

From Brand Awareness to Performance in Tanzanian Telecommunication Companies: The Mediating Role of Brand Attitude and Moderating Effect of Customer Satisfaction

Hussein Athumani^{1*}, Juma Matonya² and Mato James Magobe³

^{1,2,3}The Open University of Tanzania

*Correspondence Author: husseinmway@gmail.com

Abstract

Telecommunication companies in Tanzania face intense competition, and despite substantial investments in brand visibility, many firms struggle to translate brand awareness into tangible performance outcomes. This study addresses this gap by examining how brand awareness, brand attitude, and customer satisfaction influence brand performance within the Tanzanian telecommunication sector. Guided by the Resource-Based View (RBV) and Expectancy Disconfirmation Theory (EDT), the study employed a positivist philosophy with a deductive approach and an explanatory research design. Data were collected from 314 employees across four major telecommunication companies in Dar es Salaam using a structured questionnaire. Partial Least Squares Structural Equation Modelling (PLS-SEM) was applied to test the hypothesised relationships. The findings reveal that brand awareness significantly and positively influences both brand performance and brand attitude, while brand attitude also has a positive effect on brand performance. Furthermore, brand attitude mediates the relationship between brand awareness and performance. Customer satisfaction was found to selectively moderate these relationships, strengthening the effect of brand attitude on performance but not significantly affecting the brand awareness–performance link. The study contributes theoretically by integrating RBV and EDT, demonstrating that intangible brand resources drive performance but their effectiveness depends on customer experiences. Practically, the findings underscore the need for telecommunication firms to combine awareness-building initiatives with strategies that foster favourable brand attitudes and ensure high levels of customer satisfaction.

Keywords: *Brand Awareness, Brand Attitude, Performance, Customer Satisfaction, Telecommunication.*

INTRODUCTION

Brand performance is widely recognized as a key driver of business growth globally (Kurnia *et al.*, 2025), particularly in highly competitive sectors such as telecommunications where firms rely on strong brand positioning to secure customer loyalty and market advantage (Jamil *et al.*, 2025). Across Africa, the telecom industry has expanded rapidly, with mobile penetration reaching approximately 80% of the population by 2024 (Gazi *et al.*, 2024). In Tanzania, these challenges are even more pronounced as the sector continues to grow, with active SIM card subscriptions reaching approximately 92.7 million by 2025 of which are mobile connections (TCRA, 2025). Despite this expansion, no operator holds a dominant market share above 35%, indicating intense competition and limited brand differentiation (Mapunda and Kulwijila, 2025). This raises a critical concern about why telecommunication companies struggle to translate high market visibility into stronger brand performance (Mwakapugi *et al.*, 2024).

Although marketing investments within the industry have increased substantially, the persistent market fragmentation suggests that brand visibility alone may not be sufficient to drive superior performance outcomes (Pongwe and Churk, 2024). Companies continue to report challenges related to customer churn, weak preference formation, and limited emotional attachment to brands issues often linked to inadequate development of favourable brand attitudes and inconsistent customer experiences (Mwakapugi *et al.*, 2024). These realities highlight the need to investigate how brand awareness interacts with other brand-related factors to influence performance, especially in markets where service offerings are perceived as highly homogeneous. In such environments, intangible resource like brand attitude may become critical in differentiating firms and enabling them to translate awareness into competitive advantage (Jamil *et al.*, 2025).

From a theoretical perspective, the Resource-Based View (RBV) offers valuable insights into this puzzle by positing that firms achieve superior performance through their ability to develop and deploy unique resources (Inseng and Uford, 2019). Brand-related assets such as awareness and attitude meet the Valuable, Rare, Inimitable, and Non-substitutable (VRIN) criteria and are thus considered essential in shaping customer perceptions and driving performance (Barney, 1991). However, RBV alone cannot fully explain why brand awareness does not always lead to improved performance, especially in markets characterized by intense

competition and rising customer expectations (Gazi *et al.*, 2024). The effectiveness of these resources depends significantly on customers' evaluative processes and their actual experiences with the brand (Inseng and Uford, 2019). To address this limitation, this study integrates Expectancy Disconfirmation Theory (EDT), which emphasizes that customer satisfaction emerges from comparisons between expectations and actual experiences (Matonya, 2018). Customer satisfaction may therefore serve as a crucial moderator that strengthens or weakens the impact of brand awareness and brand attitude on brand performance (Nunkoo *et al.*, 2025). Existing evidence supports this view, with scholars such as Shi *et al.*, (2022) and Alwan and Alshurideh (2022) showing that satisfaction amplifies the behavioural outcomes associated with brand-related constructs.

