**THE CONTRIBUTION OF INTEGRATED MARKETING COMMUNICATIONS IN ENHANCING CUSTOMER SATISFACTION AMONG TUMAINI UNIVERSITY DAR ES SALAAM COLLEGE STUDENTS**

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**2024**

# CERTIFICATION

The undersigned certifies that he has read and hereby recommends for acceptance by the Open University of Tanzania a dissertation titled: *T****he Contribution of Integrated Marketing Communications in Enhancing Customer Satisfaction Among Tumaini University Dar es Salaam College Students,*** in partial fulfilment of the requirements for the Degree of Master of Business Administration (Marketing) of the Open University of Tanzania.

……………………………………

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(Supervisor)

**­­­­**………………………………….

Date

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I, **Danford Kitwana**,declare that, the work presented in this dissertation is original. It has never been presented to any other University or Institution. Where other people’s works have been used, references have been provided. It is in this regard that I declare this work as originally mine. It is hereby presented in partial fulfilment of the requirements for the Degree of Master of Business Administration (Marketing) of the Open University of Tanzania.

…………………………………..

Signature

……………………………………..

Date

# DEDICATION

To my family, especially my late beloved mother, Yovina Theophil Libaba. Also to my lovely wife, Grace Wilfred Macha, my children Faith, Ebenezer and Micah for being extremely supportive throughout processing and completion of this work.

# ACKNOWLEDGEMENTS

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# ABSTRACT

The objective of this study was to assess the contribution of integrated marketing communications in enhancing customer satisfaction among Tumaini University Dar es Salaam College students. The study employed a descriptive research design and used a stratified random sampling design. The sample size was 165 respondents whereby 164 were TUDARCo students, and a Communication, Branding and Marketing Officer. The quantitative data was processed through Word and IBM Statistical Package for the Social Sciences (SPSS) Version 26. The researcher also used a coding method to analyse the qualitative data obtained through in-depth interviews. Results from the descriptive analysis indicated that, except personal selling, the rest (public relations, advertising and direct marketing) had a significant impact on customer satisfaction and students’ enrolment at the university. On the other hand, the qualitative data analysis indicated that all IMC variables, including personal selling, are significant; however, advertisement is the most effective variable especially in terms of selling the organization’s services and hence increase students’ enrolment. The study concludes that higher learning institutions should purposefully invest in effective usage of the integrated marketing communications variables particularly public relations, advertising and direct marketing to maximize value of their institutions. The study recommends that TUDARCo management should increase its budget and focus on integrated marketing communications to enhance customer satisfaction, retention and loyalty.

***Key Words:*** *Integrated Marketing Communication, customer satisfaction, Higher Learning Institutions, Promotional Mix, product and service quality.*

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# LIST OF ABBREVIATIONS AND ACRONYMS

ADV Advertisement

CS Customer Satisfaction

CD-ROMs A pre-pressed optical compact disc that contains data.

CoBMa Communication, Branding and Marketing Officer of Tumaini University Dar es Salaam College

DS&P Direct Sale & Promotion

ECD-ELCT The Eastern and Coastal Diocese of the Evangelical Lutheran Church in Tanzania

E-IMC E-integrated Marketing Communication

HE Higher Education

IPT Information Processing Theory

SPSS Statistical Package for the Social Sciences

IMC Integrated Marketing Communications

M-PESA Mobile money service offered by SAFARICOM (in Kenya) and VODACOM (in Tanzania)

OPR Online Public Relations

OSP Online Sales Promotion

PR Public Relations

SAFARICOM Kenya's leading telecommunications service provider with the best data, voice plans, strong affordable home, and business Internet connection in Kenya.

SMEs Small and Medium-sized Enterprises

TANESCO Tanzania Electricity Company Limited

TCU Tanzania Commission for Universities

TUDARCo Tumaini University Dar es Salaam College

TUMA Tumaini University Makumira

TPB Theory of Planned Behaviour

TV Television

UDSM University of Dar es Salaam

## VODACOM Vodacom is a leading and purpose-led African connectivity, digital and financial services company.

# CHAPTER ONE

# INTRODUCTION

# 

## 1.1 Background of the Problem

Higher Education (HE) is becoming highly competitive today and therefore Institutions of Higher Learning need to look closer at improving their customer service strategies. Consumers in the education sector are now much more aware of what exactly they want, and therefore the demand for these services is similar to what they demand from commercial business. Wahab (2016) noted that customer service has become the centre of management activities which constitute the basis of competition in the higher education sector today. He insisted that universities and colleges should begin to be proactive, not reactive in marketing of their services. The Customer Service Quality model has been widely used to study service excellence in a number of service industries, education inclusive. Regarding the tendency of reputable institutions that are over-subscribed, Toolman (2014) claimed that they tend to be arrogant and hence promote poor customer service.

With respect to the nature of competition in higher education, Wahab (2016) noted that it is mostly in terms of student numbers, quality staff and resources which are key in the provision of education. He further insisted that universities must implement efficient customer care programmes to ensure their competitiveness in today’s world. Jalali, Islam & Ariffin (2011) on the other hand, noted that there is a rapid increase in competition between public and private universities, the main satisfaction evaluation criterion being the quality level of service that students receive in this competitive market. In this regard, Hill (1995) also mentioned cost, time and staff treatment as some of the factors that have direct or indirect impact on perception of customers from the service they receive. Hill (1995) also emphasized the need to regularly review the quality of education and services given to students to make them satisfied as primary customers of the universities. On the other hand, the position of the universities in any league tables will ultimately influence its image, thus, affect the retention of current students and attraction of potential students (James, Clark & Cropanzano, 1999). Jalali, Islam & Ariffin (2011) have cited academic-related activities as more important compared to non-academic related activities such as the availability of financial advice. They also noted that academic activities must cover everything that can develop and instil good values, attitude, character and strong personality in the trainees.

According to Vu Minh Ngo (2015), in today's market-oriented business environment, the question of how to satisfy customers becomes the ultimate concern of most of the companies in all types of businesses. Fornell (1992), Anderson & Sullivan (1993) and Wangnheim & Bayon (2004) maintain that customer service (CS) is important to measure because of its significant impact on firms’ long-term performance and also customer purchasing behaviour. In the education system, consistently providing high quality customer service is well acknowledged to be associated with higher customer loyalty and enhanced reputation. Customer loyalty is considered as the outcome of a process beginning with customer satisfaction (Oliver, 1999). There exist definitely other factors other than customer satisfaction that form customer loyalty and retention such as personal determinism and social factors, but satisfaction is a necessary step in loyalty formation (Oliver, 1999). CS can also offer a stronger barrier against switching to other competitors. Loss cost and move-in cost were positively and significantly related to the CS (Kim, Park & Jeong 2004).

The higher and tertiary education sector in Tanzania has witnessed considerable expansion in recent years. This is evident in the rapid increase in the number of private and public institutions (Mawoyo & Wilson-Strydom, 2012); Mkude, Cooksey & Levey (2003). The majority of public institutions in Tanzania have derived from the University of Dar es Salaam (Mwollo-Ntallima 2011). To date, the Tanzania Commission for Universities (TCU) has registered 43 both public and private university institutions in Tanzania (TCU, 2020). Tumaini University Dar es Salaam College (TUDARCo), which was established on 1st April 2003, is a constituent college of Tumaini University Makumira (TUMA). It is owned by the Easten and Coastal Diocese of the Evangelical Lutheran Church in Tanzania (ECD-ELCT) (TUDARCo, 2020).

TUDARCo’s mission is to deliver and promote competitive demand-driven and market-responsive teaching and learning, research, public service and outreach through the guidance of and obedience in the Word of God, fully leveraging on social innovation and entrepreneurship for sustainable national socio-economic development. Currently, TUDARCo offers programmes leading to awards ranging from certificates to master’s degrees. The number of academic programmes, however, only very modestly increased over a period of five years from 15 in the year 2014/2015 to 17 programmes in the year 2019/2020 (TUDARCo, 2020). The academic programmes offered are hosted by four schools: School of Law and Justice, School of Education and Human Development, School of Humanities and Social Sciences, and School of Business Studies. The number and type of programmes are in accordance with the requirements of the higher education policy, of meeting the national needs for specialized skilled personnel and expansion of students’ enrolment.

## 1.2 Statement of the Problem

Higher education, like any other sector, is competing for customers (students) who will ensure the institutions survive in a competitive world. Any business or service company that fails to meet the expectations of its customers, it is obviously planning for its own downfall. This will lead to customer dissatisfaction and subsequently lose ground for customer retention and loyalty. This has been the case with some of the higher education institutions elsewhere including in Tanzania leading to low students’ enrolment that may be caused by, among other reasons, failure to meet customers’ expectations. As mentioned earlier, Toolman (2014) argued that the institutions that have outstanding reputation and are over-subscribed tend to be arrogant and hence promote poor customer service. Jalali, Islam and Ariffin (2011) have also noted that universities world-wide are now competing both nationally and internationally. In order to attract new students and retain current students, they should aim to improve student satisfaction. This can only be achieved if all services that are related to academic life such as implicit services, explicit services and physical services are delivered to a suitable standard. The general assumption is that students are the primary customers of the universities (Hill, 1995; Jalali, Islam & Ariffin, 2011) and therefore they need special attention since there is no university in their absence.

Available data indicates that the students’ admission trends in Tanzania vary significantly from time to time. Despite evidence that there has been an increased number of students admitted in higher education institutions in Tanzania from 44,715 in 2012/2013 to 69,539 in 2017/2018 academic year, the number of students admitted into Bachelor’s degree programmes suddenly decreased in 2017/18 where by about 63,737 students were selected to join Bachelor’s degrees from the previous academic year (Tanzania Commission for Universities, 2018). TUDARCo has also suffered significantly from a small number of students enrolled, contrary to the institutional goal. Despite the available data indicating that there is a little increase in the number of students enrolled at the college, the improvement does not match with the institutional goal of arriving to 2500 students annually. For instance, in 2016/2017 academic year, 1035 students were enrolled while in the following academic year this number dropped to 976. In the academic year that followed, the number slightly increased from 1061 in 2018/2019 to 1722 in 2020/2021 (TUDARCo, 2021). In response to this trend, the study intended to assess the influence of integrated marketing communications in enhancing customer satisfaction among Tanzanian university students.

## 1.3 Objectives of the Study

### 1.3.1 General Objective

To assess the contribution of integrated marketing communications in enhancing customer satisfaction among Tumaini University Dar es Salaam College students.

### 1.3.2 Specific Objectives

1. To find out how the public relations function is managed in enhancing mutual understanding between TUDARCo and its customers.
2. To assess the effectiveness of advertising campaigns in communicating customer expectations on services offered by TUDARCo.
3. To find out how direct marketing programmes are used to influence customers to use TUDARCo’s services.
4. To determine customer perceptions on TUDARCo’s personal selling strategy in communicating customer expectations on services offered by TUDARCo.

## 1.4 Research Questions

### 1.4.1 General Research Question

What is the influence of integrated marketing communications in enhancing customer satisfaction among Tumaini University Dar es Salaam College students?

### Specific Research Questions

1. How is the public relations function managed to enhance mutual understanding between TUDARCo and its customers?
2. How does the effectiveness of advertising campaigns influence customers to join TUDARCo?
3. How is the direct marketing programme used in influencing customers to use TUDARCo’s services?
4. What are the customer perceptions on TUDARCo’s personal selling strategy in selling TUDARCo’s services?

## 1.5 Significance of the Study

This study is important given the fact that integrated marketing communication (IMC) is one of the indispensable tools of communication strategies in improving the functions of organizations, including the education sector. The study is particularly important to four key players: higher education institutions, the field of IMC, future research and the researcher. The study intended to provide knowledge to higher learning institutions on the efficient use of IMC to improve customer satisfaction, loyalty and retention in their daily operations. It also aimed at adding knowledge to the field of IMC and how it is developing in the Tanzanian higher education sector. The study finally aimed to provide the researcher with the opportunity to further sharpen his career path as it has added to his knowledge in the field of IMC within the context of the higher education sector.

## 1.6 Scope of the study

The study focused on the influence of integrated marketing communications in enhancing customer satisfaction among Tanzanian university students. The study was conducted at Tumaini University Dar es Salaam College, in Kinondoni District, Dar es Salaam. The study sample was drawn essentially from all four schools, namely, School of Law and Justice, School of Education and Human Development, School of Humanities and Social Sciences, and School of Business Studies. Also, the study involved the college Communication, Branding and Marketing Officer (CoBMa) to find out how the college uses IMC tools to effectively communicate key messages to its customers.

## 1.7 Organization of the Study

The study is organized into five chapters. Chapter one is the introductory chapter, providing background information of the study. In this chapter, the statement of the problem, objectives, research questions, significance and scope of the study are presented.

Chapter two covers the review of literature involving literary works by scholars in the field of IMC and related sources. It covers the conceptual definitions, theoretical literature review, and empirical literature review. It further covers the research gap, conceptual framework and the theoretical framework. Chapter three covers the methodological part of the study. It discusses the research design, area of the study, population of the study, sampling design and sample size, methods of data collection (secondary data and primary data), data collection tools, reliability and validity of data, data analysis, and expected research findings. The data presentation, analysis and discussion are covered in chapter four. The last section is chapter five consisting of the conclusion and recommendations.

# CHAPTER TWO

# LITERATURE REVIEW

## 2.1 Introduction

This chapter examines previous literary works and research done in relation to the influence of integrated marketing communications in enhancing customer satisfaction, in higher learning institutions. It covers the conceptual and theoretical frameworks, theoretical literature review, empirical literature review, and research gap.

