoice monthly subscription were fairly priced. See Figure 23 for more details.

54

Figure 23: Distribution of clients who say Multichoice monthly subscription were fairly priced

Subscription Price

- Srongly Disagree: 14%
- Disagree: 20%
- Neutral: 27%
- Strongly Agree: 12%
- Agree: 27%
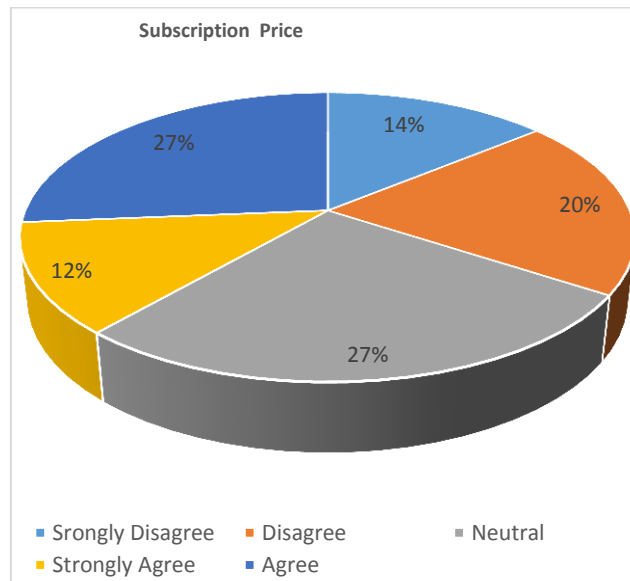
Source: Field data 2018

ii)   Affordability of Installation

Thirty one percent of the surveyed customers took a neutral position on this topic while 29% of customers either agreed (27%) or stronly agreed (12%) that installation fees are affordable. Eigteen percent of the surveyed customers disagreed with the statement that installation fees are affordable and a further 12% strongly disagreed with the statement. 39% affirmed that installation is affordable See Figure 24 for details.

Figure 24: Distribution of customers who said installation fees are affordable

Installation Price

- Srongly Disagree: 12%
- Disagree: 18%
- Neutral: 31%
- Strongly Agree: 12%
- Agree: 27%
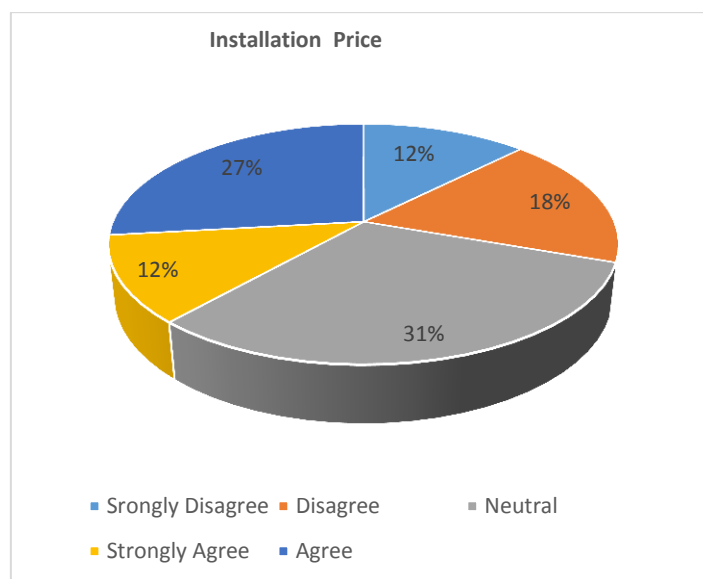
Source: Field data 2018

iii)   Affordability of Bouquets

Results show that 32% of respondents agreed that the price for different bouguet was affordable while 13% strongly agreed. Twenty three percent of respondents chose to remain neutral while 21% and 11% disagreed and strongly disagreed, respectively, with the the price for different bouguet was affordable. Giving a 45% affirmed response to the question. See Figure 25 below for more details.

Figure 25: Distribution of clients who said the price for different bouguet was affordable

Package Price

32%   13%   23%   21%   11%

■ Srongly Disagree   ■ Disagree   ■ Neutral   ■ Strongly Agree   ■ Agree
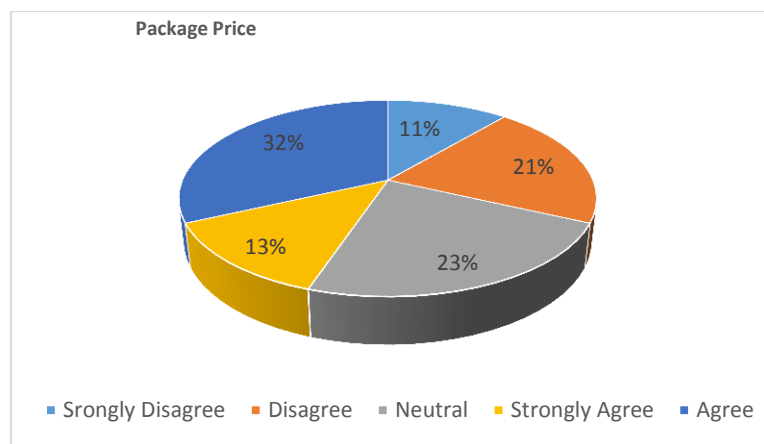
Source: Field data 2018

iv)   Affordability of decoder accessories

Asked as to the affordability of decoder accessories, 40% of the survey respondent agreed that the Price for the different bouquets is affordable and 21% of clients strongly agreed. Twenty-five percent of the surveyed clients neither agreed nor disagreed with the statement that the Price for the different bouquets is affordable while 9% and 5% disagreed and strongly disagreed, respectively, with the statement that the Price for the different bouquets is affordable. 61% agreed that decoder accessories were fairly priced. Figure 26 below highlights this finding.

Figure 26: Distribution of clients who said Price for accessories

Accessories Price

- Srongly Disagree
- Disagree
- Neutral
- Strongly Agree
- Agree
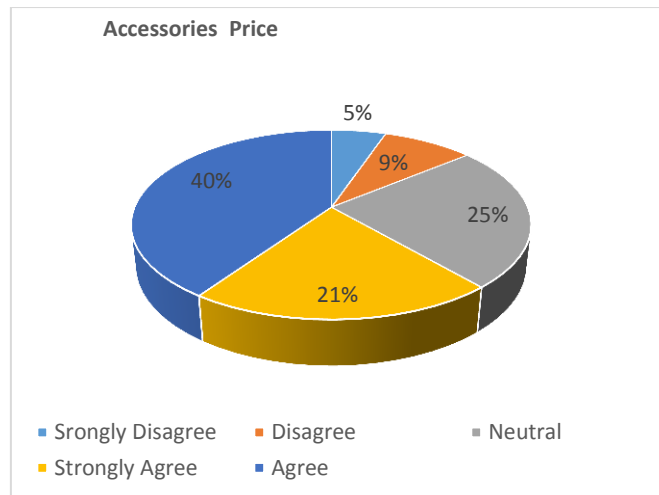
Source: Field data 2018

v) **Affordability of decoders**

Survey findings show that 39% of respondents agreed that the Price for decoders is affordable and 18% strongly agreed with the statement. Twenty four percent of respondents opted to remain neutral while 13% and 6% of customers disagreed and strongly disagreed, respectively with the assertion that the Price for decoders is affordable. 57% agreed that the decoders are failry priced. See Figure 27 for details

Figure 27: Distribution of clients who said the Price for decoders is affordable

57

Decoder price

- Srongly Disagree 6%
- Disagree 13%
- Neutral 24%
- Strongly Agree 18%
- Agree 39%
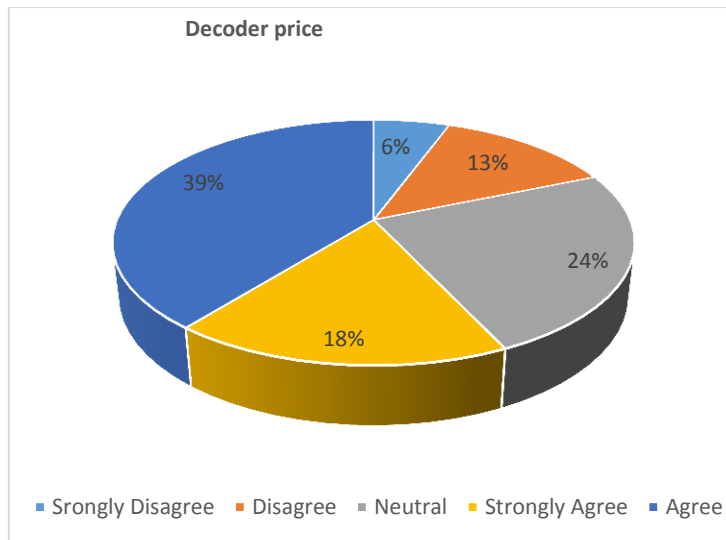
Source: Field data 2018

vi)   **Decoder Repair Charge is affordable**

Asked as to whether the cost of decoder repair was affordable, 36% of respondents opted to remain neutral and 36 % affiremed the repair charge as being fair, neither agreeing nor disagreing with the statemet while 26% of customers agreed that the cost of decoder repair was affordable and 10% strongly agreed. Fifteen percent of the surveyed customers disagreed and 13% strongly disagreed with the statement that the cost of decoder repair was affordable. See Figure 28 for details.