Despite the theoretical relevance of RBV and EDT in explaining brand-related outcomes, empirical evidence on the relationships among brand awareness, brand attitude, and brand performance remains inconsistent. Several studies demonstrate strong positive links, showing that brand awareness enhances both brand attitude and firm performance (Jamil *et al.*, 2025; Kurnia *et al.*, 2025; Shaibu and Mohammed, 2025; Mante *et al.*, 2023; Troiville, 2024; Wahyudin, 2025). However, other scholars reported insignificant effects, suggesting that awareness and attitude alone may not always translate into improved performance (Hultman *et al.*, 2021; Chen and Chang, 2011). Similarly, although some studies find that brand attitude reliably predicts brand performance (Hwang *et al.*, 2022; Mmasi and Mwaifyusi, 2021; Foroudi, 2019), others present contrasting results, including negative or non-significant effects (Sharma, 2024). These mixed findings indicate gaps in understanding how brand awareness and brand attitude operate across different contexts, and why their effects vary across industries and markets, including the Tanzanian telecommunications sector.

Furthermore, recent research highlights the importance of examining how brand awareness translates into performance, suggesting that its influence often operates indirectly through psychological mechanisms such as brand attitude (Hameed *et al.*, 2023). Scholars argue that awareness alone provides only cognitive familiarity, whereas brand attitude captures consumers' affective and evaluative judgments that more strongly drive behavioural outcomes (Pratama *et al.*, 2023; Hameed *et al.*, 2023). As a result, mediation through brand attitude is essential to understand the

pathway linking awareness to performance, particularly in competitive service industries (Pratama *et al.*, 2023).

Meanwhile, the role of customer satisfaction as a moderator has gained increased attention because satisfaction shapes the strength and direction of consumer behavioural responses (Brunner *et al.*, 2025). Studies have shown that even when brand attitudes are favourable, their conversion into performance outcomes such as loyalty and advocacy depend on whether customers are satisfied with their actual experiences (Shi *et al.*, 2022; Nunkoo *et al.*, 2025). This underscores the need to incorporate both mediation and moderation mechanisms to capture the complexity of how brand-related variables influence performance in dynamic markets such as telecommunications. Therefore, this study examines how brand awareness and brand attitude influence brand performance among major telecommunication companies in Tanzania. The study further investigates whether brand attitude mediates the effect of brand awareness on performance, and whether customer satisfaction moderates the links between brand awareness, brand attitude, and brand performance.

This study offers several significant contributions. Contextually, it provides rare empirical evidence from Tanzania's telecommunications sector, a fast-growing yet underexamined market where brand-related research remains limited despite increasing competition and digital transformation. Theoretically, the study advances branding literature by integrating RBV and EDT into a unified framework, thereby explaining not only the direct effects of brand awareness and brand attitude on brand performance but also unveiling the mediating mechanism of brand attitude and the moderating influence of customer satisfaction. This dual-theory integration enriches understanding of how intangible resources interact with experiential evaluations to shape firm outcomes. Practically, the findings offer actionable insights for managers of telecommunication companies by highlighting the need to strengthen brand attitude formation and ensure consistent customer satisfaction if they are to convert high market visibility into improved brand performance. The study therefore provides a strategic roadmap for firms seeking to enhance competitive positioning in highly saturated service markets.

LITERATURE REVIEW

Theoretical Review

This study is anchored in the Resource-Based View (RBV), a theory that emphasises the role of internal resources as key drivers of sustainable

competitive advantage. According to RBV, firms achieve superior performance by leveraging VRIN resources (Barney, 1991). In the context of this study, intangible resources such as brand awareness and brand attitude are considered critical assets that can foster differentiation, strengthen customer loyalty, and ultimately enhance firm performance (Inseng and Uford, 2019). Brand-related resources not only shape consumer perceptions but also act as strategic levers that influence how firms compete in dynamic markets such as telecommunications (Gazi *et al.*, 2024).