## 2.2 Conceptual Definitions

### 2.2.1 Integrated Marketing Communications

Shimp and Andrews (2013) define Integrated Marketing Communication (IMC) as the coordination of the promotional mix elements (advertising, public relations, sales promotion, personal selling, direct marketing, and online marketing/social media) with each other and with the other elements of the brands’ marketing mix (product, place, price) such that all elements speak with one voice. On the other hand, a taskforce from the American Association of Advertising Agencies (the “4As”) defines integrated marketing communications as a concept of marketing communications planning that recognizes the added value of a comprehensive plan that evaluates the strategic roles of a variety of communication disciplines, for example, general advertising, direct response, sales promotion, and public relations, and combines these disciplines to provide clarity, consistency, and maximum communications impact (Belch & Belch, 2003).

### 2.2.2 Promotional Mix

Belch and Belch (2003) define promotional mix as the basic tools used to accomplish an organization’s communication objectives. Shimp and Andrews (2013) elaborate that the promotional mix elements include advertising, public relations, sales promotion, personal selling, direct marketing, and online marketing/social media.

### 2.2.3 Customer Satisfaction

Kotler and Armstrong (2006) define satisfaction as an internal feeling of a person that is resulted by comparing the quality of a perceived performance or a delivered good to the extent he or she expected before. Customers can be dissatisfied, satisfied or delighted if the performance they receive falls below, matches or exceeds their expectations, respectively. Fornell, et al. (1996) define customer satisfaction as an overall evaluation based on the total purchase and consumption experience with the good or service over time.

### 2.2.4 University/Higher Education Institution

Alemu (2018) defines higher education as a set that constitutes the university, which is a subset of higher education. Assié-Lumumba (2005) defines higher education as organized tertiary learning and training activities and institutions that include conventional universities such as arts, humanities, and science faculties and more specialized university institutions in agriculture, engineering, science, and technology.

**2.2.5 Product and Service Quality**

Quality is the totality of features and characteristics of a product or service that bear

on its ability to satisfy stated or implied needs (Kotler, 2006). Thus, a company or institution delivers quality when its product or service meets or exceeds customers’ expectations. In this study, quality means the quality of services offered by higher learning institutions.

## 2.3 Theoretical Literature Review

### 2.3.1 Integrated Marketing Communications

Proponents of IMC have provided slightly different perspectives on this management practice, and not all educators or practitioners agree on the precise meaning of IMC. As noted earlier, Shimp and Andrews (2013) define IMC as the coordination of the promotional mix elements (advertising, public relations, sales promotion, personal selling, direct marketing, and online marketing/social media) with each other and with the other elements of the brands’ marketing mix (product, place, price) such that all elements speak with one voice. On the other hand, a task force from the American Association of Advertising Agencies (the “4As”) developed one of the first definitions of integrated marketing communications as a concept of marketing communications planning that recognizes the added value of a comprehensive plan that evaluates the strategic roles of a variety of communication disciplines, for example, general advertising, direct response, sales promotion, and public relations, and combines these disciplines to provide clarity, consistency, and maximum communications impact (Belch & Belch, 2003). The 4As focus on the process of using all forms of promotion to achieve maximum communication impact.

Kitchen and Uzunoğlu (2015) argue that with adoption of the paradigm of marketing relationships, in the online environment of many-to-many interaction, integrated marketing communications have truly become a two-way communication concept. The focus of IMC is shifted from communication process planning and integration of communication tools (in order to achieve a synergetic effect) toward the process of ‘marketing tuning’ based on the interactive view of marketing. TheIMC strategy utilizes all communication tools including advertising, direct selling, sales promotion, public relations, Internet, sponsorships, and others with the aim to create exchanges and build relationships. From this view, Kitchen and Uzunoğlu (2015) define IMC as a communication process which provides companies with strategies to develop, implement, and evaluate consistent memorable messages using the one-voice approach. IMC approaches can effectively underpin brand loyalty, brand associations, brand awareness, and perceived quality which are components of consumer-based brand equity.

Don E. Schultz, of North-western University, advocates for an even broader perspective that considers “all sources of brand and company contacts that a customer or prospect has with a product or service.” Schultz and other scholars are of the opinion that integrated marketing communications calls for a ‘big picture’ approach to planning marketing and promotion programmes and coordinating the various communication functions. It requires firms to develop a total marketing communications strategy that recognizes how all of a firm’s marketing activities, not just promotion, communicate with its customers' (Schultz, 1993).

According to Schultz (1993a), Integrated Marketing Communication is the process of developing and implementing various forms of persuasive communication programmes with customers and prospects over time. He also suggests that, the goal of IMC is to influence or directly affect the behaviour of the selected communication audience. IMC considers all sources of brand or company contacts which a company or prospect has with the product or service as potential delivery channels for future messages. IMC makes use of all forms of communication which are relevant to the customer and prospects, and to which they might be receptive (Kumar, 2009).

### 2.3.2 Customer Satisfaction

Kotler and Armstrong (2006) define satisfaction as an internal feeling of a person that is resulted by comparing the quality of a perceived performance or a delivered good to what extent he or she expected before. And that, customers can be dissatisfied, satisfied and delighted if the performance they receive falls, matches or exceeds their expectations, respectively. Vu Minh Ngo (2015) argues that in today’s market-oriented business environment, the question about how to satisfy customers becomes the ultimate concern of most of the companies in any kind of business. Therefore, understanding customer satisfaction (CS) dimensions, measuring it and taking advantage from these measurements become the urgent need for managers and establish the mainstream in academic literature about CS in the recent past. CS is important to measure because of its significant impact on firms’ long-term performance and also customer purchasing behaviours.

In academics, consistently providing high CS is well acknowledged to be associated with higher customer loyalty and enhanced reputation (Fornell, 1992; Anderson & Sullivan, 1993; Wangnheim & Bayon, 2004). On the other hand, Oliver (1999) clarifies that customer satisfaction leads to customer loyalty; thus, customer satisfaction is even important for any organization’s existence and therefore, investing on the same is inevitable. On the same note, there are other factors other than customer satisfaction that form customer loyalty and retention such as personal determinism and social factors. However, satisfaction remains a key step in loyalty formation (Oliver, 1999). In view of this, Smith & Albaum (2013) argue that high levels of customer satisfaction (with pleasurable experiences) are strong predictors of customer retention, customer loyalty, and product repurchase. Effective businesses focus on creating and reinforcing pleasurable experiences so that they might retain existing customers and add new customers.

Customer satisfaction can also supply a higher barrier against switching to other competitors. Loss cost and move-in cost were positively and significantly related to the CS (Kim, Park & Jeong, 2004). Fornell, et al. (1996) define customer satisfaction as an overall evaluation based on the total purchase and consumption experience with a good or service over time. With marketing, customer satisfaction also comes along with it, which means it ascertains the expectation of the customer on how the goods and services are being facilitated by the companies. Actionable information on how to make customers further satisfied is therefore a crucial outcome (Oliver 1999; Khadka & Maharjan, 2017). The product and its features, functions, reliability, sales activity and customer support are the most important topics required to meet or exceed the satisfaction of the customers. Satisfied customers usually rebound and buy more. Besides buying more they also work as a network to reach other potential customers by sharing experiences (Hague & Hague, 2016).

### 2.3.3 University/Higher Education Institution

Alemu (2018) claims that in consideration of goals and national and institutional diversifications, it is not an easy task to define both modern higher education and a university. Higher education covers a wider range of higher learning institutions including the university. These higher learning institutions could be organized in different ways, commonly within a university and in a separate institution as university and other tertiary learning institutions. For instance, a university, from the British perspective, is an institution with its power to award its own degree and is preeminent in the field of research (Allen, 1988). Generally, higher education is a set that constitutes the university, which is a subset of higher education. However, in some contexts, higher education and university are used interchangeably (Assié-Lumumba, 2005). Nevertheless, they do not cover the same reality. Higher education denotes a more holistic resonance as it encompasses all post-secondary or tertiary institutions. A university is part of a higher learning institution that may award a degree or some sort of credential. Modern higher education is defined as an organized tertiary learning and training activities and institutions that include conventional universities such as arts, humanities, and science faculties and more specialized university institutions in agriculture, engineering, science, and technology.

The concept of higher education also includes such post-secondary institutions like polytechnics, colleges of education, and ‘grandes école.’ Under the umbrella of higher education come all forms of professional institutions. Even this wide spectrum does not exhaust the possibilities of forms of higher education (Assié-Lumumba, 2005). Education is a critical tool for the transformation of the individual and the society and the role of Institutions of Higher Learning in re-orienting the curricula for sustainable development which aims at preparing a holistic and value-oriented individual for useful living within the society cannot be overemphasized. The idea of sustainable development is conceived to help create healthy societies that can sustain the present generation as well as those that follow through the judicious use of economic, environmental and cultural resources (Ekene & Oluoch- Suleh, 2015). Domenech et al. (2016) acknowledge that higher education institutions play an important role as leaders in knowledge creation and dissemination by setting the grounds for society to advance and to improve welfare. Stefani (2009) is of the opinion that academic staff might reasonably be expected to have an understanding of the culture of the institution in which they operate: the mission and vision of the organization, the aspirations, the ethos and values. The culture and the ethos of the institution inevitably influence the curriculum. This implies that academic staff must be part of essential agents in enhancing customer satisfaction. Academic staff are the centre for maintaining good customer care given the fact that their interaction with students cannot be compared with any other university cadre. Academic staff interact with students in class during and after lectures, very often.

### 2.3.4 Promotional Mix: Tools for IMC

During the 1980s, many companies came to see the need for more of a strategic integration of their promotional tools. These firms began moving toward the process of integrated marketing communications (IMC),which involves coordinating the various promotional elements and other marketing activities that communicate with a firm’s customers. As marketers embraced the concept of integrated marketing communications, they began asking their ad agencies to coordinate the use of a variety of promotional tools rather than relying primarily on media advertising (Belch & Belch, 2003). According to Belch & Belch (2003), the IMC approach helps companies identify the most appropriate and effective methods for communicating and building relationships with their customers as well as other stakeholders such as employees, suppliers, investors, interest groups, and the general public.

At the marketing communications level, Duncan & Moriarty (1998) note that all messages should be delivered and received on a platform of execution and strategic consistency in order to create coherent perceptions among customers and other stakeholders. This requires the integration of the various marketing communication’s messages and the functions of various promotional facilitators such as ad agencies, public relations firms, sales promotion specialists, package design firms, direct-response specialists, and interactive agencies. The goal is to communicate with one voice, look, and image across all the marketing communications functions and to identify and position the company and/or the brand in a consistent manner.

Belch & Belch (2003) also note that the IMC approach to marketing communications planning and strategy is being adopted by both large and small companies and has become popular among firms marketing consumer products and services as well as business-to-business marketers. There are a number of reasons why marketers are adopting the IMC approach. The fundamental reason is that they understand the value of strategically integrating the various communications functions rather than having them operate autonomously. By coordinating their marketing communications efforts, companies can avoid duplication, take advantage of synergy among promotional tools, and develop more efficient and effective marketing communications programmes. Advocates of IMC argue that it is one of the easiest ways for a company to maximize the return on its investment in marketing and promotion.

The following part presents the integrated marketing communication variables including advertising, sales promotion, personal selling, direct marketing and public relations, as discussed by various scholars.

### 2.3.4.1 Advertising

In our complex society, advertising has evolved into a vital communications system for both consumers and businesses. The ability of advertising and other promotional methods to deliver carefully prepared messages to target audiences has given them a major role in the marketing programmes of most organizations. Companies ranging from large multinational corporations to small retailers increasingly rely on advertising and promotion to help them market products and services. In market-based economies, consumers have learned to rely on advertising and other forms of promotion for information they can use in making purchase decisions (Belch & Belch, 2003).

Advertisingis defined as any paid form of non-personal communication about an organization, product, service, or idea by an identified sponsor (Belch & Belch, 2003). The *paid* aspect of this definition reflects the fact that the space or time for an advertising message generally must be bought. An occasional exception to this is the public service announcement (PSA), of which advertising space or time is donated by the media. The *non-personal* component means that advertising involves mass media (e.g. TV, radio, magazines, newspapers) that can transmit a message to large groups of individuals, often at the same time. The non-personal nature of advertising means that there is generally no opportunity for immediate feedback from the message recipient (except in direct-response advertising). Therefore, before the message is sent, the advertiser must consider how the audience will interpret and respond to it (Belch & Belch, 2003).

### 2.3.4.2 Sales Promotion

Sales promotion is defined as those marketing activities that provide extra value or incentives to the sales force, the distributors, or the ultimate consumer and can stimulate immediate sales. Sales promotion is generally broken into two major categories: consumer-oriented and trade-oriented activities (Belch & Belch, 2003). Consumer-oriented sales promotionis targeted to the ultimate user of a product or service and includes couponing, sampling, premiums, rebates, contests, sweepstakes and various point-of-purchase materials. These promotional tools encourage consumers to make an immediate purchase and thus can stimulate short-term sales. Trade-oriented sales promotionis targeted toward marketing intermediaries such as wholesalers, distributors and retailers. Promotional and merchandising allowances, price deals, sales contests, and trade shows are some of the promotional tools used to encourage the trade to stock and promote a company’s product (Belch & Belch, 2003).

### 2.3.4.3 Direct Marketing

Direct marketing refers to the way organizations communicate directly with target customers to generate a response and/or a transaction (Belch & Belch, 2003). Direct marketing is much more than direct mail and mail order catalogues. It involves a variety of activities, including database management, direct selling, telemarketing, and direct response ads through direct mail, the Internet, and various broadcast and print media. One of the major tools of direct marketing is direct response advertising, whereby a product is promoted through an ad that encourages the consumer to purchase directly from the manufacturer (Belch & Belch, 2003).

Direct-marketing tools and techniques are also being used by companies that distribute their products through traditional distribution channels or have their own sales force. Direct marketing plays a big role in the integrated marketing communications programmes of consumer-product companies and business-to-business marketers. They use telemarketing to call customers directly and attempt to sell them products and services or qualify them as sales leads. Marketers also send out direct mail pieces ranging from simple letters and flyers to detailed brochures, catalogues, and videotapes to give potential customers information about their products or services. Direct-marketing techniques are also used to distribute product samples or target users of a competing brand (Belch & Belch, 2003).