Figure 28: Distribution of customers who said that the cost of decoder repair was affordable

Repair Charges

- Srongly Disagree 13%
- Disagree 15%
- Neutral 36%
- Strongly Agree 10%
- Agree 26%
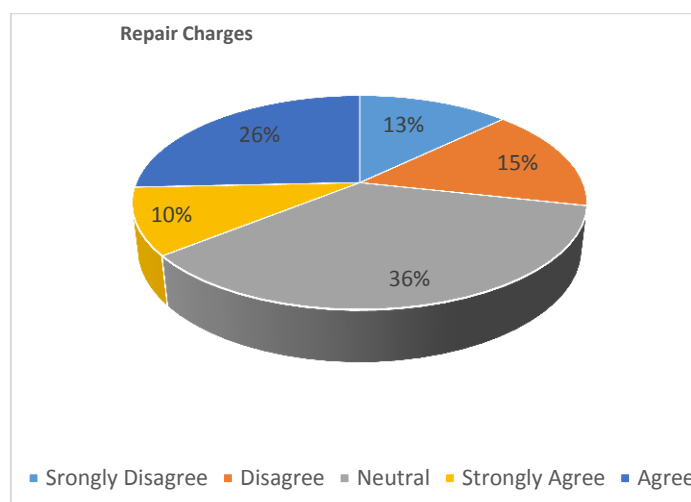
Source: Field data 2018

Convenience- Ease of access to services

To assess the ease of access to services, a set of five specific indicators were considered. This included the Ease of becoming a subscriber, Adequacy of channels, Ease of switching between packages, ease of Subscription Payment and speed of reconnection after payment. The results are presented below;

i) Ease of becoming a subscriber

Customers were asked about how easy it was to become a Multichoice subscriber. The majority (94%) of the clients indicated that it is easy to become a Multichoice subscriber. See Figure 29

Figure 29: Distribution of clients who said it was easy it was to become a Multichoice subscriber
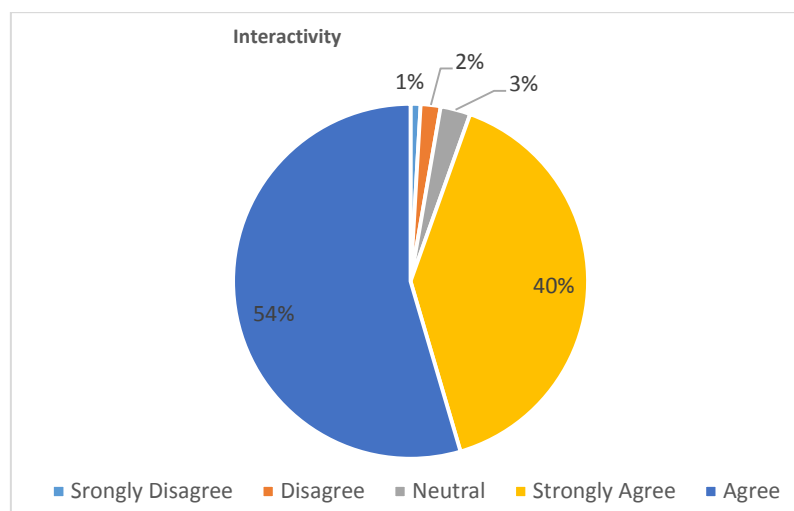
Source: Field data 2018

ii) Adequacy of channels

Thirty percent of the surveyed respondents did not comment on the adequacy of channels on the diffrenet packages while a similar percentage (29%) of customers agreed that the channels on package are adequate with a further 19% of surveyed customers strongly agreeing with the statement. Seventeen percent of clients however diagreed with the notion that the channels on package are adequate with a further 5% strongly disagreeing with the assertion. 68% affirmed the adequacy of channels. See Figure 30 for details.

59

Figure 30: distribution of customers who said that The channels on package are adequate

Adequacy of chnnels on package

5%
17%
30%
19%
29%

■ Srongly Disagree ■ Disagree ■ Neutral ■ Strongly Agree ■ Agree
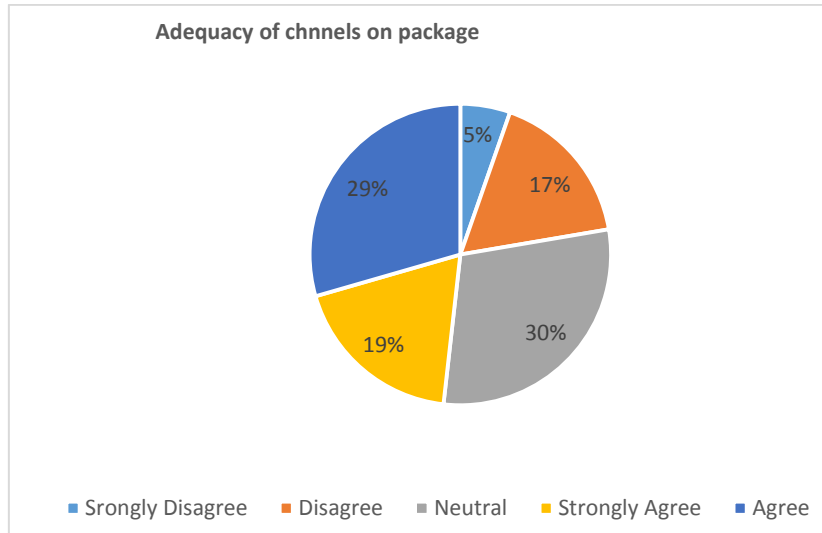
Source: Field data 2018

iii)   Ease of switching between packages

The majority (77%) of customers either agreed (45%) or strongly agreed (32%) that they easily switch between packages while only 7of the surveyed clients disagreed with the statement that they easily switch between packages. Sixteen percent of respondents neither agreed nor disagreed that they easily switch between packages. See Figure 31 below.

Figure 31: Distribution of customers who said they easily switch between packages

Ease of package switch

3%
4%
16%
45%
32%

■ Srongly Disagree ■ Disagree ■ Neutral ■ Strongly Agree ■ Agree
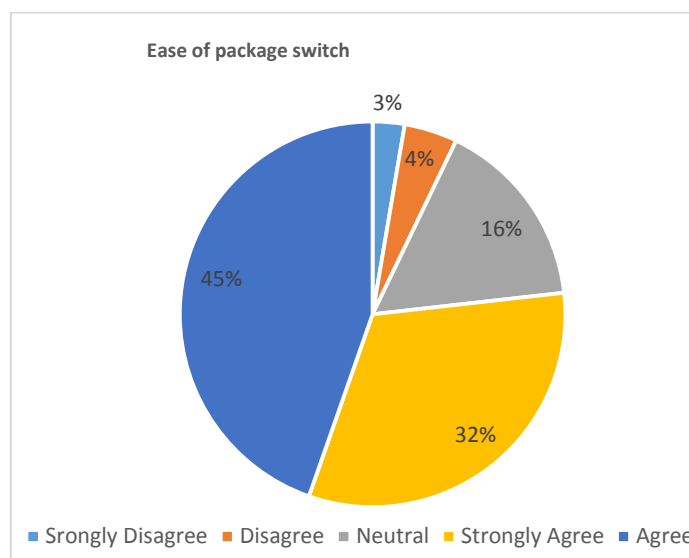
Source: Field data 2018

iv) Subscription Payment

Clients were asked how easy it was for them to pay their subscriptions. Majority (78%) of the surveyed clients agreed (45%) or strongly agreed (35%) that they pay their subscription with ease while on 7% of the respondents disagreed (4%) or strongly disagreed with the statement that they pay their subscription with ease. Thirteen percent of respondents neither agreed or disagreed with the assertion that they pay their subscription with ease. See Figure 31 below.

Figure 32: Distribution of clients who said that they pay their subscription with ease
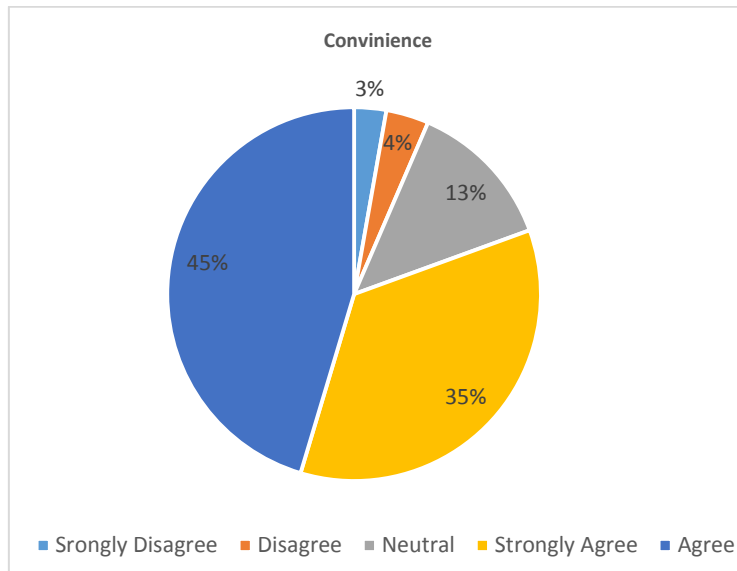
Source: Field data 2018

v) Reconnection

Asked as to how long it takes for clients to be reconnected after payment, the majority (75%) of respondents either agreed (38%) or strongly agreed (37%) that they get reconnected immediately payment is made while 14% either disagreed (10%) or strongly disagreed with the stetement that they get reconnected immediately payment is made. Eleven percent of respondents remained neutral on this topic. Figure 33 highlights this result.

61

Figure 33: Distribution of customers who said they get reconnected immediately payment is made

Activation after payment

Srongly Disagree ■ Disagree ■ Neutral ■ Strongly Agree ■ Agree
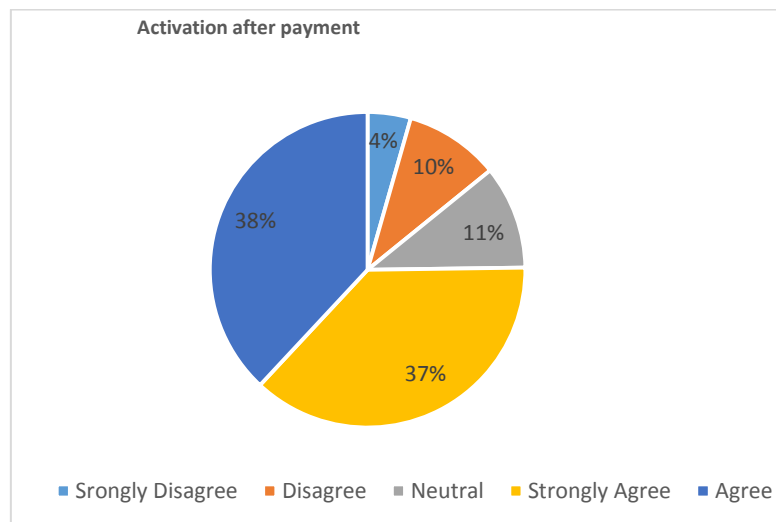
Source: Field data 2018

Interactivity

This subsection assessed the interactivity by determining customers' perception on four specific indicators which include their control over the content they pay for, the interaction they have with fellow subscribers, whether they get real time information on programs and if they can recommend others to join Multichoice. The results are displayed below;

i)   Control over content

About 54% of surveyed customers agreed (32%) or strongly agreed (22%) that they had control over the content they pay for while 19% and 10% of customers disagreed and strongly disagreed, respectively to the statement that they had control over the content they pay for. Seventeen percent of clients could neither agree nor disagree with the assertion that they had control over the content they pay for. See Figure 34 for details.