While RBV provides a useful lens for understanding the role of intangible assets, it has been criticised for overlooking the dynamic and relational aspects of value creation, particularly in how customers' experiences and perceptions interact with firm resources (Malhotra *et al.*, 2025). To address this limitation, the study incorporates the Expectancy Disconfirmation Theory (EDT) to account for the role of customer satisfaction. EDT posits that satisfaction is formed when customers compare their expectations with actual performance outcomes (Oliver, 1980). When experiences meet or exceed expectations, satisfaction is enhanced, which in turn strengthens the impact of brand-related resources on firm performance (Matonya, 2018). Integrating RBV with EDT therefore provides a more comprehensive framework, recognising that while brand awareness and attitude constitute strategic resources, their effectiveness is significantly shaped by the extent to which they generate positive customer experiences. This combined theoretical grounding allows the study to capture both the internal resource-based advantages and the external evaluative processes that drive performance outcomes.

Empirical Review and Development of Research Hypotheses

Brand Awareness

Brand awareness reflects the extent to which consumers can recognize and recall a brand, serving as a critical driver of consumer choice and brand-related outcomes (Kurnia *et al.*, 2025). Prior studies have reported mixed evidence regarding its relationship with brand performance. For instance, several studies (Jamil *et al.*, 2025; Kurnia *et al.*, 2025; Shaibu and Mohammed, 2025; Mante *et al.*, 2023) have established a positive and significant association between brand awareness and brand performance, highlighting its role in enhancing market competitiveness and customer loyalty. Conversely, other scholars (Hultman *et al.*, 2021; Chen and Chang, 2011) found the relationship to be positive yet

insufficient, suggesting that awareness alone may not guarantee improved performance without the support of other brand-related factors. Furthermore, empirical evidence extends this relationship to brand attitude, with some studies (Troiville, 2024; Wahyudin, 2025) reporting a positive and significant influence of brand awareness on shaping consumer attitudes, while others (Paul and Bhakar, 2018; Yang and Wang, 2010) found the link to be insignificant. Guided by RBV and empirical insights, the current study proposes the following hypotheses:

H_{1a}: Brand awareness is positively related to brand performance of the telecommunication companies.

H_{1b}: Brand awareness is positively related to brand attitude of the telecommunication companies.

Brand Attitude

Brand attitude reflects consumers' overall evaluation of a brand, indicating the extent of favourability or unfavourability they hold towards it (Wahyudin, 2025). Empirical evidence largely supports a positive and significant relationship, with studies such as Hwang *et al.*, (2022); Mmasi and Mwaifyusi (2021); Foroudi (2019) showing that favourable brand attitudes strengthen brand equity and enhance market competitiveness. However, findings are not entirely consistent; Sharma (2024), for example, reported a negative and insignificant relationship, suggesting that positive perceptions do not always translate into improved performance, particularly in contexts where competitive pressures or service delivery gaps undermine outcomes. Nonetheless, given the stronger body of supporting evidence, this study proposes the following hypothesis.

H₂: Brand attitude is positively related to brand performance of the telecommunication companies.

Mediating Role of Brand Attitude

While the direct influence of brand awareness on brand performance has been widely examined (Jamil *et al.*, 2025; Kurnia *et al.*, 2025; Shaibu and Mohammed, 2025; Mante *et al.*, 2023), relatively few studies have investigated the mediating role of brand attitude in this relationship. Existing evidence indicates that brand attitude can serve as a critical mechanism through which awareness is translated into tangible brand

outcomes. For instance, Hameed *et al.*, (2023) in Pakistan and Pratama *et al.*, (2023) in Indonesia found that brand attitude positively and significantly mediates the relationship between brand awareness and brand performance. This suggests that brand attitude operates as a pathway linking awareness to performance, reinforcing the notion that awareness alone may not be sufficient unless it fosters favourable consumer evaluations. Drawing from these insights, this study proposes the following hypothesis:

H₃: Brand attitude mediates the relationship between brand awareness and brand performance of the telecommunication companies.

Customer Satisfaction

Customer satisfaction refers to the degree to which a product or service meets or surpasses customer expectations, reflecting their overall evaluation of the experience with a firm's offerings (Brunner *et al.*, 2025). It is widely regarded as an important indicator of how effectively an organisation delivers value and sustains long-term relationships with its customers (Nunkoo *et al.*, 2025; Hussain *et al.*, 2025). Existing literature primarily focuses on the direct effects of brand awareness and brand attitude on brand performance, yet only a limited number of studies have examined the moderating role of customer satisfaction in these relationships. For instance, Shi *et al.*, (2022) found that customer satisfaction can strengthen the impact of brand-related factors on performance, suggesting that satisfied customers are more likely to translate their awareness and positive attitudes into supportive behaviours that enhance brand outcomes. Building on these insights, this study advances the following hypotheses:

H_{4a}: Customer satisfaction positively moderates the relationship between brand awareness and brand performance.