### 2.3.4.4 Publicity/Public Relations

Publicityrefers to non-personal communications regarding an organization, product, service, or idea not directly paid for or run under identified sponsorship. It usually comes in the form of a news story, editorial, or announcement about an organization and/or its products and services. Like advertising, publicity involves non-personal communication to a mass audience, but unlike advertising, publicity is not directly paid for by the company. The company or organization attempts to get the media to cover or run a favourable story on a product, service, cause, or event to affect awareness, knowledge, opinions, and/or behaviour. Techniques used to gain publicity include news releases, press conferences, feature articles, photographs, films, and videotapes (Belch & Belch, 2003).

An advantage of publicity over other forms of promotion is its credibility. Consumers generally tend to be less skeptical toward favourable information about a product or service when it comes from a source they perceive as unbiased. Another advantage of publicity is its low cost, since the company is not paying for time or space in a mass medium such as TV, radio, or newspapers. The disadvantage of publicity is that it is not always under the control of an organization and is sometimes unfavourable. Negative stories about a company and/or its products can be very damaging (Belch & Belch, 2003).

It is important to recognize the distinction between publicity and public relations. When an organization systematically plans and distributes information in an attempt to control and manage its image and the nature of the publicity it receives, it is really engaging in a function known as public relations. Public relations is defined as the management function which evaluates public attitudes, identifies the policies and procedures of an individual or organization with the public interest, and executes a programme of action to earn public understanding and acceptance. A public relations generally has a broader objective than publicity, as its purpose is to establish and maintain a positive image of the company among its various publics. Public relations uses publicity and a variety of other tools - including special publications, participation in community activities, fund-raising, sponsorship of special events, and various public affairs activities - to enhance an organization’s image. Organizations also use advertising as a public relations tool (Belch & Belch, 2003).

### 2.3.4.5 Interactive/Internet Marketing

According to Belch & Belch (2003), interactive mediaallow for a back-and-forth flow of information whereby users can participate in and modify the form and content of the information they receive in real time. Unlike traditional forms of marketing communications such as advertising, which are one-way in nature, the new media allow users to perform a variety of functions such as receive and alter information and images, make inquiries, respond to questions, and, of course, make purchases. Other forms of interactive media include CD-ROMs, kiosks, and interactive television. However, the interactive medium that is having the greatest impact on marketing is the Internet, especially through the component known as the World Wide Web. Of all promotional mix elements, Belch &Belch (2003) view the Internet as a medium that can be used to execute all the elements of the promotional mix.

**2.3.4.6 Personal Selling**

Personal selling is defined asa form of person-to-person communication in which a seller attempts to assist and/or persuade prospective buyers to purchase the company’s product or service or to act on an idea (Belch & Belch, 2003). Unlike advertising, personal selling involves direct contact between buyer and seller, either face-to-face or through some form of telecommunications such as telephone sales. This interaction gives the marketer communication flexibility; the seller can see or hear the potential buyer’s reactions and modify the message accordingly. The personal, individualized communication in personal selling allows the seller to tailor the message to the customer’s specific needs or situation (Belch & Belch, 2003).

Personal selling also involves more immediate and precise feedback because the impact of the sales presentation can generally be assessed from the customer’s reactions. If the feedback is unfavourable, the salesperson can modify the message. Personal selling efforts can also be targeted to specific markets and customer types that are the best prospects for the company’s product or service (Belch & Belch, 2003).

### 2.3.5 Integrated Marketing Communication Planning Process

Belch & Belch (2003, p. 33) has presented six steps involved in the IMC planning process. These are briefly presented in the sections that follow.

### 2.3.5.1 Review of the Marketing Plan

According to Belch & Belch (2003), the first step in the IMC planning process is to review the marketing plan and objectives. Before developing a promotional plan, marketers must understand where the company (or the brand) has been, its current position in the market, where it intends to go, and how it plans to get there. Most of this information should be contained in the marketing plan,a written document that describes the overall marketing strategy and programmes developed for an organization, a particular product line, or a brand. Marketing plans can take several forms but generally include five basic elements.

The first element is a detailed situation analysis that consists of an internal marketing audit and review and an external analysis of the market competition and environmental factors. The second element is specific marketing objectives that provide direction, a time frame for marketing activities, and a mechanism for measuring performance. The third element is a marketing strategy and programme that include selection of target market(s) and decisions and plans for the four elements of the marketing mix. The fourth element is a programme for implementing the marketing strategy, including determining specific tasks to be performed and responsibilities. Lastly, is a process for monitoring and evaluating performance and providing feedback so that proper control can be maintained and any necessary changes can be made in the overall marketing strategy or tactics.

### 2.3.5.2 Promotional Programme Situation Analysis

After the overall marketing plan is reviewed, the next step in developing a promotional plan is to conduct a situation analysis. In the IMC programme, the situation analysis focuses on the factors that influence or are relevant to the development of a promotional strategy. Like the overall marketing situation analysis, the promotional programme situation analysis includes both internal and an external analysis (Belch & Belch, 2003).

The *internal analysis*assesses relevant areas involving the product/service offering and the firm itself. The capabilities of the firm and its ability to develop and implement a successful promotional programme, the organization of the promotional department, and the successes and failures of past programmes should be reviewed. The analysis should study the relative advantages and disadvantages of performing the promotional functions in-house as opposed to hiring an external agency (or agencies) (Belch & Belch, 2003).

*External Analysis* focuses on factors such as characteristics of the firm’s customers, market segments, positioning strategies, and competitors. An important part of the external analysis is a detailed consideration of customers’ characteristics and buying patterns, their decision processes, and factors influencing their purchase decisions. Attention must also be given to consumers’ perceptions and attitudes, lifestyles, and criteria for making purchase decisions. A key element of the external analysis is an assessment of the market. The attractiveness of various market segments must be evaluated and the segments to target must be identified. Once the target markets are chosen, the emphasis will be on determining how the product should be positioned; that is the image or place it should have in consumers’ minds (Belch & Belch, 2003).

### 2.3.5.3 Analysis of the Communications Process

This stage of the promotional planning process examines how the company can effectively communicate with consumers in its target markets. The promotional planner must think about the process consumers will go through in responding to marketing communications. The response process for products or services for which consumer decision making is characterized by a high level of interest is often different from that for low-involvement or routine purchase decisions. These differences will influence the promotional strategy (Belch & Belch, 2003).

Communication decisions regarding the use of various source, message, and channel factors must also be considered. The promotional planner should recognize the different effects various types of advertising messages might have on consumers and whether they are appropriate for the product or brand. An important part of this stage of the promotional planning process is establishing communication goals and objectives. *Marketing objectives* refer to what is to be accomplished by the overall marketing programme. They are often stated in terms of sales, market share, or profitability. *Communication objectives* refer to what the firm seeks to accomplish with its promotional programme. They are often stated in terms of the nature of the message to be communicated or what specific communication effects are to be achieved (Belch & Belch, 2003).

### 2.3.5.4 Budget Determination

After the communication objectives are determined, attention turns to the promotional budget. Two basic questions are asked at this point: What will the promotional programme cost? How will the money be allocated? Ideally, the amount a firm needs to spend on promotion should be determined by what must be done to accomplish its communication objectives. In reality, promotional budgets are often determined using a more simplistic approach, such as how much money is available or a percentage of a company’s or brand’s sales revenue (Belch & Belch, 2003).

### 2.3.5.5 Developing the Integrated Marketing Communications Programme

Developing the IMC programme is generally the most involving and detailed step of the promotional planning process. As discussed earlier, each promotional-mix element has certain advantages and limitations. At this stage of the planning process, decisions have to be made regarding the role and importance of each element and their coordination with one another (Belch & Belch, 2003).

Two important aspects of the advertising programme are development of the message and the media strategy. Message development, often referred to as *creative strategy,* involves determining the basic appeal and message the advertiser wishes to convey to the target audience. This process, along with the ads that result, is to many students the most fascinating aspect of promotion. *Media strategy* involves determining which communication channels will be used to deliver the advertising message to the target audience (Belch & Belch, 2003).

### 2.3.5.6 Monitoring, Evaluation, and Control

The final stage of the promotional planning process is monitoring, evaluating, and controlling the promotional programme. It is important to determine how well the promotional programme is meeting communications objectives and helping the firm accomplish its overall marketing goals and objectives. The promotional planner wants to know not only how well the promotional programme is doing but also why (Belch & Belch, 2003).

### 2.3.5.7 Participants in the Integrated Marketing Communications Process

According to Belch &Belch (2003), participants in the integrated marketing communications process can be divided into five major groups: the advertiser (or client), advertising agencies, media organizations, specialized communication services, and collateral services. Each group has specific roles in the promotional process. The advertisers or clientsare key participants in the process. They have the products, services, or causes to be marketed, and they provide the funds that pay for advertising and promotions. The advertisers also assume major responsibility for developing the marketing programme and making the final decisions regarding the advertising and promotional programme to be employed. The organization may perform most of these efforts on its own, either through its own advertising department or by setting up an in-house agency.

## 

Advertiser (Client)

Advertising

Agency

Media Organizations

* Marketing Communication
* Specialist Organizations
* Direct-Response Agency
* Sales Promotion Agencies
* Interactive Agencies
* Public Relations Firms

Collateral Services

## Figure 2.1: Participants in the Integrated Marketing Communication Planning Process

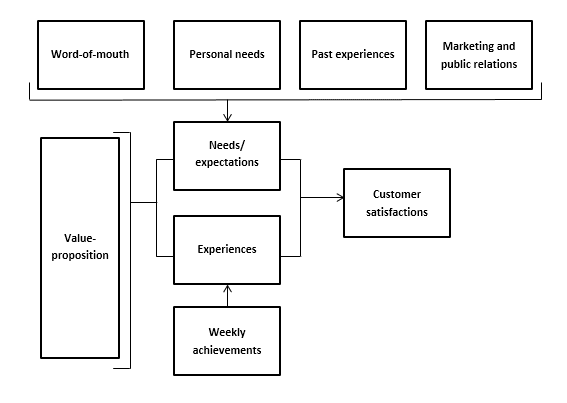
## (Adopted from Belch and Belch, 2003)

## 2.3.6 Theory Guiding the Study

Kerlinger (1979) defines a theory as “a set of interrelated constructs (variables), definitions, and propositions that presents a systematic view of phenomena by specifying relations among variables, with the purpose of explaining natural phenomena.” According to Creswell (2009), theory provides the explanation for expectation or prediction of a phenomenon to answer the question: Why does an independent variable X influence or affect a dependent variable Y? Two theories were used to guide the study on the contribution of IMC on customer satisfaction mainly on the university students. These theories are the Thomassen’s Customer Satisfaction Model and the Comparison Level Theory. Both are discussed in the sections that follow.

### 2.3.6.1 Thomassen’s Customer Satisfaction Model

According to Thomassen (2007), the so-called value proposition and other influencers have an impact on final customer satisfaction. In his satisfaction model (Fig. 4), Thomassen shows that word-of-mouth, personal needs, past experiences, and marketing and public relations determine customers’ needs and expectations. These factors are compared to customers’ experiences, and this comparison between expectations and experiences determines such customers’ satisfaction level. Thomassen’s model is important in this study, as it can reveal both the extent to which TUDARCo’s customers are satisfied and where improvements should be made. Moreover, the theory paves way for assessing various elements represented in this study including marketing and public relations in determining customers’ needs and expectations in higher learning institutions.

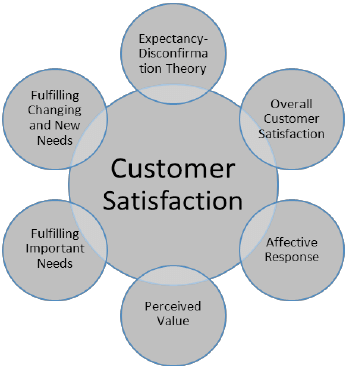


## Figure 2.2: Customer Satisfaction Creation

## Adopted from Thomassen (2007, p.30).

### 2.3.6.2 The Comparison Level Theory

The Comparison Level Theory developed by LaTour and Peat (1979) shows that there are more than one basic determinants of comparison level for a product: (a) consumers' prior experiences with similar products; (b) situationally produced expectations (those created through advertising and promotional efforts); and (3) the experience of other consumers who serve as referent persons. Applying the Comparison Level Theory to the confirmation/disconfirmation process, LaTour and Peat (1979) found that experience-based standards or norms play a role as a baseline for comparisons in consumers’ satisfaction judgments. They found out that situationally induced expectations had little effect on customer satisfaction, while expectations based on prior experiences were the major determinants of customer satisfaction. This finding suggests that consumers may give less weight to manufacturer-provided information, when they have personal experience and relevant information about other consumer experiences (Yi, 1990). Unlike other theories, the Comparison Level Theory is the most relevant to this study since it suggests that consumers might be more likely to use predictive expectations based on external communication (advertisement, personal selling, public relations, direct marketing, etc.) before the purchase (in their decision-making).



# Figure 2.3: Dimensions of Customer Satisfaction

# Adopted from Nazaria, Hosseinib and Kalejahic (2014)

### 2.3.6.3 Strengths and Weaknesses of the Theories under Study

The strengths of Thomasen’s Model and Comparison Level Theory lie in the fact that they have identified some key variables in the study of customer satisfaction in the services industry, which include the integrated marketing communication variables such as advertisement, personal selling, public relations, direct marketing, and sales promotion. They have also indicated that word-of-mouth, personal needs and past experiences are particularly important especially in accelerating customer needs and expectations which preferably lead to customer satisfaction. Moreover, the Comparison Level Theory suggests the possibility that satisfaction may be related in some way to the disconfirmation of both past performance and predicative expectations. However, it has been difficult to postulate how the two variables should be related. LaTour and Peat (1979) also have failed to provide adequate information on what standards consumers bring into the consumption experience.