Figure 34: Distribution of customers who said that they had control over the content they pay for

Choice of content

- Srongly Disagree: 10%
- Disagree: 19%
- Neutral: 17%
- Strongly Agree: 22%
- Agree: 32%
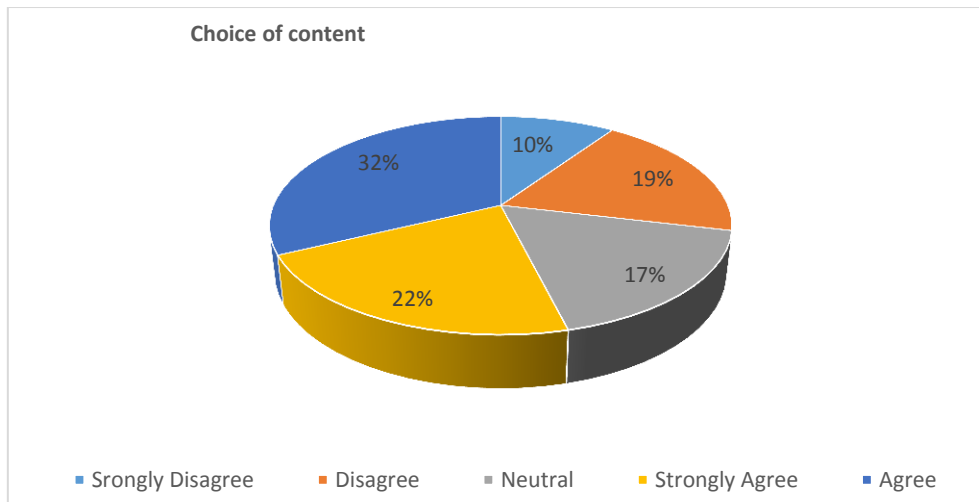
Source: Field data 2018

ii)   Interaction with other subscribers

Findings show that 37% of survey respondents agreed that they have formal interactions with other Multichoice customers while 16% strongly agreed. Ninteen percent of respondents disagreed and 10% strongly disagreed with the notion that they have formal interactions with other Multichoice customers. Twenty nine percent of clients remained neutral over the topic.

Figure 35: distribution of customers who said that have formal interactions with other Multichoice customers

Formal Customer Interactions

- Srongly Disagree: 6%
- Disagree: 12%
- Neutral: 29%
- Strongly Agree: 16%
- Agree: 37%
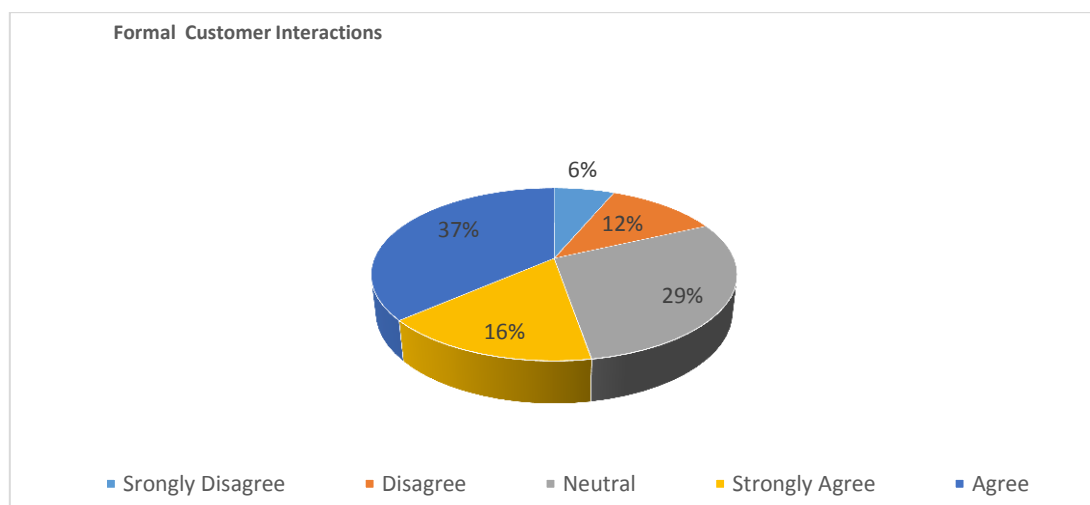
Source: Field data 2018

iii)   Information on programs

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The majority (64%) of respondents agreed (39%) or strongly agreed (25%) that they get real time information on ptograms while 12% either disagreed (8%) or strongly disagreed (4%) that they get real time information on ptograms. Twenty four percent of respondents could neither agree nor disagree with the statement that they get real time information on ptograms. See Figure 36.

Figure 36: Distribution of customers who said that they get real time information on program's

I get real time information on programs

- Srongly Disagree
- Disagree
- Neutral
- Strongly Agree
- Agree
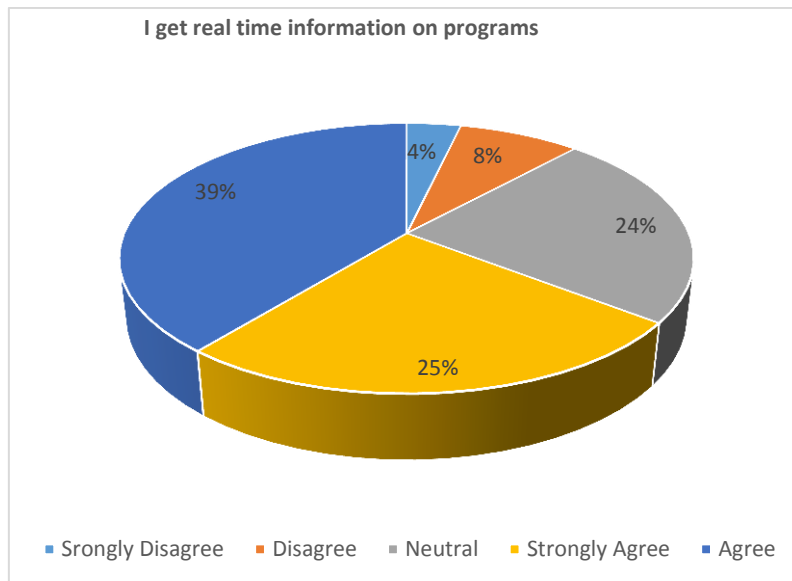
Source: Field data 2018

iv)   **Recommending others to join Multichoice**

Asked as to whether they can recommend others to join Multichoice, the majority (83%) of survey respondents agreed (48%) or strongly agreed (35%) with the statement while 12% of the surveyed multichoice customers could neither agree nor disagree that they can recommend others to join the institution. Only 5% indicated that they would not recommend others to join multichoice. See Figure 37 below for more details.

Figure 37: Distribution of clients who said that they can recommend others to join

Customer satisfaction

- Srongly Disagree
- Disagree
- Neutral
- Strongly Agree
- Agree
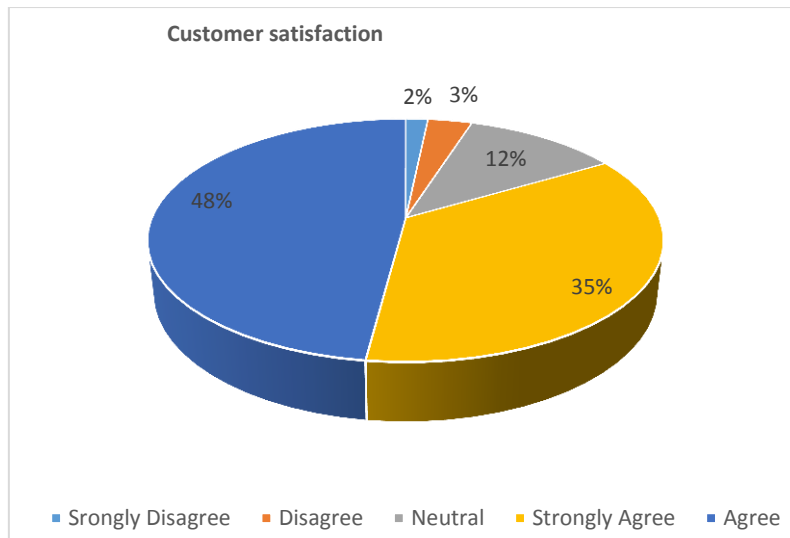
Source: Field data 2018

4.4 Table 5: Assessment of the service quality offered by Multichoice

Level of satisfaction	Reliability	Tangibility	Service support	Content	Price	Convinience	Interactivity	
Strongly Agree	9%	30%	17%	19%	13%	35%	35%	
Agree	20%	38%	44%	30%	32%	45%	48%	
Neutral	20%	20%	18%	17%	23%	13%	12%	
Disagree	36%	6%	15%	23%	21%	4%	3%	
Strongly disagree	15%	6%	6%	11%	11%	3%	2%	

Source: Field data (2018)

The second research question was seeking to establish quality offered by Multichoice as perceived by customers.51% of participants felt that the service quality offered was not reliable while 29% disagreed. 68% of Customers are satisfied with the tangibles, only 49% of customers agreed to viewing latest content. 61% of participants agreed that the service support offered by Multichoice is adequate. 45% of customers agreed that the pricing of the various packages is fair, 80% of customers revealed that they find the service support offered by multichoice convenient and 84% of respondents agreed that they can recommend their associates to join Multichoice Zambia.