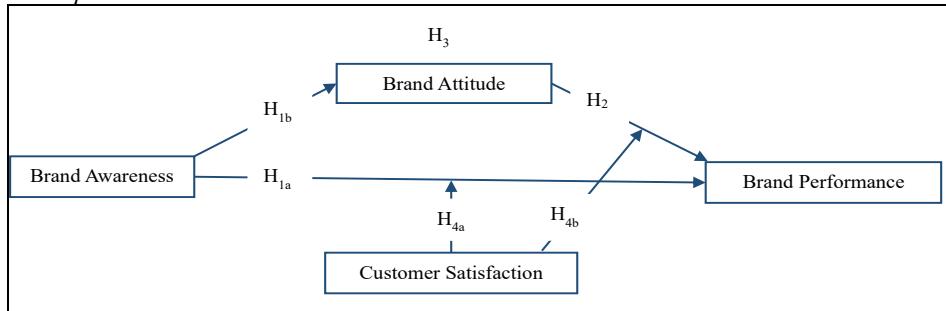
H_{4b}: Customer satisfaction positively moderates the relationship between brand attitude and brand performance.

Conceptual Framework

The conceptual framework for this study is grounded in the integration of RBV and EDT, reflecting the role of intangible resources and customer experiences in shaping firm performance. The model positions brand awareness and brand attitude as key intangible resources that directly influence brand performance, consistent with RBV's assertion that unique

internal assets drive competitive advantage. In addition, the framework incorporates a mediating pathway in which brand attitude channels the influence of brand awareness into brand performance, thereby recognising the psychological mechanisms through which awareness is translated into favourable outcomes. Furthermore, drawing on EDT, customer satisfaction is introduced as a moderating variable, hypothesised to strengthen the relationships between both brand awareness and brand performance, and brand attitude and brand performance, as presented in Figure 1.

Figure 1
Conceptual Framework



METHODOLOGY

Research Philosophy, Approach and Design

This study employed a positivist research philosophy, which emphasises objectivity, measurement, and hypothesis testing to establish causal relationships among variables (Dulal, 2025). Under this paradigm, the researcher assumes that social phenomena such as brand awareness, brand attitude, customer satisfaction, and brand performance can be quantified and analysed empirically to yield generalisable conclusions (Foroudi, 2019). Moreover, a deductive research approach was employed, beginning with theoretical propositions derived from the RBV and EDT, from which testable hypotheses were formulated and subjected to empirical examination. Consistent with the positivist stance, the study utilised an explanatory research design, which enables the identification and measurement of cause-and-effect relationships among variables (Goktas and Dirsehan, 2025; Mwaifyusi and Dau, 2022). The study used this design because it enables systematic data collection and statistical analysis to validate the hypothesised relationships among brand awareness, brand attitude, customer satisfaction, and brand performance in Tanzanian telecommunication companies.

Population, Sample Size and Sampling Procedures

The study targeted a population of 1,832 employees from four major telecommunication companies operating in Dar es Salaam; Vodacom, Airtel, Yas and Viettel Tanzania Limited (Halotel) which together account for about 97% of the telecom market share in Tanzania (TCRA, 2024). Employees were selected because they are directly involved in customer interactions, marketing, and service delivery, giving them first-hand knowledge of customer behaviours, preferences, and perceptions that directly influence brand performance (Wahyudin, 2025).

Building on this population, the sample size was determined based on Field (2009) guideline, which recommends 10 to 15 participants per item in multivariate analysis. Given that the study included 20 measurement items, the minimum recommended sample size was 200 respondents. However, based on Hair *et al.*, (2010), a sample of 300 respondents was deemed appropriate for Structural Equation Modelling (SEM). To ensure sufficient statistical power and accommodate possible non-responses, the sample size was increased to 375 by dividing 300 by 0.80, assuming a 20% non-response rate (Nunkoo *et al.*, 2025). The adjusted sample was then proportionally distributed across the four telecommunication companies. A stratified random sampling technique was first applied to group employees by company, ensuring that each firm was represented according to its size in the total population. Thereafter, systematic random sampling was employed within each stratum to select individual respondents, thereby ensuring proportional representation and reducing selection bias while maintaining randomness in participant selection (Slater and Hasson, 2025).