## 2.4 Empirical Literature Review

### 2.4.1 Empirical Literature Review Worldwide

Reviewed literature from different parts of the world shows there is a significant relationship between the integrated marketing communication (IMC) variables and the effectiveness of both product and service industries. A study conducted by Al Khattab, Abu-Rumman & Zaidan (2015), in America, revealed that there was a statistically significant relationship between E-integrated marketing communication (E-IMC) and customers’ attitudes toward electronic products. The E-IMC sub-dimensions were online advertising (OD), online public relations (OPR) and online sales promotion (OSP). The study intended to investigate the impact of E-integrated marketing communication (E-IMC) on customers’ attitudes toward electronic products. The researchers deployed the descriptive analytical approach whereas the sample was a purposive random sample of 547 online customers and was guided by the Pragmatic Theory.

In a study conducted by Mongkol (2014), in Thailand, to examine the correlation between integrated marketing communication and the brand equity of a Thai beverage company revealed that there was a direct correlation between integrated marketing communication and brand equity. The sample for this study consisted of 400 participants who were customers of the company. All data was analysed by both descriptive statistics and inferential statistics.

Another study was conducted by Esposito (2013) to investigate if and how IMC was being implemented by Italian small-and-medium-sized enterprises (SMEs). The paper adopted the multiple case studies strategy - three explorative case studies. The findings of the research showed that SMEs managers tend to adapt IMC in order to grasp opportunities on the market, rather than plan and communicate the values related to the product in an integrated way.

Moreover, there was a study conducted in Jordan by Alshare (2018) to determine the role of IMC in highlighting the competitive advantage in the Jordanian Telecommunication Companies (Orange Company: Study Model). The sample for the study consisted of citizens and customers dealing with the Orange Company, and 1200 questionnaires were distributed randomly. The study used the analytical descriptive method because of its suitability to the nature of this study.. The study findings indicate that there was a statistically significant effect on all marketing communications at a significance level on each of the market share, competitive advantage, and customer satisfaction.

Another study was conducted by Wang, Wu & Yuan (2009) to evaluate the role of IMC on Heritage Destination Visitations in Taiwan. Results from the 197 usable questionnaires indicated that communication tools for message delivery can be placed into three types under the headings of ‘public relation (PR),’ ‘advertisement (ADV),’ and ‘direct sale and promotion (DS&P).’ The demographic information was summarized by descriptive statistics. Items on IMC were subject to a principal component analysis with varimax rotation to explore their interrelationships.

Henderson (1996) conducted a study in America to investigate the perceptions of industry leaders regarding the use of IMC. The findings of this study indicated that probably some confusion exists. Respondents generally supported IMC concepts in their answers, but they also supported statements that were antithetical to IMC, as suggested by literature. While respondents agreed with eight of the nine positive statements about the elements and ideas from IMC used in this study, only 57% of the respondents stated that they used IMC in their companies. Fifty-seven percent was the majority, but it was much smaller than the proportion of respondents who demonstrated support for fundamental IMC concepts. The study included 500 largest industrial and service corporations in America, as the sample frame. On the other hand, data analysis for the study was done using SPSS-X (1990) on the Texas Tech University mainframe.

### 2.4.2 Empirical Literature Review (Africa)

The reviewed literature from African researchers indicate that the effectiveness of IMC variables differ from one sector/perspective to another. Some variables may be effective in the banking industry and others in the service industry, high involvement products, and so on.

Emeh, Anyaogu & Kalu (2018) examined the effects of IMC on sales volume of firms in Nigeria’s food and beverage industry and used a sample size of 200 employees of the industry. The findings indicated that there was a positive and significant relationship between IMC variables (direct marketing, sales promotion and advertising) and sales volume with the exception of public relations which showed positive but insignificant effect on sales volume.

On the other hand, Tibebe &Ayenew (2018) in their study conducted in Nigeria found out that, word of mouth, personal selling and adverts are significantly effective for high involvement product purchase decisions. This means that sales promotion and public relations are not effective for high involvement purchase decisions. The study aimed at assessing the effectiveness of IMC for high involvement product purchase decisions. The study used a quantitative approach of descriptive research design whereby stratified a random sampling technique was employed. The study sample size was 362 employees.

Another study conducted in Egypt byMoharam &Shawky (2012) intended to measure the effectiveness of specific IMC tools (direct marketing, personal selling) on consumers’ intention to purchase a selected retail-banking product (credit cards) in the Egyptian private sector. The study was conducted in a quantitative form with a descriptive purpose and a correlation investigation. The study used a sample size of 445 participants from different demographic and socioeconomic backgrounds. The empirical findings indicated that all the factors in the study (public relations, sales promotion, advertising, Interactive/internet marketing) are important for creating an intention to purchase credit cards. All the hypotheses in the study were positive and significant; however, the variables varied in their contribution and significance to the prediction of creating an intention to purchase.

Mulwa & Ndati (2013) conducted a study, in Kenya, to investigate the IMC strategies used with the M-PESA money transfer services necessitated by the fact that similar mobile money transfer services existed in Kenya but did not experience the same success in uptake and use as M-PESA. The study used a case study method allowing for qualitative and quantitative analysis and interpretation of data. A sample of 48 users, agents and Safaricom officials participated in the actual research. Two theories were used to guide the study: Information Processing Theory (IPT) and Theory of Planned Behaviour (TPB). The findings confirmed that Safaricom had used IMC strategies befitting their target market compared to its competitors, to diffuse information on the M-PESA innovation and thus the success of its adoption could be attributed to the unique IMC strategies.

Another study in African was conducted in Nigeria by Oluwafemi & Adebiyi (2018) to examine the influence of IMC dimensions on customer loyalty to mobile telecommunication services among competing firms in the telecommunication service industry. The study used a cross-sectional survey research design and employed a multistage sampling procedure (stratified, quota and simple random) sampling techniques. The study also used 150 respondents and data was collected through questionnaires. The data was analysed using descriptive and inferential statistics. The results showed a significant relationship between customer loyalty and direct marketing, publicity, sales promotion, and advertising.

Moreover, Lekhanya (2015) conducted a study in South Africa to investigate the role of integrated marketing communications in enhancement of SMEs growth in South Africa. The study used a sample of 374 SMEs owners/managers whereby data was captured by means of SPSS, version 16.0. The analysis entailed descriptive statistics illustrating and comparing the collected data cross-tabulations, with the appropriate inferential statistics (Z test) used to test relationships. The findings revealed that very few marketing communication tools are fully applied in order to enhance SMEs growth. A significant starting point, in attaching importance to the role of IMC enhancement of SMEs growth, is constituted by the study sample, even though it is restrictively small.

A study conducted in Ghana by Yeboah (2013) intended to explore how marketing communication influences customer satisfaction and helps in projecting the image and enrolment level in private tertiary education in Ghana, using Ghana Baptist University College as a case study. The study used both quantitative and qualitative research design whereby empirical data was gathered through in-depth interviews with the stakeholders of the institution by using semi-structured questionnaires and 50 respondents were used as a study sample. The findings indicated that learning materials and other facilities of the college, especially books for reference, were inadequate and did not help effective teaching and research on the part of students. Moreover, some were also dissatisfied with the long channels or procedures they had to go through before their complaints were written down, nd also the delays in communicating feedback to them. It was also observed that the way management used to communicate with students and the general public was not as efficient as communicating through website advertising, public relation and press release. There was no indication of integrating these methods to provide consistent messages which would not confuse the audience.

### 2.4.3 Empirical Literature Review (Tanzania)

A study conducted by Senguo & Kilango (2015) indicates that VODACOM has managed to implement its different strategies through well-planned marketing strategies which help in creating value and retaining a good reputation. The marketing plans set by Vodacom Tanzania are creating value to the company as the company is still the leading social medium in the market, despite adapting different strategies which seem to have highest returns when used. The uniqueness of these marketing strategies is what gives the company a better way to perform in its overall strategy. This study was mainly concerned with exploring the facts behind the success of Vodacom Tanzania. The study reviewed some theoretical marketing concepts based on telephone service operation in Tanzania, and carried out analysis through critically examining the marketing innovation strategies that Vodacom Company has adopted in comparison with its competitors. PR Smith’s SOSTAC ® Model was applied in this study. Data was presented in statements and in some few cases tables and figures to enable a quick grasping of the specifics. The comparative approach was applied throughout the study in order to establish the causes of Vodacom’s success in the market.

Tambwe (2017) also conducted a study to assess the efficiency of marketing communication tools used by Tanzanian Handcrafts in enhancing export performance. The study adopted a combination of exploratory and descriptive approaches. A sample of 50 handcrafters was used in the study. The findings of the study showed that 16% of Tanzanian handcrafters, whose marketing communication was highly efficient had gross sales amounting between USD 5,000,000 and USD 10,000,000 per year, compared to those with low efficiency level who earned less than USD 500,000 per year. Also the Chi-square test revealed that there was insignificant relationship between the marketing communication tools used and their efficiency for enhancing export of handcraft materials.

In the same telecommunication company’s line, Senguo, Xixiang, & Kilango (2017) conducted a study to examine the effects of marketing communication based on customer satisfaction, customer loyalty, price fairness and customer services in the mobile telecom sector, in Tanzania. The findings demonstrate that marketing communication plays a major role in managing customer relations in Zantel. Both primary and secondary data was collected whereby primary data was collected by using questionnaires, while secondary data was obtained from the library, internet, and journals. A total of 90 questionnaires were delivered to and collected from the respondents. The analysis of data collected was done with the aid of the Statistical Package for the Social Sciences (SPSS) software.

Kayega (2013) conducted a study to explore the effectiveness of marketing communication as a tool to improve public organization performance. More specifically, the study intended to establish the effectiveness of marketing communication within TANESCO in improving electricity related service delivery. The study revealed that within the company, those individuals working directly in the marketing department were so optimistic about the positive results of the marketing communication tools. The success had already been realized via increment on monthly collection. On the contrary, outside the company, customers felt that not much impact had been made and therefore felt that the company should have done more.

Odhiambo (2014) in his study ‘*Determining the effectiveness of social media as a marketing communication tool in Tanzania*’ with a case of Precision Air reported that there was an increase in the number of social media users and most of them were aged between 20 and 36 years respectively. More so, the study showed that social media tools that were mostly used include Facebook, Blog, Twitter and Instagram. The data was presented using tables and figures, and analysed using statistics and percentages.

Lugoye (2017) did a study to examine the influence of promotional mix on customer satisfaction, loyalty and retention in the mobile phone technology, with a case study of Airtel Company. The study involved a sample of 100 customers and used questionnaires that were randomly mailed to respondents. Data analysis used the soft science model, i.e. IBM SPSS 21 version and simple percentage model for data analysis. The study was subjective, descriptive, holistic, exploratory and qualitative. The findings showed that customer satisfaction, loyalty and retention in the mobile technology were influenced by promotional mix used to promote the organization service or product.

## 2.5 Research Gap

From the reviewed literature, it is evident that most of the researchers have focused on assessing the effectiveness of IMC based on specific organizations and/or sectors. Scholars like Lugoye (2017), Senguo, Xixiang and Kilango (2017), Senguo and Kilango (2015) and Alshare (2018) have focused on the effectiveness of IMC in telecommunication companies. Moreover, Odhiambo (2014) and Kayega (2013) directed their studies on the role of IMC on public utilities such as TANESCO and Airline companies. Lekhanya (2015) and Esposito (2013) focused their studies on assessing the contribution of IMC on Small and Medium Enterprises (SMEs). However, little coverage has been done on the contribution of IMC in enhancing customer satisfaction in higher learning institutions as for the case of Yeboah (2013). This study therefore, sought to address such gap by assessing the influence of IMC in enhancing customer satisfaction among Tanzanian university students. This study is important as it adds knowledge to the IMC field especially on the relationship between IMC and customer satisfaction, in higher learning institutions.

## 2.6 Conceptual Framework

Figure 2.4 defines the relationship between independent and dependent variables of the study. The variables show that integrated marketing communication elements (public relations, sales promotion, advertising, direct marketing and personal selling) affect universities performance in enhancing customer satisfaction which eventually leads to customer retention and loyalty.The universities are most likely to achieve the benefits of IMC if they take the resolve of implementing it properly.



Customer Satisfaction

Independent variable Dependent variable

Integrated Marketing Communications

* Public Relations
* Direct Marketing
* Personal Selling
* Advertising

### Figure 2.4: Conceptual Framework

#### Source: Researcher, 2022

### 2.6.1 Public Relations

Public relations’ (PR) function is to focus on maintaining mutual understanding between organizations and their internal and external publics. In universities, PR creates mutual understanding between a university on the one hand, and students, parents, guardians and other stakeholders, on the other. Thus, customer satisfaction may be reached only when a university coordinates the PR function in an effective and efficient manner, to achieve its goals.

### 2.6.2 Direct Marketing

Direct marketing involves selling goods or services to specified customers based on the nature of the product and services. Direct marketing involves communicating business expectations to both current and prospective customers. By doing so, the interaction between a marketer and customers may result into customer satisfaction after comparing expectations and the product experience.

### 2.6.3 Personal Selling

Personal selling refers to face-to-face selling of goods and services whereby a salesforce uses his/her interpersonal skills to persuade the prospective customers to buy a particular product. In this case, the personal selling technique may result to customer satisfaction especially when both the seller and the buyer are fully aware and confident of what the product/service for sale (here refers to higher education institution) can offer to its customers.

### 2.6.4 Advertising

Advertising focuses on promoting goods and services through different media outlets aiming at attracting interest, engagement and sales. Through this type of marketing communication, customer satisfaction may be possible given the fact that advertising is the most efficient means of communicating what the company’s goods or services can offer to its customers.