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4.4 SERVICE QUALITY DIMENSIONS

4.4.1 Figure 37- RELIABILITY

Reliability

- Srongly Disagree 15%
- Disagree 36%
- Neutral 20%
- Strongly Agree 9%
- Agree 20%
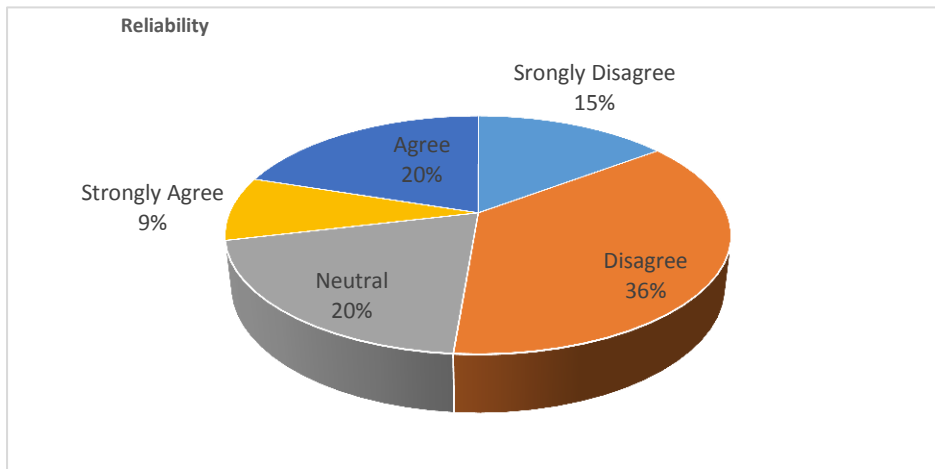
 Source: Field Data, 2018

The survey respondents were asked how they rate the reliability of Multichoice service and the results showed that 51% of respondents cumulatively disagreed that Multichoice Services are reliable. 20% of respondents agreed while 9% strongly agreed that Multichoice services are unreliable. However, 20% remained neutral on the matter.

4.4.2 Figure 38 - Tangibility

Tangibles

- 6%
- 6%
- 20%
- 30%
- 38%

Srongly Disagree   Disagree   Neutral   Strongly Agree   Agree
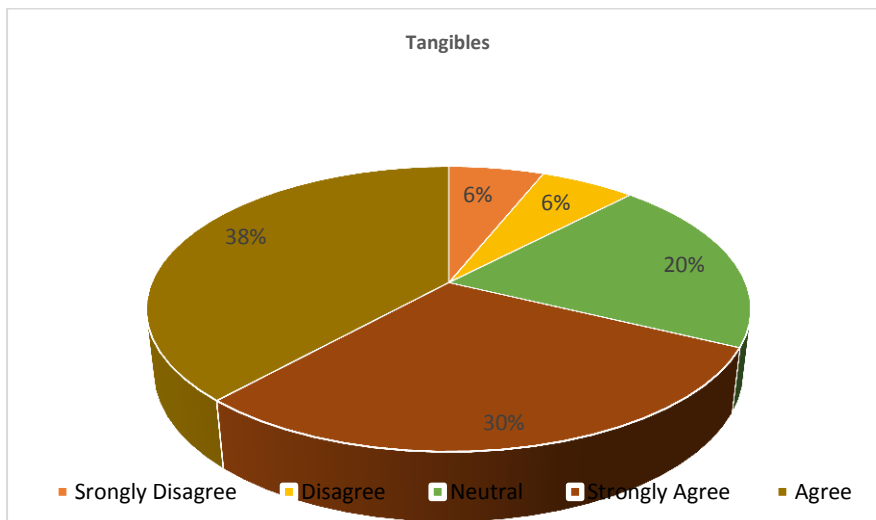
 Source: Field Data, 2018.

The survey respondents were asked about the general facilities that Multichoice uses, the results show that: 68% of respondents agreed and strongly agreed that the facilities that Multichoice uses in service delivery are up to date. While 12% disagreed and strongly

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disagreed that the facilities of Multichoice are not up to date. Nonetheless, 20% chose to remain neutral on the matter. This is presented graphically above.

4.4.3 Figure 39 - Service Support

service support

- Srongly Disagree
- Disagree
- Neutral
- Strongly Agree
- Agree
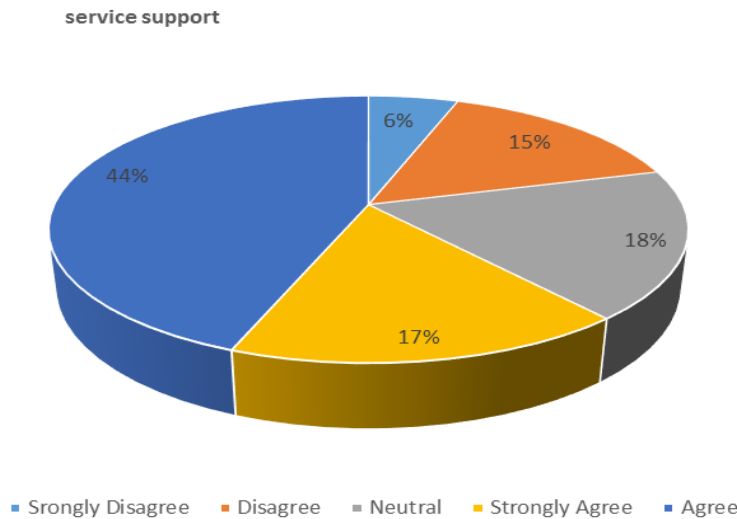
Source: Field Data, 2018

The survey asked respondents whether Multichoice customer service delivery is of satisfactory. The survey found that 61% of respondents agreed and strongly agreed that Multichoice service delivery is of good standard. 21% disagreed and strongly disagreed that the service quality offered by Multichoice is not satisfactory. Nonetheless 18% of respondents chose to remain neutral. This is graphically presented in the figure above.

4.4.4 Figure 40 - Price

Package Pricing

- Srongly Disagree
- Disagree
- Neutral
- Strongly Agree
- Agree

Source: Field data, 2018

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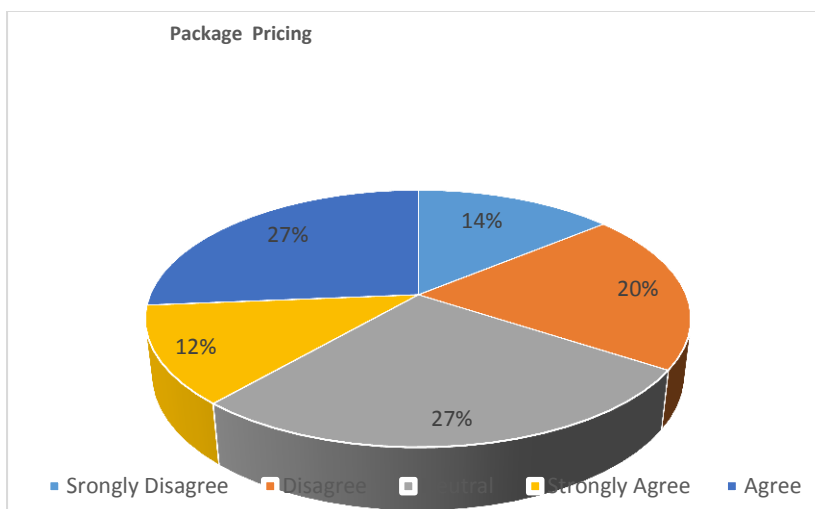
The survey was asked whether Multichoice subscription for different packages were fairly priced. The survey reported that cumulatively 39% agreed and strongly agreed that Multichoice packages are lowly priced. Although 34% strongly disagreed and disagreed that the prices were not fairly priced. However, the survey reported 23% of respondent opting to remain neutral. This presented in the figure above.

4.4.5 Figure 42 - Content

Content

11%
30%
23%
19%
17%

■ Srongly Disagree ■ Disagree ■ Neutral ■ Strongly Agree ■ Agree
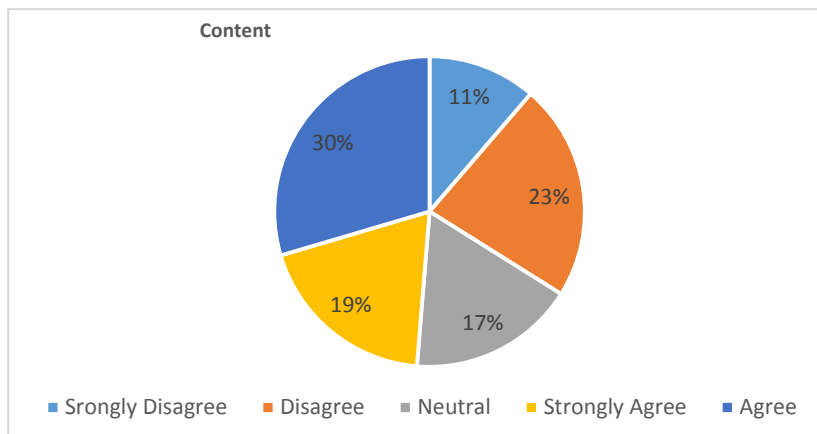
Source: Field Data, 2018

The figure above gives a graphical representation of the survey respondent that were satisfied with the content they pay for with Multichoice,49% agreed and strongly agreed that they access the content that suits their needs, while 43% strongly disagreed and disagreed that the they access content that satisfies their needs. Nevertheless 17% of the respondents remained neutral.

4.4.6 Figure 43 Convenience

Convinience

3% 4%
13%
45%
35%

■ Srongly Disagree ■ Disagree ■ Neutral
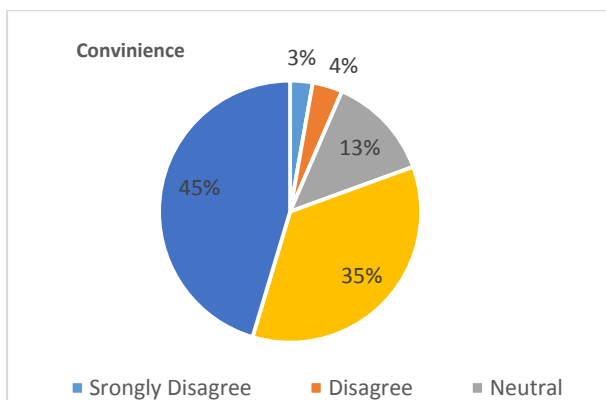
 Source: Field Data, 2018

The survey respondents were asked whether they easily pay for services. The survey reported that 80% of respondents find Multichoice payments systems easily accessible. However, 7%

strongly agreed and agreed that they experience difficulties in payments. Though 13% of respondents reported to have chosen to be neutral on the matter. This is presented graphically in figure 43 above.