## Theoretical framework

Public relations, sales promotion, advertising, direct marketing and personal selling form an essential promotional mix used in the marketing environment. They are key to any successful marketing strategy due to what they bring – the power of influence to customers. Given the influence of the five promotional tools, it becomes easier for organizations to impress and satisfy their customers. For example, public relations enhance both short-term and long-term company or brand publicity while sales promotion provides incentives towards product or service consumption. On the other hand, advertising is commonly known for communicating company promises to its prospective customers. Direct marketing also speculates on the key category of customers to deal with at a specified time to increase sales, whereas personal selling involves personal contact between the seller and buyer. These interrelationships between independent and dependent variables are precisely explained by the two theories used in this study.

Thomassen’s Customer Satisfaction Model shows word-of-mouth, personal needs, experiences, and marketing and public relations as essential components in determining customers’ needs and expectations. On the other hand, the Comparison Level Theory postulates that consumers might more likely use predictive expectations based on external communications (advertisement, personal selling, public relations, direct marketing and sales promotion) before the purchase.

# CHAPTER THREE

# RESEARCH METHODOLOGY

## 3.1 Introduction

This chapter covers the research methodology, which includes research philosophy, research design, area of the study, population of the study, sampling design and sample size. Other issues include sampling design, sample size, methods of data collection and data collection tools. Finally, the chapter presents issues of reliability and validity, data analysis and the expected research findings.

## 3.2 Research Philosophy

A research philosophy (or a worldview) refers to a general philosophical orientation about the world and the nature of research that a researcher brings to a study (Creswell, 2014). According to Creswell (ibid), worldviews arise based on discipline orientations, students’ advisors/mentors inclinations, and research experiences. The types of beliefs held by individual researchers based on these factors will often lead to embracing a qualitative, quantitative, or mixed methods approach in their research.

The researcher adopted a pragmatic philosophical worldview, which arises out of actions, situations, and consequences with the concern on applications of ‘what works’ and solutions to problems (Creswell, 2014). Moreover, instead of focusing on method, researchers emphasize the research problem and use all approaches available to understand the problem (Rossman & Wilson, 1985).

Morgan (2007), Patton (1990) and Tashkkori & Teddlie (2010) underpin the significance of a pragmatic worldview for focusing attention on the research problem in social science research and then using pluralistic approaches to generate knowledge about the problem. Cresswell (2014), Cherryholmes (1992) and Morgan (2007) provide a philosophical basis for research. This is expressed in the four statements that follow.

1. Pragmatism is not committed to any one system of philosophy or reality. This applies to mixed methods research in that inquirers draw liberally from both quantitative and qualitative assumptions when they engage in their research.
2. Individual researchers have freedom of choice. In this way, researchers are free to choose the methods, techniques, and procedures of research that best meet their needs and purposes.
3. Pragmatists do not see the world as an absolute unity. In a similar way, mixed methods researchers look to many approaches for collecting and analysing data rather than subscribing to only one way (e.g. quantitative or qualitative).
4. Truth is what works at the time. It is not based in duality between reality independent of the mind or within the mind.
5. Thus, according to Creswell (2014), in mixed methods research, investigators use both quantitative and qualitative data because they work to provide the best understanding of a research problem. Based on this philosophical worldview, the researcher used the mixed methods approach to deliver the ultimate understanding of the research problem.

## 3.3 Research Design

A research design is a framework or plan for conducting a marketing research project. It details the procedures necessary for obtaining the information needed to structure or solve marketing research problems. A research design lays the foundation for conducting the project. A good research design will ensure that the marketing research project is conducted effectively and efficiently (Malhotra, Nunan & Birks, 2017).The study employed a descriptive research design based on its relevance to the research objectives. Malhotra, Nunan & Birks (2017) define descriptive research as a type of conclusive research that has as its major objective the description of something, usually market characteristics or functions. Descriptive research is pre-planned and structured. It is typically based on large representative samples. It specifies the methods for selecting the sources of information and for collecting data from those sources (Malhotra, Nunan & Birks, 2017).

## 3.4 Area of the Study

The study was conducted at Tumaini University Dar es Salaam College (TUDARCo) located in Kinondoni District in Dar es Salaam. TUDARCo has a population of 3632 people including students, academic and non-academic staff (TUDARCo, 2021). The reason for selection this private university is that the college strives to increase the number of students at the campus from around 2000 (2014/2015) to 5000 students by 2019 (TUDARCo Rolling Strategic Plan of 2014/2015 – 2018/2019). However, this goal is yet to be achieved as the number has almost stayed the same for the past five years.

## 3.5 Population of the Study

According to Kombo & Tromp (2014), population of the study refers to the larger group from which the sample is taken. Specifically, Polit & Hungler (2009) postulates that population in a systematic and scientific study research means the totality of all objects/ subjects or members of a specific set to be used in the study. The intended population in this study was 3632 people that included students from all schools, academic and administrative staff, and other categories that make the TUDARCo community.

The students were drawn from the four schools, namely, School of Law and Justice, School of Education and Human Development, School of Humanities and Social Sciences, and School of Business Studies. This population was chosen because it is among the most relevant groups to the study of customer satisfaction in higher learning institutions. TUDARCo, as it is the case with other higher learning institutions in Tanzania, needs to be studied so as to improve the unpleasant situation and increase efficiency in service delivery.

**Table 3.1: Population of the Study**

|  |  |  |
| --- | --- | --- |
| **Sample category** | **Number** | **Percentage (%)** |
| School of Law and Justice | 1020 | 37.5 |
| School of Education and Human Development | 310 | 11.4 |
| School of Humanities and Social Sciences | 669 | 24.6 |
| School of Business Studies | 618 | 22.7 |
| Academic and Administrative staff | 105 | 3.8 |
| **Total** | **2722** | **100** |

Source: Researcher, 2021

3.6 Sampling Design and Sample Size

3.6.1 Sampling Design

Sampling is the process of selecting elements or subjects of a population for

inclusion in a research study (Kothari, 2004). Sample design is a definite plan for obtaining a sample from a given population. It refers to the technique or the procedure the researcher would adopt in selecting items for the sample (Kothari, 2004). The study employed a probability sampling design to obtain the required sample size. Kazdin (1992) in Marczyk, DeMatteo, & Festinger (2005) and Kothari (2004) refer to this process as random selection. This is a procedure through which a sample of participants is chosen from the population of interest in such a way that each member of the population has an equal probability of being selected to participate in the study.

To be more precise, the study employed a stratified random sampling design whereby the population was divided into several sub-populations that were individually more homogeneous than the total population (the different sub-populations are called ‘strata’) and then items were selected from each stratum to constitute a sample (Kothari, 2004). The selection of the design was based on the nature of the population (homogeneous group); hence, random selection provides a true representative sample and resulting to a small sampling error. Furthermore, a purposive sampling design was employed to select the Communication, Branding and Marketing Officer of TUDARCo who was interviewed. The decision of choosing purposive random sampling was based on the fact that the researcher targeted a specific individual (office) who is directly involved in managing communications of the institution, and is most informed on the topic.

### 3.6.2 Sample Size of the Study

A sample is a small proportion of population selected for observation and analysis in a given study (Creswell, 2009). The total sample size was 165 respondents under the categories shown in Table 3.2.

#### Table 3.2: Sample Size of the Study

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Sample category** | **Population** | **Sample Size** | **Percentage**  **(%)** | **Sampling Designs** | **Data Collection Tools** |
| School of Law and Justice | 1020 | 42 | 25.5 | Stratified Random Sampling | Questionnaire |
| School of Education and Human Development | 310 | 34 | 20.6 | Stratified Random Sampling | Questionnaire |
| School of Humanities and Social Sciences | 669 | 51 | 31 | Stratified Random Sampling | Questionnaire |
| School of Business Studies | 618 | 38 | 23 | Stratified Random Sampling | Questionnaire |
| **Total** | **2617** | **164** | **99.40** |  |  |
| Academic and Administrative Staff | 105 | 1 | 0.60 | Purposive Sampling | In-depth Interview |
| **Grand Total** | **2722** | **165** | **100** |  |  |

**Source:** Researcher, 2021

The sample was drawn through a proportional allocation method under which the sizes of the samples from the different strata were kept proportional to the sizes of the strata. That is, if *Pi* represents the proportion of population included in stratum *i,* and *n* represents the total sample size, the number of elements selected from stratum *i* is *n . Pi* (Kothari, 2004).

The formula is: *ni = Ni x n.*

*N*

Where, *Ni* is a total number of a strata, *N* is a total number of population and *n* is a proposed sample size.

## 3.7 Methods of Data Collection

The study employed a mixed methods approach to acquire a better understanding of the phenomena under study. The purpose of using a mixed methods research is to fully investigate a problem by drawing on quantitative measures to determine frequencies and relationship of variables as well as on qualitative tools to provide insight into meaning and understanding (Creswell, 2009). Consequently, the study used a concurrent triangulation design whereby qualitative and quantitative data was collected simultaneously. There were two separate analyses of the qualitative and quantitative data of which their interpretation were compared in discussions. Qualitative data (documentary review and interviews) served as the primary data sources.

### 3.7.1 Secondary Data

Secondary data is data that has already been gathered, often for a different research purpose and some time ago. Secondary data comprises internal secondary data, external secondary data, or a mix of both. Thus, if primary data is re-used to answer another research question, it becomes secondary data (Sarstedt & Mooi, 2014). The study obtained secondary data from journals and articles, books and other publications to study how IMC could help higher education institutions improve customer satisfaction.

### 3.7.2 Primary Data

Primary data is data that a researcher has collected for a specific purpose. For example, if a researcher sends out a survey with various questions to find an answer to a specific issue, the collected data is primary data (Sarstedt & Mooi, 2014). In this study, primary data was gathered from students (via questionnaires) and CoBMa (via in-depth interview) respectively.

## 3.8 Data Collection Tools

The researcher employed both depth interviews and questionnaires in order to collect qualitative and quantitative data respectively.

### 3.8.1 Depth Interview

Sarstedt & Mooi (2014) define depth interviews as qualitative conversations with participants about a specific topic. These participants are often consumers, but they may also be decision makers in a market research study, who are interviewed to gain an understanding of their clients’ needs. More specifically, the study applied unstructured interviews whereby the participants discussed about a topic in general. This approach works well since the study wanted to obtain insight into a topic. In-depth interview enabled collecting qualitative data from only one respondent – CoBMa – who was purposefully selected based on merit.

### 3.8.2 Questionnaires

Marczyk, DeMatteo, & Festinger (2005) note that the focus of this step is deciding how the sample is to be surveyed (e.g. by mail, by phone, in person) and developing the specific questions to be used. This is a particularly important step that involves determining the content and structure (e.g., open-ended, closed-ended, Likert scales) of the questions, as well as the general format of the survey instrument (e.g., scripted introduction, order of the questions). The study used the Likert scale in order to ensure that the quantitative data was accurately gathered. Questionnaires were administered to 192 students in person. However, only 164 were returned, which was about an 85.4% response rate.

## 3.9 Reliability and Validity of Data

### 3.9.1 Reliability of Data

Qualitative reliability indicates that the researcher’s approach is consistent across different researches and different projects (Creswell, 2014). The researcher ensured that good quality recording gadgets were used during data collection, while transcripts were checked thoroughly to avoid obvious mistakes. The researcher also ensured there was neither a drift in the definition of codes nor a shift of the meaning of the codes during the process of coding. Furthermore, reliability was enhanced through regular meetings of the researcher and assistant researchers by comparing information that was independently derived.

### 3.9.2 Validity of Data

Validity refers to the extent to which a research instrument measures what is supposed to measure and performs as it is designed to perform. It refers to the credibility or believability of the research (Kothari, 2012). Validity in this study was achieved through a pilot study, triangulation, iterative questioning, frequent

debriefing sessions, and peer scrutiny of the study and member checks.

## 3.10 Data Analysis

Data analysis refers to examining what has been collected in a survey or experiment and making assumptions and conclusions (Kombo & Tromp, 2014). The study employed descriptive statistics as a method of data analysis. Data from questionnaires was processed through Words and IBM Statistical Package for the Social Sciences (SPSS) Version 26. To be more specific, the researcher used univariate descriptive analysis to analyse data processed via SPSS. Univariate descriptive analysis refers to the process of describing one variable at a time (Sarstedt & Mooi, 2014). The researcher also used a coding method to analyse data obtained from interviews. Thus, the analysis of qualitative data did not involve any software but rather a coding method and descriptions.

## 3.11 Ethical Considerations

The researcher obtained a research approval from the Directorate of Postgraduate Studies at the Open University of Tanzania. Before data collection, the study objective was clearly explained to the respondents, who were asked to take part in the study, if they were willing. Moreover, the respondents were free to withdraw at any time during the study. Respondents were also assured confidentiality of the information they provided and therefore, code numbers were used instead of names. Written or verbal consent was obtained from respondents prior to conducting the study. The study also took into account other ethical consideration variables such as fabrication, falsification and plagiarism.

# CHAPTER FOUR

# DATA PRESENTATION, ANALYSIS AND DISCUSSION

# 

## **4.1 Introduction**

This chapter covers the analysis and discussion of the various data obtained from the field with reference to the study objectives indicated in chapter one. It attempts to analyse data generated from the study that includes a mixture of qualitative and quantitative information collected from the respondents.

## 4.2 Demographic Information of Respondents

### 4.2.1 Gender of the Respondents

Gender attribute was included in the study so as to identify the respondents’ distribution based on their gender, in order to find out if there were similarities and/or differences of customer satisfaction based on gender. In this study, the majority (53.7%) of respondents were female while 46.3% were male.

### 4.2.2 Age of the Respondents

The researcher employed the attribute of age to determine respondents’ distribution by age. Given the age contrast between students, it was necessary to study their responses based on the age category. The assumption was that the greater the age, the greater the perception and understanding of issues. The data indicates that the majority (55.5%) of respondents were youths between 18 and 23 years old followed by another category with the age between 24 and 29 years (42.1%). The data is a true reflection of Tanzanian students who join universities in their 20s shortly after completion of form six. On the other hand, fewer numbers of students join universities when they are above 30 years old, especially those who are in-service, as shown on Table 4.1.

### 4.2.3 School of the Respondents

The researcher found it necessary to classify respondents based on their schools because the distribution was likely to affect the study in terms of understanding the whole concept that was being investigated. For example, students from the School of Business Studies and School of Humanities and Social Sciences might find the study more relevant and meaningful to them than students from other schools. The findings indicate that the majority of respondents came from the School of Humanities and Social Sciences (30.5%) followed by the School of Law and Justice (25.6%). Moreover, 23.2% were drawn from the School of Business Studies whereas 20.7% were obtained from the School of Education and Human Development. Generally, the data indicates that there was a fair representation of respondents from across the schools as shown on Table 4.1.

### 4.2.4 Respondents' Programme

The researcher went further to find out the specific programmes that respondents were pursuing at the university. Knowing the respondents’ programmes was important so as to be able to relate data and type of respondents based on their knowledge and skills. The field data indicates that the majority of respondents (31.1%) were studying Bachelor of Arts in Mass Communication which offers some variables relevant to the study, especially public relations and advertising. Moreover, 25.6% of the respondents came from Bachelor of Laws while next in the line was 21.3% from Bachelor of Business Administration. Additionally, 20.1% were from Bachelor of Education and 1.8% came from Bachelor of Human Resources, as presented in Table 4.1.

### 4.2.5 Respondent’s Year of Study

The understanding of issues is determined by, among other factors, year of study of respondents. For example, a third year student is expected to be more familiar with various issues compared to second and first year students. According to data collected from the field, the majority of respondents (47%) were obtained from final year (third year) students, which implies that data could be more reliable because it involved the highly knowledgeable and experienced respondents on the study area. Second year students followed afterwards with 32.4% whereas first year students were only 20.7% as indicated in Table 4.1 below.

## 

## Table 4.1: Demographic Characteristics of Respondents

|  |  |  |
| --- | --- | --- |
| Variables | Frequency | Percentage |
| Gender of Respondents | | |
| Male | 76 | 46 |
| Female | 89 | 53.7 |
| **Total** | **165** | **100** |
| Age of Respondents | | |
| 18-23 | 91 | 55.1 |
| 24-29 | 69 | 41.8 |
| 30-35 | 3 | 1.8 |
| 36 or above | 2 | 1.2 |
| **Total** | **165** | **100.0** |
| School of Respondents | | |
| School of Law and Justice | 42 | 25.5 |
| School of Humanities and Social Sciences | 51 | 31 |
| School of Business Studies | 38 | 23 |
| School of Education and Human Development | 34 | 20.6 |
| **Total** | **165** | **100.0** |
| Programme of Respondents | | |
| Bachelor of Laws | 42 | 25.4 |
| Bachelor of Business Administration | 35 | 21.2 |
| Bachelor of Human Resources Management | 3 | 1.8 |
| Bachelor of Arts in Mass Communication | 52 | 31.5 |
| Bachelor of Education | 33 | 20 |
| **Total** | **165** | **100.0** |
| Year of study of Respondents | | |
| First Year | 34 | 20.6 |
| Second Year | 53 | 32.1 |
| Third Year | 77 | 46.6 |
| CoBMa | 1 | 0.60 |
| **Total** | **165** | **100.0** |

**Source:** Field Data, 2022

## 4.3 Descriptive Analysis

### 4.3.1 Management of Public Relations in Enhancing Mutual Understanding between TUDARCo and its customers

Effective management of public relations activities in any organization is important to ensure there is mutual understanding both among its internal and external publics. Failure to do so, the organization might find itself in a bad relationship with its key publics. According to the findings, a great deal of respondents, as shown by the Mean 3.6159, indicate that they were satisfied with the public relations function at TUDARCo. Moreover, the majority of respondents represented by the Mean 3.6280 were pleased with how TUDARCo organized their internal communication. Furthermore, a good number of respondents agreed that they were profoundly happy with TUDARCo’s external communication as shown by the Mean 3.3415. Further, a large number of respondents (Mean 3.4451) agreed that they were getting the information they needed about the college, on time.

On the side of college visibility, the majority of the respondents, represented by Mean 3.2256, agreed that it is was adequate. Again, the majority as represented by Mean 3.3963 admitted that public relations efforts were good enough to increase students’ enrolment. Also, a good number of respondents (Mean 3.6890) agreed that public relations were the best way to communicate university promises to students (customers). However, some of the respondents said they were not sure if TUDARCo’s public relations function met their expectations, as shown by Mean 3.2378. On the other hand, the majority of the respondents agreed that they were aware that the brochure was one of TUDARCo’s communication tools as shown by Mean 3.3598. Lastly, a good number of responses strongly agreed that TUDARCo had social media pages to communicate its promises to customers, as shown by Mean 3.7256 in Table 4.2.

### 

### Table 4.2: Management of Public Relations Function in Enhancing Mutual Understanding between TUDARCo and its Customers

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Statement** | **Strongly Disagree** | **Disagree** | **Neutral** | **Agree** | **Strongly Agree** | **Mean** | **Std. Deviation** |
| 1 | 2 | 3 | 4 | 5 |  |  |
| I am satisfied with the public relations function at TUDARCo | 8(4.9) | 11(6.7) | 41(25.0) | 70(42.7) | 32(19.5) | 3.6159 | 1.09880 |
| I am pleased with how TUDARCo organizes their internal communication | 5(3.0) | 19(11.6) | 29(17.7) | 70(42.7) | 37(22.6) | 3.6280 | 1.18350 |
| I am profoundly happy with TUDARCo’s external communication | 7(4.3) | 8(4.9) | 43(26.2) | 59(36.0) | 32(19.5) | 3.3415 | 1.44188 |
| I get all information I need about the college, on time | 8(4.9) | 29(17.7) | 32(19.5) | 57(34.8) | 35(21.3) | 3.4451 | 1.24464 |
| College visibility is quite enough | 9(5.5) | 19(11.6) | 35(21.3) | 58(35.4) | 29(17.7) | 3.2256 | 1.45832 |
| Public relations efforts are enough to increase students enrolment | 9(5.5) | 13(7.9) | 42(25.6) | 64(39.0) | 28(17.1) | 3.3963 | 1.28998 |
| Public relations is the best way to communicate university promises to students | 10(6.1) | 7(4.3) | 36(22.0) | 57(34.8) | 49(29.9) | 3.6890 | 1.28019 |
| TUDARCo’s Public relations function meets students’ expectations | 9(5.5) | 15(9.1) | 57(34.8) | 49(29.9) | 25(15.2) | 3.2378 | 1.29113 |
| I know the brochure is one of TUDARCo’s communication tools | 10(6.1) | 23(14.0) | 40(24.4) | 61(37.2) | 25(15.2) | 3.3598 | 1.23292 |
| TUDARCo has social media page(s) to communicate its promises to customers | 13(7.9) | 17(10.4) | 18(11.0) | 56(34.1) | 56(34.1) | 3.7256 | 1.35360 |

**Source:** Field Data, 2022

The study indicates a significant relationship between public relations, customer satisfaction and students enrolment to the university. Customers are satisfied with what public relations brings to the institution especially in creating mutual understanding with its key publics. This leads to building a strong institution that can satisfy its customers in service delivery. The findings also imply that TUDARCo should continue to improve the public relations function since it has very positive results towards attaining the institutional goals. On the other hand, strengthening the public relations function will not only enhance customer satisfaction, but also customer retention and loyalty in the long run.

### 4.3.2 Effectiveness of Advertising Campaigns in Influencing Customers to join TUDARCo

Advertising is one of the communication tools which are very commonly used by different organizations to maximize value. The data indicates that the majority of respondents agreed that they often saw TUDARCo advertisements in various media outlets as shown by Mean 3.5793. Moreover, a large number of respondents represented by Mean 3.5366 agreed that TUDARCo advertisements were well designed and organized. Furthermore, the majority denied to have seen TUDARCo advertisements once in a while, as shown by Mean 2.6707. Again, a good number of respondents (Mean 3.2134) agreed that they were influenced by TUDARCo advertisements to apply and enrol at the college.

Another good number of respondents admitted to have seen TUDARCo advertisements in social media as shown by Mean 3.0610. Also, respondents epresented by the Mean 3.2378 agreed that efforts taken to advertise TUDARCo

were satisfactory. On the other hand, more respondents were pleased with TUDARCo advertising campaigns as shown by the Mean 3.2134. The majority agreed that advertising was the best way to communicate university promises to students and other stakeholders (Mean 3.9695). Lastly, the majority agreed that TUDARCo advertising programmes met student expectations as represented by the Mean 3.2744, as shown in Table 4.3.

### Table 4.3: Effectiveness of Advertising Campaigns in Influencing Customers to join TUDARCo

### 

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Statement** | **Strongly Disagree** | **Disagree** | **Neutral** | **Agree** | **Strongly Agree** | **Mean** | **Std. Deviation** |
| 1 | 2 | 3 | 4 | 5 |  |  |
| I often see TUDARCo advertisements in various media outlets | 12(7.3) | 17(10.4) | 28(17.1) | 58(35.4) | 45(27.4) | 3.5793 | 1.31990 |
| TUDARCo advertisements are well-designed and organized | 11(6.7) | 16(9.8) | 33(20.1) | 62(37.8) | 38(23.2) | 3.5366 | 1.26970 |
| I only see TUDARCo advertisements once in a while | 20(12.2) | 46(28.0) | 34(20.7) | 41(25.0) | 12(7.3) | 2.6707 | 1.34807 |
| I was influenced by TUDARCo advertisements to apply and enrol at this college. | 28(17.1) | 19(11.6) | 22(13.4) | 45(27.4) | 43(26.2) | 3.2134 | 1.57342 |
| I only see TUDARCo advertisements in social media | 16(9.8) | 33(20.1) | 36(22.0) | 48(29.3) | 24(14.6) | 3.0610 | 1.36429 |
| Efforts taken to advertise TUDARCo are satisfactory | 12(7.3) | 22(13.4) | 44(26.8) | 52(31.7) | 27(16.5) | 3.2378 | 1.31934 |
| I am pleased with TUDARCo advertising campaigns | 6(3.7) | 24(14.6) | 43(26.2) | 56(34.1) | 24(14.6) | 3.2134 | 1.33736 |
| Advertising is the best way to communicate university promises to students and other stakeholders. | 7(4.3) | 11(6.7) | 24(14.6) | 45(27.4) | 74(45.1) | 3.9695 | 1.24548 |
| TUDARCo’s Advertising program meet students’ expectations | 14(8.5) | 22(13.4) | 41(25.0) | 44(26.8) | 36(22.0) | 3.2744 | 1.39379 |

**Source**: Field Data, 202

The results indicate that there is a significant relationship between advertising, customer satisfaction and students enrolment to the university. The respondents have shown that advertising is one of the best marketing communications which higher learning institutions, TUDARCo in particular, should embrace. This is due to the success advertising has shown for many years in terms of enhancing customer satisfaction, retention and loyalty and also to increase students’ enrolment in higher learning institutions. Furthermore, the results have revealed that, compared to other marketing communications, advertising is the most effective variable in bringing positive impact at TUDARCo.

### 4.3.3 Uses of a Direct Marketing Programme in Influencing Customers to use TUDARCo’s services

From the quantitative data collected through questionnaires, the majority of respondents agreed that they were satisfied with TUDARCo’s marketing programme as indicated by the Mean 3.0244. Also, the majority (Mean 3.2622) agreed that TUDARCo was good at marketing its programmes. Furthermore, a good number of respondents acknowledged that they were products of TUDARCo marketing campaigns as shown by the Mean 3.1646. Moreover, a good number, represented by the Mean 3.2378, agreed that TUDARCo was doing a wonderful job to market its programmes. Again, the majority indicated that the current marketing function will increase the number of students in subsequent years as shown by the Mean 3.4390.

On the side of enhancing enrolment, the majority of respondents agreed that TUDARCo’s marketing programme has helped them apply and enrol at the university as shown by the Mean 3.2378. To the contrary, a good number of

respondents neither agreed nor disagreed whether they liked the way the marketing function was operating at TUDARCo as shown by the Mean 3.1402. The findings also revealed that the majority of respondents (Mean 3.6098) were of the opinion that marketing was the best way to communicate university promises to students and other stakeholders. Lastly, the majority of respondents agreed that TUDARCo’s marketing function met students’ expectations, as shown in Table 4.4.

### Table 4.4: Uses of Direct Marketing Program in Influencing Customers to use TUDARCo’s Services

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Statement** | **Strongly Disagree** | **Disagree** | **Neutral** | **Agree** | **Strongly Agree** | **Mean** | **Std. Deviation** |
| 1 | 2 | 3 | 4 | 5 |  |  |
| I am satisfied with TUDARCo marketing programme | 11(6.7) | 16(9.8) | 45(27.4) | 52(31.7) | 22(13.4) | 3.0244 | 1.49005 |
| TUDARCo is good at marketing its college programmes | 7(4.3) | 15(9.1) | 51(31.1) | 55(33.5) | 25(15.2) | 3.2622 | 1.32398 |
| I am a product of TUDARCo marketing campaigns | 11(6.7) | 20(12.2) | 32(19.5) | 58(35.4) | 28(17.1) | 3.1646 | 1.49550 |
| TUDARCo is doing a wonderful job to market its programmes | 11(6.7) | 13(7.9) | 49(29.9) | 53(32.3) | 27(16.5) | 3.2378 | 1.37400 |
| The current marketing function will increase more students next year | 7(4.3) | 11(6.7) | 44(26.8) | 57(34.8) | 35(21.3) | 3.4390 | 1.34390 |
| It is TUDARCo marketing function that helped me apply and enrol at this college. | 17(10.4) | 18(11.0) | 37(22.6) | 53(32.3) | 31(18.9) | 3.2378 | 1.41362 |
| I like the way the marketing function takes place at TUDARCo | 9(5.5) | 18(11.0) | 55(33.5) | 40(24.4) | 29(17.7) | 3.1402 | 1.40938 |
| Marketing is the best way to communicate the university promises to students and other stakeholders. | 4(2.4) | 11(6.7) | 38(23.2) | 63(38.4) | 40(24.4) | 3.6098 | 1.26546 |
| TUDARCo’s Marketing function meet students’ expectations | 7(4.3) | 14(8.5) | 45(27.4) | 53(32.3) | 36(22.0) | 3.4268 | 1.33412 |

**Source:** Field Data 2022

The results in Table 4.4 reveal that there is a significant relationship between direct marketing, customer satisfaction and students enrolment at the university. Once again, direct marketing seem to be very effective in the operation of higher learning institutions especially TUDARCo; thus, deliberate efforts to strengthen the direct marketing function are inevitable. TUDARCo and other higher learning institutions in Tanzania should embrace this marketing tool so as to maximize both their value in the market and profit.