4.4.7 Figure 44 - Interactivity

Recommned others

2% 3%
12%
35%
48%

■ Srongly Disagree ■ Disagree ■ Neutral ■ Strongly Agree ■ Agree
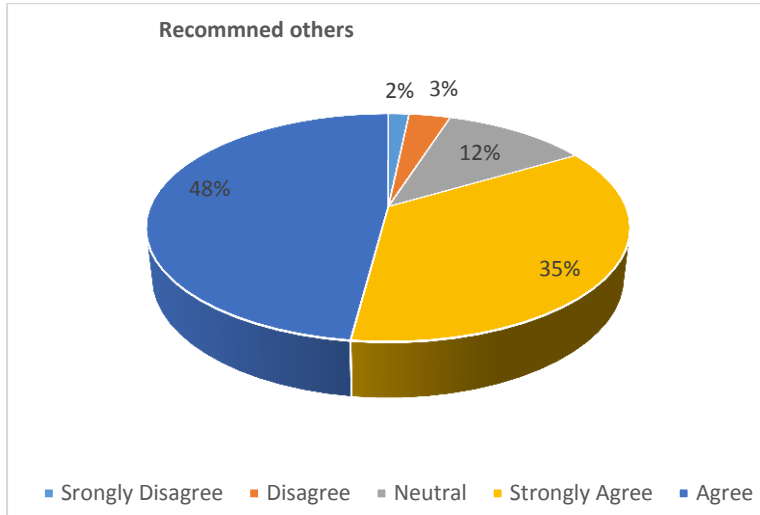
 Source: Field Data, 2018

Figure 44, above gives a graphical representation of the survey respondents that said that they are willing to recommend family and friends to become Multichoice subscribers. The survey found that 83% of respondents agreed and strongly agreed that they are willing to recommend new customers to join Multichoice.

The study collected data by using questionnaire's and the data collected in the field has been presented using descriptive statistics as presented above, following in this chapter is thematic analysis of the findings from the structured interviews with managers and agents.

4.5 Key performance indicators for Multichoice - Managers

To answer this research objective, the researcher conducted   survey using purposive sampling in order to identify the respondents of the sample. Structured interviews with 10 managers of Multichoice Zambia limited and 18 agents of Multichoice Zambia. And below is the discussion of the findings.

According to Manager C, the key performance indicators for Multichoice Zambia are: Setting excellent customer service standards that enhance customer satisfaction. This can be achieved through increasing platforms for customer interactions and self-service products. This will

offer customers with various service support platforms that suite their needs in terms of accessing the service sought.

Setting excellent service standards will give Multichoice a competitive advantage since there is less differentiation in the Pay TV industry. The Pay TV content is slowly becoming uniform like in the recently world cup. All the Pay TV providers were offering all the 64 live games.

Manager D, was of the view that the key performance indicator for Multichoice is the upward movement in subscriber numbers. They argued that if the subscriber number increases, it will have a direct translation into increased revenue and subsequent company growth.

Thus subscriber number is a good measure of a key performance indicator. Manager D also affirmed that Staff retention and staff skill enhancement are key in ascertaining the performance of an organisation. If Multichoice retains the best and skilled staff, the performance of the company will improve and standardised service delivery will be offered to customers across all Multichoice support platforms.

Manager E, highlights the key performance indicator to being operations effectiveness, and this can be seen from increased sales (Decoders, Dish Kits, installations and value added products such as Box Office, DSTV Now), subscriber growth, equated subscribers, profits, operating cash flows and Customer experience. Operations efficiency and effectiveness is therefore a key performance indicator and as it brings direct increase in business growth and loyalty through satisfied customers.

Manager G, believes that the key performance indicator for Multichoice is the reduced complaints from customers, a reduction in churned subscribers, increase in sales and in cash collections as good signs that Multichoice Zambia is performing well. This can be achieved through having effective process that are also efficient.

Manager I, also affirms that an increase in sales, subscriber numbers are key performance indicators. Manager J, in response to the question mentioned that Subscriber growth and reduced churn as key performance indicators. Manager J believes that increased market share, reduced retention rate and subscriber growth are key performance indicators. Manager L, identified key performance indicators for Multichoice as being increased revenue and profits, Increase in number of subscribers, increase in customer satisfaction scores and customer retention.

The above indicated performance indicators are key to the continuous growth of Multichoice. Therefore, the indicated performance indicators should be monitored through performance evaluation. To determine the levels of customer satisfaction in Multichoice, they must monitor these indicators in order to assess their performance as a business. If any of these identified key performance indicator fails, it can mean that service quality maybe compromised and levels of customer satisfaction might have dropped.

4.6 Multichoice investment in adequately in improving service quality

The next set of questions was aimed at identifying whether Multichoice invests adequately in improving customer service quality. The below analysis presents the view of managers on how the assess the investment Multichoice makes in improving service quality.

Investing in service quality entails that an organisation willingly puts in place programmes and processes that will improve service quality. Manager D said that "Multichoice *invests adequately in improving service quality because one of Multichoice core values is to put the customer first in all decision making activities.* Managers F agrees that Multichoice invests adequately in ensuring service quality and pointed to the fact that there is continuous training for Multichoice staff that take place when hiring new staff and periodical refresher courses, coaching, secondments, performance evaluation sessions as part of individual development plan for staff members.

Manager E was of the view that Multichoice invests adequately in back end systems but not adequate investment is made in Human capital. Manager G felt that there is still room for Multichoice to invest in backend systems as most failures happen in that environment and later translated to the service offered to customers.

Manager C and L agree to the fact that Multichoice invests adequately in service quality and this can be seen in the quality of content offered, various agents opened up along the line of rail to offer services, trained installers and staff, quality of video and audio, various technological advancement made on products and services various self-services platforms as well as several payment options available to customers.

4.7 The Importance of Service Quality to Multichoice Zambia

According to Manager L, service quality is important to Multichoice Zambia because, service quality guarantees satisfied customers and leads to repeat business and continued growth. According to Service quality is important because it is helps to acquire and maintain

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customers. Service quality helps to meet customer needs and also remain economically competitive.

According to Manager E, Service quality is important because service quality distinguishes a company in the service industry. According to Manager G Service quality is important because it increases customer satisfaction, loyalty and increases market share.

Manager H, believes that service quality increases customer satisfaction and loyalty. According to Manager I, believes that service quality is important to Multichoice because it reduces penalties for non-compliance from regulatory authorities. Manager J, said that service quality is important because it grows and maintains the Brands position on the market. When Multichoice maintain its brand positioning, then it will ultimately grow its market share. According to Manager K service quality is important because it helps to keep customers from churning.

4.8 What is the Relationship between Customer satisfaction and service quality and customer satisfaction

There is a significant relationship between customer satisfaction and service quality as this can be seen in the growth of any business. Manager K, said that there is a significant relationship between service quality and customer satisfaction because customer loyalty is increases.

Manager J, believes that service quality and customer satisfaction are two separate constructs and are independent of each other. In affirmation however, he said; *service quality and customer's satisfaction are closely related because usually an increase in service quality implies an increase in customer satisfaction.*

Manager I, meanwhile is of the view that service quality strongly affects customer satisfaction as customers may not want to do business with Multichoice if they are not happy with the service quality being offered.

Manager L, like the other managers believe that superior service quality always leads to customer satisfaction. Manager C Relates the relationship between service quality and customer satisfaction to the car and destination and that a customer is the engine that drives the organisation to satisfaction and must always be satisfied if the car has to continue moving.

Manager H, put emphasis that customer satisfaction is the feedback an organisation receives when they are providing service quality to customers. Therefore, feedback is very important because it gives Multichoice the actual levels of customer satisfaction and also highlights area of improvement.

4.9 Multichoice Accredited Agents Responses

4.9.1 Key performance indicators for Multichoice

18 accredited agents were interviewed with a structured interview the aim of the interview guide was to gain more insights from agents in order to understand their perceptions. The questions under the interview were:

Multichoice Key performance indicators, Importance of service quality and how service quality affects customer satisfaction.

According to agent L, the key performance indicator for a Multichoice agent is; low staff turnover, retained customers this entails that the same customers will keep coming back to seek service from the agent because the service offered is of good quality, additionally output is cash collections and new sales.

Agent Z, Q, K, P and F and S on the other hand is of the view that the amounts of money collected, repeat customers, and is an indication of good performance. Therefore, a key performance indicator has to do with the amount of money collected as well as how many sales are carried out in on a daily basis.

According to Agent B, satisfying customers is a key performance indicator because customers will advertise the business to other potential customers thus pushing growth. Agent P similar to agent F, M and S stated that a key performance indicator is how much an agent collects in a month's and the subsequent commission an agent receives. Agent K and J stated that an important key performance indicator is the number of installations as these translate into active subscribers.

4.9.2 Agents Response on the - Importance of Service Quality

According to agent E, service quality is important because it helps attract more customers to Multichoice. Agent D is of the view that service quality creates a sticky relationship in that customers will always want to come back because the service quality that they receive. Agent D believes that service quality is important as it helps Multichoice to retain existing customers.

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According to agent H, service quality is important because it creates a conducive and friendly environment for businesses to flourish, while agent I was of the view that it promotes business growth as customers' needs are met. Agent J believes that service quality improves customer satisfaction and increases customer loyalty.

Agent K stated that service quality improves market competitiveness by weakening the competitor by retaining customers. It also improves service delivery as a company is able to retain best performing employees. If service quality is bad, customers will churn and good employees will leave an organisation.

Agent Z, in their view stated that service quality improves customer satisfaction and increase profits. While Agent K believes that service quality improves the reputation of the organisation by improving the corporate image and quality. Agent S stated that service quality important because it increases the customer base.

4.9.3 How does service quality affect customer satisfaction?

According to agent Q, J, D, E, C, stated that service quality has an effect on customers because it increases customer loyalty and trust.

Agent K, M, H, stated that Service quality results in business growth as the subscriber base increases, customers get value for money and are satisfied, Agent I is of the view that satisfied customers return and repeat business is made possible thereby increasing the revenue.

Agent, L, B and K, is the view that service quality retains customers and prevents Multichoice from losing customers to competitors. When quality service is offered, Customers' needs will be met and this is the core of modern marketing.

Agent S, it reduces the collections thereby reducing the commission's base of Multichoice.

4.9.4 Actions in Place to improve Service Standards by Multichoice staff

According to the agents interviewed, Multichoice and its accredited agents have put in place measures that assist in guiding staff in delivering service quality. This will ensure that customers get quality service.