### 4.3.4 Customer Perceptions on TUDARCo’s Strategy in Selling its Services

From the descriptive statistics, the majority of respondents neither agreed nor disagreed whether they knew a personal selling strategy conducted by TUDARCo, as shown by the Mean 2.8415. Another good number of respondents indicated that they neither agreed nor disagreed whether they were satisfied with TUDARCo’s personal selling strategy, as shown by the Mean 3.0183. Interestingly, equal number of respondents said they neither agreed nor disagreed that TUDARCo was good at marketing its services through a personal selling strategy, while others were positive, as shown by the Mean 3.1768. On the other hand, the majority agreed that they were products of TUDARCo’s personal selling strategy, as represented by Mean 3.0976.

Furthermore, the majority of respondents neither agreed nor disagreed whether the current personal selling strategy would increase more students the following year, as shown by the Mean 3.2500. Again, the majority (Mean 2.9878) neither agreed nor disagreed that it was TUDARCo’s personal selling strategy that had helped them to apply and enrol at the college. Moreover, the majority of respondents neither agreed

nor disagreed that they liked the way the personal selling strategy was operating at TUDARCo, as shown by Mean 3.0732. Finally, a good number of respondents agree that personal selling was the best way to communicate university promises to students and other stakeholders, as shown in Table 4.5.

### Table 4.5: Customer Perceptions on TUDARCo’s Strategy in Selling its Services

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Statement** | **Strongly Disagree** | **Disagree** | **Neutral** | **Agree** | **Strongly Agree** | **Mean** | **Std. Deviation** |
| 1 | 2 | 3 | 4 | 5 |  |  |
| I know a personal selling strategy conducted by TUDARCo. | 18(11.0) | 33(20.1) | 55(33.5) | 38(23.2) | 13(7.9) | 2.8415 | 1.24801 |
| I am satisfied with TUDARCo’s personal selling strategy | 7(4.3) | 26(15.9) | 64(39.0) | 46(28.0) | 12(7.3) | 3.0183 | 1.18515 |
| TUDARCo is good at marketing its college services through a personal selling strategy | 7(4.3) | 14(8.5) | 58(35.4) | 58(35.4) | 16(9.8) | 3.1768 | 1.25779 |
| I am a product of TUDARCo’s personal selling strategy | 12(7.3) | 26(15.9) | 42(25.6) | 47(28.7) | 26(15.9) | 3.0976 | 1.40647 |
| The current personal selling strategy will increase more students next year | 8(4.9) | 18(11.0) | 53(32.3) | 50(30.5) | 26(15.9) | 3.2500 | 1.29830 |
| It is TUDARCo’s personal selling strategy that has helped me apply and enrol at this college | 15(9.1) | 32(19.5) | 45(27.4) | 39(23.8) | 24(14.6) | 2.9878 | 1.37456 |
| I like the way personal selling strategy operates at TUDARCo. | 15(9.1) | 18(11.0)) | 54(32.9) | 44(26.8) | 23(14.0) | 3.0732 | 1.36369 |
| Personal selling is the best way to communicate university promises to students and other stakeholders. | 7(4.3) | 12(7.3) | 47(28.7) | 56(34.1) | 34(20.7) | 3.4512 | 1.28848 |

**Source:** Field Data, 2022

The results indicate that there is a insignificant relationship between personal selling, customer satisfaction and students enrolment to the university. This may be due to the nature of the industry – higher learning institutions – where personal selling may not be highly applicable compared to manufacturing companies and other service-oriented companies like telecommunication companies. Furthermore, the results imply that personal selling in somehow difficult to implement in the service industry. However, this may not be the case when serious measures and purposive efforts are taken to plan, execute and evaluate the personal selling technique in a more strategic way.

## 4.4 Interview Data

### 4.4.1 IMC Variables Employed at TUDARCo

An interviewee was asked to mention the integrated marketing communication variables that are employed by TUDARCo, and she said:

*We use all variables of integrated marketing communications – public relations, advertising, direct marketing, personal selling and sales promotion though at different levels depending on the purpose of communication. We use social media, radio, television, newspapers, fliers and banners to communicate our services to customers and our prospects. We also produce staff t-shirts for publicity, conduct church visits, attend exhibitions and trainings to market the college.*

She added:

*…We as a college have been preparing workshops for different groups of people in the community to create a sense of belonging and ambassadorship through word of mouth… being a Christ centred institution, we employ church visits especially in mass gatherings to deliver a special message to prospective customers. Remember this institution is owned by the Evangelical Lutheran Church of Tanzania, East and Coastal Diocese, therefore we speak to the owners with the purpose to market our college but also to instil a sense of ownership and belonging to believers.*

This submission is testimony that advertising and direct marketing are the most effective IMC elements used to communicate the university’s products and services to both its current and prospective customers. This implies that TUDARCo are capitalizing on use of IMC in enhancing mutual understanding and communicating its products and services to their current customers and prospective customers.

### 4.4.2 Frequency use of the IMC at TUDARCo.

When another interviewee was asked about the frequency of usage of the IMC at TUDARCo, the interviewee admitted that TUDARCo was using integrated marketing communications frequently since it was integrated in its marketing strategy to reach out to the target customers. The results imply that integrated marketing communications is part of the institution’s marketing strategy in their day-to-day operations to achieve the desired goal. It implies that TUDARCo understands the importance of IMC in creating a conducive environment for the institution to excel in this highly competitive business environment.

### 4.4.3 Most Common Element of IMC often Used at TUDARCo

One respondent was asked about the most common variable of integrated marketing communications they often use at TUDARCo and she said:

*Advertising is most commonly used in our daily routine than other variables - direct marketing, public relations, personal selling and sales promotion…we have been advertising our services by means of all types of media particularly social media and conventional media; however, we don’t rely much on newspapers…to us advertising is the easiest and most convenient way of conveying the organization’s messages to both our current and prospective customers.*

The results imply that advertising should be the higher learning institutions’ central concern in their marketing strategies due to what it brings to their organizational goal. Furthermore, the results reveal that advertising is not only important in the service industry alone, but also in the manufacturing industry. This is why we see a lot of advertisements across media outlets (both conventional and social media) whereby companies spend billions of shillings annually to advertise their products and services to enhance customer satisfaction.

**4.4.4 Effectiveness of Public Relations in Enhancing Mutual Understanding between TUDARCo and its Customers**

Another interviewee was asked about the effectiveness of public relations in enhancing mutual understanding between TUDARCo and its customers and she said:

*We have been emphasizing customer feedback upon the services they receive from our staff and how they feel in terms of treatment they receive during the service delivery…for example when first year students report at the college for the first time, we closely observe the treatment they receive and also ask them to give their opinion on what should be improved in delivering the services.*

The results indicate that in marketing communications, customer feedback is inevitable. Moreover, the results imply that marketers should continually plan, implement and evaluate the public relations function in higher learning institutions, to generate mutual understanding between the organization, customers and other internal and external publics.

### 4.4.5 Effectiveness of Advertising Campaigns in Influencing Customers to join TUDARCo

When asked about her opinion on the effectiveness of advertising campaigns in influencing customers to join TUDARCo, this interviewee said:

*Advertising campaigns are very effective resulting to an increase in the number of applicants and students who are enrolled at the college year after year. To prove on advertising effectiveness, we ask students on their source of information about TUDARCo and the majority of them mentioned media advertising as their main source of information.*

The results indicate that advertising is very useful in selling services at higher learning institutions. Thus, advertising has shown greater belief and influence in communicating the organization’s objectives to customers.

### 4.4.6 Effectiveness of Direct Marketing Programme in Influencing Customers to use TUDARCo’s Services

The interviewee was also requested to give her opinion about the effectiveness of the direct marketing programme in influencing customers to use TUDARCo’s services and she gave the following reply:

*Direct marketing is also very effective especially when we pay church visits …the reception is amazing and we are assured by the congregations of spreading word of mouth about TUDARCo to other people…in those congregations we have been using opinion leaders such as pastors and church elders to put more emphasis to the believers about TUDARCo communication objectives…in this way, the believers get a sense of belonging and ownership of the organization whenever we pay a visit.*

The results indicate that there is a significant relationship between direct marketing, customer satisfaction and students’ enrolment in higher learning institutions. Moreover, the results imply that there should always be targeted customers who are well scrutinized, to increase the probability of achieving the organizational goals.

### 4.4.7 Uses of Personal Selling Strategy at TUDARCo

The interviewee was also asked about uses of the personal selling strategy at TUDARCo and she replied as follows:

*We have been using lecturers and some of our students as salespersons who visit various high schools to appeal to A-Level students to choose TUDARCo when time comes and this has proved to be effective because we get several students enrolled from those targeted schools…right now we are planning to employ media personalities who join TUDARCo as our students, to use their influence to attract more students.*

The response implies that, like other IMC variables, personal selling is also at the centre of TUDARCo’s marketing strategy in ensuring they influence more customers and create, in them, a sense of satisfaction. Thus, the data indicates a significant relationship between personal selling, student enrolment and customer satisfaction. Therefore, TUDARCo should be strategic in the application of personal selling, to maximize both their market value and profit.

### 4.4.8 IMC Most effective IMC in Communicating University Services to its Customers

The respondent was further asked about the most effective integrated marketing communications variable in communicating university services to its customers and she gave the following reply:

*Advertising is the most effective integrated marketing communications variable due to the role it plays in influencing thousands of people concurrently…by using various media to advertise TUDARCo’s services, it becomes easier to reach out to target customers.*

The results reveal that advertising is number one in terms of effectiveness in satisfying customers and influencing students’ enrolment. Thus, TUDARCo should maintain advertising campaigns in an efficient and effective way so as to bring the desired outcome. Generally, the qualitative information relates significantly to the quantitative results, because both have indicated a significant relationship between IMC variables, customer satisfaction and students enrolment to universities. However, the difference lies in personal selling whereby in the quantitative results personal selling showed insignificant relationship while in the qualitative results the same indicates a positive relationship with both customer satisfaction and student enrolment.

## 4.5 Discussion of the Findings

### 4.5.1 Management of Public Relations in Enhancing Mutual Understanding between TUDARCo and its Customers

The results from objective one of this study reveal that there is a significant relationship between public relations, customer satisfaction and students enrolment to the university. The findings are supported by Belch & Belch (2003) who postulate the purpose of public relations in an organization as to establish and maintain good relationship and image with its valuable publics. However, these findings are not supported by Emeh, Anyaogu & Kalu (2018) who examined the effects of IMC on sales volume of firms in Nigeria’s food and Beverage industry and used a sample size of 200 employees of the industry. The findings indicated that there was a positive and significant relationship between IMC variables (direct marketing, sales promotion and advertising) and sales volume with the exception of public relations which showed positive but insignificant effect on sales volume.

Similarly, the qualitative findings collected through in-depth interview are closely supported by Oluwafemi & Adebiyi (2018) who conducted a study in Nigeria to examine the influence of IMC dimensions on customer loyalty in mobile telecommunication service among competing firms in the telecommunication service industry. The results showed a significant relationship between customer loyalty and direct marketing, publicity, sales promotion, and advertising. Moreover, the qualitative results are supported by Lugoye (2017) who conducted a study to examine the influence of promotional mix towards customer satisfaction, loyalty and retention, in the mobile phone technology, the case of Airtel Company in Tanzania. The study results showed that customer satisfaction, loyalty and retention in the mobile technology are influenced by promotional mix used to promote the organization’s services or products.

### 4.5.2 Effectiveness of Advertising campaigns in Communicating Customer Expectations on Services Offered by TUDARCo

The results from objective two of the study reveal that there is a significant relationship between advertising, customer satisfaction and students enrolment at the university. The results are supported by Al Khattab, Abu-Rumman & Zaidan (2015) who conducted their study in America, to investigate the impact of E-integrated marketing communication (E-IMC) on customer attitudes towards electronic products. The findings revealed that there was a statistically significant relationship between E-integrated marketing communication (E-IMC) and customer attitudes toward electronic products. The study findings are also supported by Mongkol (2014) who examined the correlation between integrated marketing communication and the brand equity of a Thai beverage company and revealed that there is was direct correlation between the integrated marketing communication and brand equity.

### 4.5.3 How Direct Marketing Programmes are Used to Influence Customers to use TUDARCo’s Services

The results from objective three of this study indicate that there is a significant relationship between direct marketing, customer satisfaction and students enrolment at the university. The results are supported by Alshare (2018) whose study objective was to determine the role of IMC in highlighting the competitive advantage in the Jordanian Telecommunication Companies (Orange Company: Study Model). The findings indicated that there was a statistically significant effect on all marketing communications at a significant level on each of market share, competitive advantage and customer satisfaction. The study findings are also supported by Emeh, Anyaogu & Kalu (2018) who examined the effects of IMC on sales volume of firms in Nigeria’s food and Beverage industry and used a sample size of 200 employees of the industry and found out that there was a positive and significant relationship between IMC variables (direct marketing, sales promotion and advertising) and sales volume with the exception of public relations which showed positive but insignificant effect on sales volume.