Agents M stated that they have clearly outlined rules that guide operations and constantly monitoring performance. Multichoice and agents occasionally conduct customer satisfaction surveys to determine the levels of customer satisfaction. Agent D added on that apart from

having laid down procedures, training and coaching is another way that Multichoice ensures that service quality is delivered.

Constant communication is also important through meetings and daily updates to all members of staff before operations commence. Provision of operating tools is another way Multichoice has employed in ensuring service quality is maintained.

4.10: Table 6- Regression Analysis

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.967[a]	.935	.919	1.228

a. Predictors: (Constant), Convenience, Content Quality,

Tangibility, Reliability, Price , Customer service

The R Square, called the coefficient of determination, tells us how customer satisfaction was affected by reliability, tangibility, price, content, customer service and convenience. The six independent variables explain 19.1% of the factors affecting performance as represented by R Squared (Coefficient of determinant). This therefore means that other factors not included in this study contribute 6.5% to customer satisfaction in Multichoice service provision.

4.10.1: Table 7- Anova

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.217	6	2.203	3.773	.002[b]
	Residual	56.045	96	.584		
	Total	69.262	102			

a. Dependent Variable: Customer satisfaction

b. Predictors: (Constant), Convenience, Content Quality, Tangibility, Reliability,

Price , Customer service

The study used ANOVA to establish the significance of the regression model from which an f-significance value of p less than 0.05 was established. The model is statistically significant in predicting how reliability, Content, tangibility, price, customer service and convenience affect performance management in Multichoice Zambia limited. This shows that the regression model has a less than 0.05 likelihood (probability) of giving a wrong prediction. This therefore this means that the regression model had a confidence level of 98% hence high reliability of the results.

4.10.2: Table 8- Coefficients

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.126	.420		7.448	.000
	Reliability	.051	.061	.084	.831	.408
	Tangibility	.150	.077	.195	1.938	.056
	Content Quality	.130	.058	.222	2.226	.028
	Customer service	.030	.070	.046	.435	.664
	Price	-.204	.061	-.343	-3.354	.001
	Convenience	.122	.087	.145	1.403	.164

a. Dependent Variable: Customer satisfaction

The regression established that holding all factors (reliability, tangibles, service support, content, price convenience) constant factor affecting customer satisfaction is 3.126. This also shows that taking all other variables constant, a unit increase in reliability will lead to a .051 increase in customer satisfaction; a unit increase in tangibles will lead to a .150 increase in customer satisfaction; a unit increase in customer service support will lead to .030 increase in customer satisfaction; a unit increase in content will lead to .130 increase in customer

satisfaction; a unit increase in price will lead to a -.204 decrease in customer satisfaction and a unit increase in convenience will lead to .122 increase in customer satisfaction.

4.10.3 Reliability Test

$$\alpha = \frac{N \cdot \bar{c}}{\bar{v} + (N-1) \cdot \bar{c}}$$

Cronbach's alpha :

Case Processing Summary

		N	%
Cases	Valid	102	87.2
	Excluded[a]	15	12.8
	Total	117	100.0

a. Listwise deletion based on all variables in the procedure.

 The valid cases in the study were 102 with a listwise exclusion of 15 cases.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.591	.602	7

The coefficient for the 7 items is .591 suggesting that the items have a relatively high consistency.

Item Statistics

	Mean	Std. Deviation	N
system failure	2.78	1.354	102
facilities	3.93	1.074	102
ease of accessing support	3.83	1.235	102
subscription fee	3.04	1.378	102
ease to pay	4.08	.982	102
recommend others	4.28	.825	102
choice of channels	3.66	1.324	102

Inter-Item Correlation Matrix

	system failure	facilities	ease of accessing support	susbcripton fee	ease to pay	recommend others	choice of channels
system failure	1.000	.289	.274	.233	.259	.162	.124
Facilities	.289	1.000	.342	.156	.212	.235	-.024
ease of accessing support	.274	.342	1.000	.120	.288	.193	.219
susbcripton fee	.233	.156	.120	1.000	.356	-.175	-.020
ease to pay	.259	.212	.288	.356	1.000	.107	.166
recommend others	.162	.235	.193	-.175	.107	1.000	.217
choice of channels	.124	-.024	.219	-.020	.166	.217	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.658	2.784	4.284	1.500	1.539	.303	7
Inter-Item Correlations	.178	-.175	.356	.532	-2.032	.016	7

Item-Total Statistics

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	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
system failure	22.82	13.929	.408	.177	.513
Facilities	21.68	15.726	.353	.216	.539
ease of accessing support	21.77	14.315	.432	.220	.506
susbcripton fee	22.57	15.753	.204	.215	.597
ease to pay	21.53	15.519	.440	.225	.516
recommend others	21.32	17.785	.204	.172	.584
choice of channels	21.95	16.205	.181	.117	.603

4.10.4 Validity

Correlations

		system failure	facilities	ease of accessing support	subscription fee	ease to pay	choice of channels	recommend others
system failure	Pearson Correlation	1	.206[*]	.229[*]	.239[*]	.189[*]	.162	.164
	Sig. (2-tailed)		.028	.016	.011	.047	.089	.086
	N	115	113	110	112	111	111	111
facilities	Pearson Correlation	.206[*]	1	.332[**]	.152	.221[*]	.061	.194[*]
	Sig. (2-tailed)	.028		.000	.112	.020	.524	.043
	N	113	114	109	111	111	110	110
ease of accessing support	Pearson Correlation	.229[*]	.332[**]	1	.069	.262[**]	.218[*]	.192[*]
	Sig. (2-tailed)	.016	.000		.476	.006	.024	.048
	N	110	109	111	109	108	107	107
subscription fee	Pearson Correlation	.239[*]	.152	.069	1	.334[**]	.003	-.139
	Sig. (2-tailed)	.011	.112	.476		.000	.973	.146
	N	112	111	109	114	110	110	111
ease to pay	Pearson Correlation	.189[*]	.221[*]	.262[**]	.334[**]	1	.130	.094
	Sig. (2-tailed)	.047	.020	.006	.000		.175	.329

	N	111	111	108	110	112	110	110
choice of channels	Pearson Correlation	.162	.061	.218*	.003	.130	1	.266**
	Sig. (2-tailed)	.089	.524	.024	.973	.175		.005
	N	111	110	107	110	110	112	111
recommend others	Pearson Correlation	.164	.194*	.192*	-.139	.094	.266**	1
	Sig. (2-tailed)	.086	.043	.048	.146	.329	.005	
	N	111	110	107	111	110	111	113

*. Correlation is significant at the 0.05 level (2-tailed).

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

4.10.5 Summary

This chapter presented the data as obtained from the field. It was analysed from SPSS and excel to present descriptive data. The interview guide was analysed thematically. The study identified factors that are not meeting customer satisfaction being reliability as it scored low as well as the pricing of packages. A significant relationship has been identified between the service quality dimensions and customer satisfactions was discovered.

CHAPTER 5: DISCUSSION OF FINDINGS

5.0 Introduction

This chapter discusses the results of the study and results are presented according the research questions. The discussions of the data will be related to the findings of literature reviewed and the theoretical and conceptual framework that guided the study

5.1 Discussion of Findings

The survey found that the majority of respondents were females representing a total of 66% against males representing 34% , according to (Barbera, 2016) on study conducted on realty's reported that the average daily hours of TV viewing for women in 2016 was 4hrs 42 minutes per day , compared to 3hrs 35minutes for men daily. It is a lot less than 2010, when an average UK women watched TV 4h36 a day, and a man 3h59, but approximately the same than in 2006.

Additionally, the survey identified the age of respondents as 37% representing ages ranging from 29 to 39 years, 31% represented ages ranging from 40 to 50years while 24% represented ages ranging from 18 to 29years of age and only 8% represented respondents above 50years of age.

The findings will be discussed according to the objectives of the study being;

To establish Multichoice key performance indicators

To assess the quality of service quality by Multichoice

To determine the relationship between Multichoice service quality and customer satisfaction

5.2 Establish Key Performance Indicators

From the literature reviewed the study identified seven critical key performance indicators for the Pay TV industry. This was necessitated by the lack of measuring the critical factors that affect a particular industry under study. The studies reviewed measured the service quality of various sectors using the general service quality dimensions in the service industry. These service quality dimensions identified include ; *Reliability, Tangibility, customer service support, Content, price , convenience and interactivity* .This was seen in studies carried out in the banking sector by (sichinsambwe, 2017) and (Wanjiru, 2013) these studies measured their industry performance sing generic dimension's and thus may lack the identifications of the core problem.

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However this study is in agreement with studies conducted by (Khodabandeh, 2016) who customised the dimension's to the IPTV sector in order to critically identify the factors causing dissatisfaction among the customers.

5.3 Assess the service quality of Multichoice

This study aimed to assess the level of customer satisfaction with the service quality of Multichoice. This was achieved by measuring the above service quality dimensions to achieve the objective. The findings indicate that the various dimensions have been rated differently and that they affect customer satisfaction at different levels. This can be confirmed by the study carried out by (sichinsambwe, 2017) which revealed that the factors have different effects on customer satisfaction. Some dimensions such as reliability were of importance because this directly relates to the availability of the service that is paid for by the customers.

The findings indicate that 51% of participants reported that Multichoice services are unreliable. 68% scored the facilities used by Multichoice as of good standard and the customer service was rated at 61%.

Content quality was scored at 49% agreement, which was the highest but still weaker as it was falling under 50% of participants who were in agreement.39% of customers agreed that Multichoice products were fairly priced. Convenience and interactivity were scored above 80%.

This study is in agreement with these findings of other studies conducted both at global, regional and local level. (Khuong, 2014) (sichinsambwe, 2017) (Wanjiru, 2013). These indicators provide empirical evidence to Multichoice management so that they can put up strategies to improve reliability of services so this dimensions can meet customer needs. Furthermore, the multichoice management should consider reducing the prices of the packages and include latest content on their programing so that customer needs can be satisfied.