### 4.5.4 Customer Perceptions on TUDARCo’s Personal Selling Strategy In Communicating Customer Expectations on Services Offered by TUDARCo

The results obtained from research objective four of this study show there is insignificant relationship between personal selling, customer satisfaction and students enrolment at the university. However, the results are not supported by Alshare (2018) whose study objective was to determine the role of IMC in showing the competitive advantage in the Jordanian Telecommunication Companies. The findings indicate that there was a statistically significant effect on all marketing communications at a significance level on each of market share, competitive advantage and customer satisfaction. Moreover, the results are not supported by Tibebe & Ayenew (2018) in their study conducted in Nigeria, which aimed at assessing the effectiveness of IMC for high involvement product purchase decisions. The results revealed that word of mouth, personal selling and adverts were significantly effective for high involvement product purchase decisions.

# CHAPTER FIVE

# SUMMARY OF THE FINDINGS, CONCLUSION AND RECOMMENDATIONS

## 5.1 Introduction

This chapter includes the summary of the study, conclusion, recommendations, policy implication, contribution of the study to theories, limitations of the study and suggestions for further study.

## 5.2 Summary of the Main Findings

### 5.2.1 Management of the Public Relations Function in Enhancing Mutual Understanding between TUDARCo and its Customers

The results of the study indicate that there is a significant relationship between public relations and customer satisfaction. The majority of responses agreed that the public relations function is well managed and therefore helps in enhancing mutual understanding between TUDARCo and its customers.

### 5.2.2 Effectiveness of Advertising Campaigns in Communicating Customer Expectations on Services Offered by TUDARCo

The results of the study indicate that there is a significant relationship between advertising, customer satisfaction and students enrolment to the university. Thus, a good number of responses agreed that advertising campaigns are effective in communicating customer expectations in services offered by TUDARCo.

### 5.2.3 Influence of Direct Marketing Programmes in Influencing Customers to use TUDARCo’s Services

The results indicate that there is a significant relationship between advertising, customer satisfaction and students enrolment at the university. The majority of responses are satisfied with the way direct marketing inspires customers to use TUDARCo’s services.

### 5.2.4 Customer Perceptions on TUDARCo’s Personal Selling Strategy in Communicating Customer Expectations on Services Offered by TUDARCo

The results of the study indicate that there is insignificant relationship between personal selling, customer satisfaction and students enrolment at the university. A good number of respondents were neutral about the way the personal selling strategy communicates customer expectations in services offered by TUDARCo.

## 5.3 Implications of the Findings

### 5.3.1 Policy Implication

Policy makers in Tanzania should design policies to promote the usage of integrated marketing communications (advertising, public relations and direct marketing) in universities to improve operations and relationships with their customers and other stakeholders.

### 5.3.2 Contribution of the Study to Theories

This study was guided by two theories: Thomassen’s Customer Satisfaction Model and the Comparison Level Theory. The former argues that both the so-called value proposition and other influencers have an impact on final customer satisfaction. In his satisfaction model, Thomassen (2007) shows that word-of-mouth, personal needs, past experiences, and marketing and public relations determine customers’ needs and expectations. The latter theory argues that there are more than one basic determinants of comparison level for a product: (a) consumers' prior experiences with similar products, (b) situationally produced expectations (those created through advertising and promotional efforts), and (c) the experience of other consumers who serve as referent persons (LaTour & Peat, 1979).

The major theoretical contribution of this study is the use marketing communication tools – public relations, advertising, and direct marketing – as strategies to enhance customer satisfaction among university students. The findings suggests that students are satisfied with the contribution of three out of four variables (public relations, advertising, direct marketing) in enhancing customer satisfaction and increasing student enrolment. The study recommends that there should be effective use of IMC variables to improve customer satisfaction and student enrolment.

## 5.4 Conclusion

The results from the descriptive analysis indicate that except personal selling, the rest of IMC variables used in this study (public relations, advertising and direct marketing) have a significant impact on customer satisfaction and students’ enrolment to the university. Respondents showed great trust on those variables, in bringing positive results to the college. On the other hand, the qualitative data analysis indicates that all IMC variables, including personal selling, are significant; however, advertisement is the most effective variable especially in terms of selling the organization’s services and hence increase student enrolment. Thus, higher learning institutions should invest in effective usage of IMC variables particularly public relations, advertising and direct marketing, to maximize the value of their higher learning institutions.

Furthermore, the study findings contribute to related areas of knowledge and to the existing literature, particularly by indicating the significant relationship that exists between the three integrated marketing communications variables – public relations, advertising and direct marketing and customer satisfaction – in higher learning institutions. On the other hand, the results indicate that there is insignificant relationship between personal selling, customer satisfaction and students enrolment at the university.

## 5.5 Recommendations

From the research findings of this study, and as related to specific objectives one, two and three, which shows there is significant relationship between advertising, public relations, and direct marketing and customer satisfaction, the following are recommendations directed to TUDARCo management, Communication, Branding and Marketing office, and students:

1. In order to maximize both institutional value and profitability, the management should increase its budget and focus on IMC to enhance customer satisfaction, retention and loyalty.
2. The Office of the CoBMa should improve the way it integrates marketing communication variables so as to add more value to the institution.
3. Students should be more proactive especially on providing feedback whenever they feel dissatisfied about the services offered to them by the institution, so as to merit a two-way benefit.

## 5.6 Limitations of the Study

This study focused on students studying at Tumaini University Dar es Salaam College (TUDARCo) regarding how integrated marketing communications variables (public relations, advertising, direct marketing and personal selling) enhance customer satisfaction. However, the limitations could be considered as an opportunity for future researches to expand the horizon. The first limitation was availability of respondents, whereby at the time the researcher was collecting data, respondents were doing final university examinations. This might affect the study to some extent due to the respondents’ limited time that would lead to demonstrating insufficient attention. Moreover, the data analytical literacy might also be a limitation in the study since some data may not be well exhausted to the required social scientific level.

## 5.7 Suggestion for Areas for Further Study

This study did not cover all variables regarding IMC and its impact on the operation of higher education institutions. Other researchers interested on this area may plan to study other untouchable variables so as to add more knowledge, understanding and problem solving to its stakeholders. The following studies may be further undertaken:

1. A comparative study of selected higher learning institutions on how they use IMC to improve customer satisfaction, loyalty and retention.
2. The use of integrated marketing communications in enhancing student enrolment in universities.
3. The role of integrated marketing communications in highlighting competitive advantage in Tanzanian higher learning institutions.
4. The use of word-of-mouth and sales promotion in influencing student enrolment, customer loyalty and retention.
5. The perception of institutional leaders and staff on the usefulness of integrated marketing communication in increasing student enrolment.

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# APPENDICES

## APPENDIX 1: QUESTIONNAIRE FOR TUDARCO STUDENTS

**Dear respondent,**

My name is Danford Kitwana, a student at the Open University of Tanzania pursuing MBA (Marketing). I am conducting a study on **“the contribution of integrated marketing communications in enhancing customer satisfaction among Tanzanian university students”** as a requirement for partial fulfilment of masters degree. I kindly request for your precious time to fill in this questionnaire. The data collected will be used only for academic purpose. The personal information will also be treated as sincerely confidential.

**Thank you.**

**PART A: DEMOGRAPHIC INFORMATION**

**Instruction:** Put a tick (√) in the space provided for the appropriate answer.

1. **What is your gender?**

|  |  |  |
| --- | --- | --- |
| a. | Male |  |
| b. | Female |  |

1. **What is your age interval?**

|  |  |  |
| --- | --- | --- |
| a. | 18 – 23 |  |
| b. | 24 – 29 |  |
| c. | 30 – 35 |  |
| d. | 36 or above |  |

1. **What is your school name?**

|  |  |  |
| --- | --- | --- |
| a. | School of Law and Justice |  |
| b. | School of Humanities and Social Sciences |  |
| c. | School of Business Studies |  |
| d. | School of Education and Human Development |  |

1. **What is the name of the program you are studying?**

|  |  |  |
| --- | --- | --- |
| a. | Bachelor of Laws |  |
| b. | Bachelor of Business Administration |  |
| c. | Bachelor of Human Resources Management |  |
| d. | Bachelor of Arts in Mass Communication |  |
| e. | Bachelor of Information Management |  |
| f. | Bachelor of Library and Information Studies |  |
| g. | Bachelor of Education |  |

1. **In which year of study are you?**

|  |  |  |
| --- | --- | --- |
| a. | First Year |  |
| b. | Second Year |  |
| c. | Third Year |  |

**PART B: GENERAL QUESTIONS**

**Instruction:** Below you are presented with a list of statements aboutTUDARCo’s efforts to market and communicate its products to customers. Please indicate to what extent you agree or disagree with them by checking the appropriate option next to each statement.

1. **How is public relations function managed to enhance mutual understanding between TUDARCo and its customers?**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Sn**. |  | **Strongly Disagree** | **Disagree** | **Neutral** | **Agree** | **Strongly Agree** |
| **1** | **2** | **3** | **4** | **5** |
| A | I am satisfied with public relations function at TUDARCo |  |  |  |  |  |
| B | I am pleased with how TUDARCo organize their internal communication |  |  |  |  |  |
| C | I am profoundly happy with TUDARCo’s external communication |  |  |  |  |  |
| D | I get all information I need about the college on time |  |  |  |  |  |
| E | College visibility is quite enough |  |  |  |  |  |
| F | Public relations efforts are enough to increase students enrolment |  |  |  |  |  |
| G | Public relations is the best way to communicate university promises to students |  |  |  |  |  |
| H | TUDARCo’s Public relations function meet students’ expectations |  |  |  |  |  |
| I | I know brochure is one of TUDARCo’s communication tools |  |  |  |  |  |
| J | TUDARCo has social media page(s) to communicate its promises to customers |  |  |  |  |  |

1. **What is the effectiveness of advertising campaigns in influencing customers to join TUDARCo?**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Sn.** |  | **Strongly Disagree** | **Disagree** | **Neutral** | **Agree** | **Strongly Agree** |
| **1** | **2** | **3** | **4** | **5** |
| A | I often see TUDARCo advertisements in various media outlets |  |  |  |  |  |
| B | TUDARCo advertisements are well designed and organized |  |  |  |  |  |
| C | I only see TUDARCo advertisements once in a while |  |  |  |  |  |
| D | I was influenced by TUDARCo advertisements to apply and enrol at this college. |  |  |  |  |  |
| E | I only see TUDARCo advertisements in social media |  |  |  |  |  |
| F | Efforts taken to advertise TUDARCo are satisfactory |  |  |  |  |  |
| G | I am pleased with TUDARCo advertising campaigns |  |  |  |  |  |
| H | Advertising is the best way to communicate university promises to students and other stakeholders. |  |  |  |  |  |
| I | TUDARCo’s Advertising program meet students’ expectations |  |  |  |  |  |

1. **How is direct marketing program used in influencing customers to use TUDARCo’s services?**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Sn.** |  | **Strongly Disagree** | **Disagree** | **Neutral** | **Agree** | **Strongly Agree** |
| **1** | **2** | **3** | **4** | **5** |
| A | I am satisfied with TUDARCo marketing program |  |  |  |  |  |
| B | TUDARCo is good at marketing its college programmes |  |  |  |  |  |
| C | I am a product of TUDARCo marketing campaigns |  |  |  |  |  |
| D | TUDARCo is doing a wonderful job to market its programmes |  |  |  |  |  |
| E | The current marketing function will increase more students next year |  |  |  |  |  |
| F | It is TUDARCo marketing function that has helped me apply and enroll at this college. |  |  |  |  |  |
| G | I like the way a marketing function takes place at TUDARCo |  |  |  |  |  |
| H | Marketing is the best way to communicate the university promises to students and other stakeholders. |  |  |  |  |  |
| G | TUDARCo’s Marketing function meet students’ expectations |  |  |  |  |  |

1. **What are the customer perceptions on TUDARCo’s personal selling strategy in selling TUDARCo’s services?**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Sn. |  | **Strongly Disagree** | **Disagree** | **Neutral** | **Agree** | **Strongly Agree** |
| **1** | **2** | **3** | **4** | **5** |
| A | I know a personal selling strategy conducted by TUDARCo. |  |  |  |  |  |
| B | I am satisfied with TUDARCo personal selling strategy. |  |  |  |  |  |
| C | TUDARCo is good at marketing its college services through personal selling strategy. |  |  |  |  |  |
| D | I am a product of TUDARCo personal selling strategy. |  |  |  |  |  |
| E | The current personal selling strategy will increase more students next year. |  |  |  |  |  |
| F | It is TUDARCo personal selling strategy that has helped me apply and enroll at this college. |  |  |  |  |  |
| G | I like the way personal selling strategy operates at TUDARCo. |  |  |  |  |  |
| H | Personal selling is the best way to communicate university promises to students and other stakeholders. |  |  |  |  |  |

**Thank You For Your Cooperation.**

## APPENDIX 2: INTERVIEW GUIDE FOR THE COMMUNICATION, BRANDING AND MARKETING OFFICER OF TUDARCo.

1. Which IMC element do you employ in your routine work?
2. How often do you use the IMC?
3. What is the most common element of IMC do you often use?
4. How is public relations function managed in enhancing mutual understanding between TUDARCo and its customers?
5. What is the effectiveness advertising campaigns in influencing customers to join TUDARCo?
6. How is direct marketing program used in influencing customers to use TUDARCo’s services?
7. What is the effectiveness of personal selling strategy to TUDARCo’s?
8. Which IMC element if most effective in communication the university services to its customers and why?

**Thank You For Your Cooperation.**