5.4 Establish the relationship between service quality and customer satisfaction

This study discovered that there is significant relationship between service quality dimensions and customer satisfaction. The regression of this study revealed that that holding all factors (reliability, tangibles, service support, content, price convenience) constant factor affecting customer satisfaction is 3.126. This also shows that taking all other variables

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constant, a unit increase in reliability will lead to a .051 increase in customer satisfaction; a unit increase in tangibles will lead to a .150 increase in customer satisfaction; a unit increase in customer service support will lead to .030 increase in customer satisfaction; a unit increase in content will lead to .130 increase in customer satisfaction; a unit increase in price will lead to a -.204 decrease in customer satisfaction and a unit increase in convenience will lead to .122 increase in customer satisfaction.

This finding can be confirmed by other studies that provided empirical evidence on the relationship between service quality and customer satisfaction. (sichinsambwe, 2017), (Dorang, 2014) and (Wanjiru, 2013)

This empirical evidence shows that multichoice must take special consideration and craft strategies that will continuously improve the reliability, tangibility, service support, content, price convenience and interactivity so that they achieve customer satisfaction. This is because all business strives to achieve sustainable growth.

5.5 Importance of service quality

The agents interviewed confirmed that service delivery is affected by the internal processes as they ultimately affect the service that is offered to external customers. (Gwaza, 2016) carried out a research that examined the effect of internal service provision on external customer service offer. Similarly, the agents interviewed confirmed that this leads to high staff turnover, high churn and increased complaints. This is because the internal processes do have a direct impact on the service delivery of the frontline staff.

The agents further urged that service quality is important because it creates a conducive and friendly environment for businesses to flourish and gain profitability.

The agents further stated that service quality improves market competitiveness by weakening the competitor by retaining customers. It also improves service delivery as a company is able to retain best performing employees. If service quality is bad, customers will churn and good employees will leave an organisation. Thus is in agreement with the findings of (Gwaza, 2016)

Overall the agents confirmed that service quality improves customer satisfaction and increase profits and helps to maintain the corporate image and.

5.6 Performance Indicators

The managers and agents interviewed confirmed that the important performance key indicators for Pay TV, include increase subscriber base, profitability, sales and retained customers. This is in agreement with the study conducted by (Khodabandeh, 2016). For any business to succeed there is need to constantly monitor the performance of companies based on the above factors identified by the managers of Multichoice.

5.7 Summary

This chapter discussed the findings from the questionnaire's and the structured interviews held with agents and Managers of multichoice Zambia. The study had 3 research objectives that the study was to answer that the study had to fulfil. The findings from both literatures reviewed and primary data have confirmed the findings of this research. This study is therefore in agreement with the findings of the study as being a significant to the business world as this will help business to come up with strategies that will improve customer satisfaction, reduce costs and increase profitability.

CHAPTER 6: CONCLUSION AND RECOMMENDATIONS

6.0 Introduction

The aim of this chapter is to present the conclusions drawn from the findings of the analysis from the qualitative and quantitative data collected and offer recommendations for improving service quality in Multichoice Branches.

The aim of the research was to assess the service quality and customer satisfaction. The other aim was to establish the relationship between service quality and customer satisfaction and also to establish the key performance indicators for Multichoice Zambia.

The research was carried out on a questionnaire survey enhanced by a structured interview. The data collection methods and the implementation plan remained as earlier stated in the research plan.

The research endeavoured to answer the following questions:

What are the key performance indicators for Multichoice Zambia?

What is the level of customer satisfaction with the service quality of Multichoice?

What is the relationship between service quality and customer satisfaction?

The aims of the study can be re-stated as below:

To establish Multichoice key performance indicators

To assess the quality of service quality by Multichoice

To determine the relationship between Multichoice service quality and customer satisfaction

6.1 Conclusions based on Findings

The key performance indicators were identified during the research data collection. The first research question was answered by the extensive literature reviewed on global, regional and local content. Studies carried out in the service industry argued that the SERVQUAL model is highly customisable and can be used to test variables particular to an industry.

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According to (Dawi, 2015), in his preliminary study, he identified the key performance indicators for the Pay TV setting which were applied to this study. These are reliability, Tangibility, customer service, content, price, convenience and interactivity.

The relationship between the service quality dimensions and customer satisfaction showed that there was a significant relationship. The regression established that holding all factors (reliability, tangibles, service support, content, price and convenience) the constant factor affecting customer satisfaction is 3.126. This also shows that taking all other variables constant, a unit increase in reliability will lead to a .051 increase in customer satisfaction; a unit increase in tangibles will lead to a .150 increase in customer satisfaction; a unit increase in customer service support will lead to .030 increase in customer satisfaction; a unit increase in content will lead to .130 increase in customer satisfaction; a unit increase in price will lead to a -.204 decrease in customer satisfaction and a unit increase in convenience will lead to .122 increase in customer satisfaction. Tangibility, customer service and convenience recording a perfect relationship with customer satisfaction. Price however, records a negative correlation with customer satisfaction. Agents interviewed revealed that the key performance indicators for Multichoice include high sales, increase in subscriber numbers and receipt of less customer complaints.

According to the first aim, the findings reveal that there are specific service quality dimensions (performance indicators) that can be used to measure the overall service quality of Pay TV industry. These are Reliability, Tangibility, Customer service, content, price, convenience and interactivity. Therefore, management of Pay TV companies must assess the identified dimensions so that they can have a full understanding of the overall service quality provision to their customers.

With regard to the second aim, the service quality of Multichoice, the various dimensions were rated differently. This indicates that some dimensions are meeting customer expectations while others are falling below customer expectation. Therefore, Multichoice Management must come up with specific strategies to address the dimensions that were scored lowly and maintain the rating of the other scores.

Lastly the third aim, the study confirms that there is a relationship between the service quality dimensions and customer satisfaction. The relationship is significant between service quality and customer satisfaction thus management constantly review the relationship and review any aspects that maybe affecting customer satisfaction.

This research adopted a mixed method approach, it makes important contribution to providing guidance on strategy formulation in order to meet customer expectations and grow their business. Management must also empower their frontline staff that are dealing with customers directly.

6.2 Recommendations

My literature research has revealed that customer satisfaction can be defined as an overall customer attitude towards a service provider, or an emotional reaction to the difference between what customers anticipate and what they receive, regarding the fulfilment of some need, goal or desire. (Jobber, 2010)

Without focusing the attention on the service quality offered, the expertise of Multichoice managers and frontline staff cannot succeed. Service Quality is a necessary element if Multichoice who has to satisfy customers' needs in order to maintain their business growth. Multichoice management needs to adopt the classical management and contemporary practices in order to improve customer satisfaction.

This can be done through constant staff empowerment and matching staff roles with individual capabilities so that they can deliver exceptional service. Effective managers help employees understand the importance of the customer experience Organizations should incorporate customer service into their business goals. Additionally these policies should be assimilated into employee goals to ensure the organization reaches its customer service objectives.

Moreover, exceptional service quality can be offered when Multichoice is constantly addressing issues as they emerge in order to stay abreast of persistent changes in the industry and customer demands. The problem of service quality in Multichoice can be eliminated eventually. It will, however, take time, financial commitment, and combined effort from Management and staff to ultimately achieve this goal. Multichoice must deliberately put in place strategies that will help to solve the problem of service quality delivery to customers. Among these are:

Continuous staff training, upskilling of all front line staff in customer service delivery skills, focusing on resolving customer complaints at first contact can be one of the focus activities that can be applied to achieve positive results. Rewards and recognition should be an ongoing activity in Multichoice because appreciated and motivated staff tend to perform beyond expected standards.

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Arguably employees perform at the level they are managed and it takes great leadership to help employees understand the importance of customer satisfaction. This is why it is important to have strategies that help create and reinforce a service culture in any organization. Managers must embed the culture of customer satisfaction in their daily interactions with internals staff as well as external staff.

Service quality has advanced over the years from technical, functional and image dimensions to service as an economic activity with a focus on customer satisfaction. This advancement is indeed a significant contribution to the literature of service management and service quality dimensions in product, process and manufacturing as well as in the service industry

In light of the above, the researcher wishes to make some recommendations, which, if taken into consideration, might bring some positive changes to the current performance of Multichoice of service quality delivery. Multichoice Management should:

Multichoice Management should set up quality assurance on third party vendors and suppliers. This will improve on the reliability of service delivery, third party agents carry almost 80% of cash collections for Multichoice and thus the need to ensure that they standardize the service provision in line with the service provision charter of Multichoice Zambia.

Multichoice management must in the same vain introduce a service quality model that will allow managers to effectively monitor the service quality offered in all its outlets, this will increase the overall score of service quality dimensions.

Multichoice Management should engage in continuous improvement of operating systems used in delivering service. These systems include the customer management systems, self-service platforms and other payment platforms so that customers enjoy seamless viewing of content.

Multichoice management should consider reviewing the prices of its various packages. This will lead to increased subscribers. Increased subscriber numbers have several benefits to the organisation such as revenue collections and market domination.

Multichoice management should set up a service quality scoreboard that will guide the evaluation of service quality offer with the suggested dimensions in the customer care department.

Multichoice management should invest in back end internal service quality improvement.

6.3 Suggestions for further Research

The study has highlighted a number of researchable aspects that could be pursued further by those involved in the Pay TV industry management. Results from this study prove that there is need to understand the effect of internal process on service delivery. This therefore warrants research on Multichoice internal procedures and their effect on the overall service quality of the Company.

Further study on Multichoice Zambia needs to be conducted in other parts of the country with a bigger sample size in order to capture wider opinion of customers. This will help to gather different views of customers because the management style or the needs of customers may vary in other parts of the country.

Further research also can be carried out on individual service quality dimensions in order to fully understand the effect it has customer satisfaction.

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APPENDICES

APPENDIX 1:

Questionnaire for Multichoice Zambia Customers.   Serial No: …….

The University of Zambia

(Institute of Distance Education)

QUESTIONNAIRE FOR MULTICHOICE ZAMBIA CUSTOMERS

Research topic:

Service Quality and Customer satisfaction in the Pay TV Industry – A case study of Multichoice Ltd, Lusaka, Zambia

Dear Respondent,

My name is Zondiwe Musonda, currently studying for a Master of Business Administration (MBA) at the University of Zambia under the Institute of Distance Education. The aim of this questionnaire is to assess the effect of service quality on customer satisfaction among Multichoice Zambia customers. Take note that the researcher and the university adhere to ethics and, therefore, guarantee maximum confidentiality and non-disclosure of information. All the data and information you will provide shall be used for the intended purpose only. Please complete all the sections and return it to the researcher.

For any clarifications, you can contact the researcher on +260 968 412827 or simply send an email using the address: zmatabishi@gmail.com

SECTION A: PERSONAL DETAILS

Instruction

Please tick ☑ in the box next to you preferred answer

1. Gender:

   Male ☐ ale   ☐

2. Age Group

   18 – 28 ☐   29 – 39 ☐   40 – 50 ☐   51 and Above ☐

3. How long have you been a Multichoice customer?

   i.   0-5yrs   ☐
   ii.   6 -11yrs   ☐
   iii. 11 -16yrs   ☐
   iv.   17yrs and above ☐

SECTION B: MULTICHOICE CUSTOMER SERVICE KEY PERFROMANCE INDICATORS

Q1. Reliability- Service dependability and accuracy

	Strongly Disagree	Disagree	Neutral	Strongly Agree	Agree
i. I never experience system					

		Strongly Disagree	Disagree	Neutral	Strongly Agree	Agree
	failures with Multichoice					
ii.	Multichoice activates accounts timely					
iii.	Multichoice staff performs their duties accurately					
iv.	The video quality is perfect					
v.	The audio quality is perfect					
vi.	The program transmission is excellent					
vii.	I get feedback within the promised time					

SECTION C: MULTICHOICE QUALITY OF CUSTOMER SERVICE

Q2. Tangibles - Physical Features

Please tick ☑ in the box your preferred answer	Strongly Disagree	Disagree	Neutral	Strongly Agree	Agree
i. Multichoice uses the latest Technology					
ii. Multichoice facilities are up to date					
iii. Multichoice staff are always neat					
iv. Multichoice staff are very welcoming and helpful					

i.

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Q3. Customer Service - Customer Support

Please tick ☑ in the box your preferred answer	Strongly Disagree	Disagree	Neutral	Strongly Agree	Agree
i. Multichoice has a variety of customer support platforms					
ii. I can easily access Multichoice service support					
iii. Multichoice staff are well trained and knowledgeable					
iv. Multichoice technical support is quick					
v. Multichoice resolves complaints speedily					

ii. o

SECTION D: CUSTOMER SERVICE AND CUSTOMER SATISFACTION

Q4. Content Quality- Programming Content

Please tick ☑ in the box your preferred answer	Strongly Disagree	Disagree	Neutral	Strongly Agree	Agree
i. Am happy with the number of channels on my package					
ii. I watch the latest TV programmes					
iii. I am Happy with the type of programs aired					

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Q5. Price- Affordability of products and services

Please tick ☑ in the box your preferred answer	Strongly Disagree	Disagree	Neutral	Strongly Agree	Agree
i. Monthly subscription fee is fairly priced					
ii. Installation fee is affordable					
iii. Price for the different bouquets is affordable					
iv. Price for decoder accessories is affordable					
v. Price for decoders is affordable					
vi. Decoder Repair Charge is affordable					

Q6. Convenience- Ease of access to services

Please tick ☑ in the box your preferred answer	Strongly Disagree	Disagree	Neutral	Strongly Agree	Agree
i. It is easy to become a Multichoice subscriber					
ii. The channels on package are adequate					
iii. I can easily switch between packages					
iv. I pay subscription with ease					
v. I get reconnected immediately payment is made					

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Q7. Interactivity

Please tick ✔ in the box your preferred answer	Strongly Disagree	Disagree	Neutral	Strongly Agree	Agree
i. I have control over the content I pay for					
ii. I formal interactions with other Multichoice customers					
iii. I get real time information on programs					
iv. I recommend others to join Multichoice					

Thank you for taking time off your busy schedule to respond to this Questionnaire.

APPENDIX 2

In-depth Interview guide for Agents   Serial No……….

The University of Zambia

(Institute of Distance Education)

INTERVIEW GUIDE FOR AGENTS

Research topic:

Service Quality and Customer satisfaction in the Pay TV Industry – A case study of Multichoice Ltd, Lusaka, Zambia

Dear Respondent,

My name is Zondiwe Musonda, currently studying for a Masters of Business Administration (MBA) at the University of Zambia under the Institute of Distance Education. The aim of this questionnaire is to assess the effect of service quality on customer satisfaction among Multichoice Zambia customers. Take note that the researcher and the university adhere to ethics and, therefore, guarantees maximum confidentiality and non-disclosure of information. All the data and information you will provide shall be used for the intended purpose only. Please complete all the sections and return it to the researcher.

For any clarifications, you can contact the researcher on +260968 412 827 or simply send an email using the address: zmatabishi@gmail.com

1

1. How long have you been a Multichoice Agent?

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┌─────────┐
│         │
│         │
└─────────┘
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2. What is the importance of service quality?

……

……

……………………………

3. What are the key performance indicators for your agency?

   ……

   ……

   ……

   ……………………………………………………………………

4. How does service quality affect customer satisfaction?

   ……

   ……………………

   ……

   ……………………

5. How do you ensure that Multichoice service standards are adhered to by your staff?

   ……

   ……………………

   ……

   ……………………

Thank you for taking time off your busy schedule to respond to this interview.

In-depth Interview guide for Multichoice Management   Serial No…….

The University of Zambia

(Institute of Distance Education)

INTERVIEW GUIDE FOR MULTICHOICE ZAMBIA MANAGEMENT

Research topic:

Service Quality and Customer satisfaction in the Pay TV Industry – A case study of Multichoice Ltd, Lusaka, Zambia

Dear Respondent,

My name is Zondiwe Musonda, currently studying for a Masters of Business Administration (MBA) at the University of Zambia under the Institute of Distance Education. The aim of this questionnaire is to assess the effect of service quality on customer satisfaction among Multichoice Zambia customers Take note that the researcher and the university adheres to ethics and, therefore, guarantees maximum confidentiality and non-disclosure of information. All the data and information you will provide shall be used for the intended purpose only. Please complete all the sections and return it to the researcher.

For any clarifications, you can contact the researcher on +260968 412 827 or simply send an email using the address: zmatabishi@gmail.com

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1. What is your position at Multichoice Zambia Limited?

………………………………………………………………………………………………………...........

2. What are the key performance indicators for Multichoice Zambia Limited?

………
………
………
……………………………………………………………………………………………………

3. Why is service quality important to Multichoice Zambia?

………
………
………………………………………………………………………………

4. In your opinion, do you think Multichoice invests adequately in improving the quality of service to customers? **...**

………
……

5. What is the relationship between service quality and customer satisfaction?

....
....

Thank you for taking time off your busy schedule to respond to this interview.

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APPENDIX 4

Time Plan   Serial No…….

MONTH	RESEARCH ACTIVITIES
October, 2017	Topic Development, Components of research
November, 2017	Proposal Writing
December, 2017	Questionnaire development
15 - 31 December, 2017	Data Collection
01 - 07 January, 2018	Data Analysis
24 January, 2018	Report Writing
25 January , 2018	Report Submission

APPENDIX 5

Proposed Budget   Serial No…….

S/N	Description	Quantity	Unit Cost	Total Cost
1	Stationary	Ream of paper	K45	K90
2	Stationary	Pens/Envelopes	K20/K30	K50
3	Printing Questionnaires	140	K1.00	K880
4	Binding	6 Copies	K 50	K300
5	Transport	50 Litres	K 12	K600
6	Printing Report	4 Copies	K120	K480
	Total	-	-	K2,400

APPENDIX 6

Consent Letter   Serial No…….
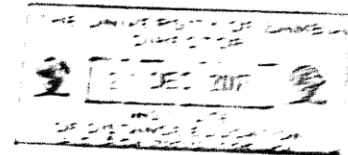
UNIVERSITY OF ZAMBIA – ZIMBABWE OPEN UNIVERSITY
(UNZA-ZOU)

Telephone: 26021-1-291777-78 Ext. 3500 0978772249
Telegrams: UNZA LUSAKA
Telex: UNZALU ZA 44370
Fax: 26021-1-290719
Your Ref:
Our Ref:

Date: 21 December, 2017

RE: CONFIRMATION OF STUDY

Reference is made to the above subject.

This serves to confirm that _Zondiwe Musonda_ of NRC
Number _300228161 1_ and computer number _715 808 289_ is
a bonafide student of the University of Zambia in collaboration with the
Zimbabwe Open University (UNZA-ZOU).

The student is pursuing a Master degree of Business Administration
programme and that he/she will be carrying out a research on
SERVICE QUALITY AND CUSTOMER SATISFACTION

Any assistance rendered to him/her will be greatly appreciated.

Dr. Daniel Ndhlovu
ASSISTANT DIRECTOR (PG)
INSTITUTE OF DISTANCE EDUCATION

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APPENDIX 7

Ethical Clearance Letter   Serial………

THE UNIVERSITY OF ZAMBIA

DIRECTORATE OF RESEARCH AND GRADUATE STUDIES

Great East Road | P.O. Box 32379 | Lusaka 10101 | **Tel:** +260-211-290 258/291 777
Fax: +260-1-290 258/253 952 | **Email:** director@drgs.unza.zm | **Website:** www.unza.zm

Approval of Study

9th August, 2018

REF. NO. HSSEREC: 2018-JULY-015

Mr. Zondiwe Musonda
Multichoice
P.O Box 320011
LUSAKA

Dear Mr. Musonda,

RE: "SERVICE DELIVERY AND CUSTOMER SATISFACTION IN THE PAY TV INDUSTRY – A CASE STUDY OF MULTICHOICE ZAMBIA LTD, LUSAKA ZAMBIA"

Reference is made to your request for waiver of ethical approval of the study. The University of Zambia Humanities and Social Sciences Research Ethics Committee IRB has approved the study noting that there are no ethical concerns.

On behalf of The University of Zambia Humanities and Social Sciences Research Ethics Committee IRB, we would like to wish you all the success as you carry out your study. In future ensure that you submit an application for ethical approval early enough.

Yours faithfully,

Dr. Jason Mwanza
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THE UNIVERSITY OF ZAMBIA HUMANITIES AND SOCIAL SCIENCES RESEARCH ETHICS COMMITTEE IRB

cc: Assistant Director (Research), Directorate of Research and Graduate Studies
         Assistant Registrar (Research), Directorate of Research and Graduate Studies

Excellence in Teaching, Research and Community Service

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