Data Collection and Measurement of the Variables

Data were collected using a structured questionnaire administered between August 31, 2023, and February 28, 2024, through the drop-and-collect method, which is widely recognised for its effectiveness in achieving high response rates in large samples (Nguyen *et al.*, 2025). A total of 375 questionnaires were distributed across the four telecommunication companies, out of which 351 were returned, representing a 93.6% response rate. After data screening to remove 37 incomplete and inconsistent responses, 314 questionnaires were retained for analysis, yielding a final usable response rate of 83.7%. This high response rate enhanced the reliability and representativeness of the collected data (Sharma, 2024).

The study measured four key constructs; brand awareness, brand attitude, customer satisfaction, and brand performance, using multi-item scales adapted from previously validated instruments in the empirical literature. All items were rated on a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree), which is widely accepted for capturing attitudes and perceptions in social science research (Foroudi, 2019; Mmasi and Mwaifyusi, 2021). Specifically, brand awareness was measured using six items (Jamil *et al.*, 2025; Kurnia *et al.*, 2025; Shaibu and Mohammed, 2025), brand attitude with six items (Foroudi, 2019; Mmasi and Mwaifyusi, 2021), customer satisfaction with three items (Matonya, 2018), and brand performance with five items (Kurnia *et al.*, 2025; Shaibu and Mohammed, 2025). In total, the measurement instrument consisted of 20 items, as presented in Table 1.

Table 1
Measurement of the Constructs

Constructs	Code	Items
Brand awareness	AW1	Our customers can clearly recall some characteristics of this brand
	AW2	The company's brand is memorable to our customers
	AW3	The company's brand is recognizable to our customers
	AW4	Our services and products are well known among customers
	AW5	Our services and products are familiar to the customers
	AW6	Our customers have enough information about company's products and services
Brand attitude	ATT1	Our customers feel confidence in our service
	ATT2	We are honest and sincere in addressing customers' concerns
	ATT3	We do not disappoint our customers
	ATT4	We make our customers happy
	ATT5	Our customers like the company's products and services
	ATT6	Our customers feel good to use our services and products
Customer satisfaction	SAT1	In my opinion, customers expect quality service from this brand
	SAT2	Based on my experience, we meet customer expectations
	SAT3	From my observation, customer experience with this brand often exceeds what they initially expected
Brand performance	PER1	Our sales volume increases over the past three years
	PER2	The number of new customers increase over the past three years
	PER3	Our customers say positive things about this brand
	PER4	Our customers repeatedly purchase this brand
	PER5	Our brand has achieved its performance targets over the past three years

Common Method Variance

Given that all data were collected from the same respondents using a structured questionnaire, it was necessary to assess the potential presence of Common Method Variance (CMV), which could bias the estimation of relationships among constructs (Rubenstein *et al.*, 2025). This study employed the Variance Inflation Factor (VIF) method within the inner model, as recommended in recent methodological literature (Kock, 2015). According to Kock (2015), CMV is considered problematic when VIF values exceed 3.3. As shown in Table 2, all inner VIF values ranged from 1.300 to 2.075, which are well below the accepted threshold. These results indicate that multicollinearity is not present and that CMV is unlikely to threaten the validity of the findings in this study.

Table 2
Collinearity Statistics-Inner Model

Path	VIF
AW -> PER	2.075
AW -> ATT	1.300
ATT -> PER	1.974
AW -> ATT -> PER	1.858
SAT x AW -> PER	1.903
SAT x ATT -> PER	1.876

Data Analysis Techniques

Data analysis was conducted using Partial Least Squares Structural Equation Modelling (PLS-SEM), a variance-based multivariate technique suitable for predictive modelling and exploring complex causal relationships (Hair *et al.*, 2021). The analysis followed a two-stage approach. The first stage involved assessment of the measurement model, which focused on evaluating the reliability and validity of the latent constructs. Indicator reliability was assessed using outer loadings, with a recommended threshold of 0.70 (Hair *et al.*, 2019). Internal consistency reliability was evaluated using Cronbach's alpha, Composite Reliability (ρ_A) and Composite Reliability (ρ_A), where values of 0.70 or higher were considered acceptable (Mazengo and Mwaifyusi, 2021). Convergent validity was assessed through Average Variance Extracted (AVE), requiring a minimum threshold of 0.50. To ensure that constructs were empirically distinct from one another, discriminant validity was examined using both Fornell-Larcker criterion (Fornell and Larcker, 1981) and Heterotrait–Monotrait (HTMT) ratio, as suggested by Henseler *et al.*, (2015). The second stage involved the evaluation of the structural model to test the hypotheses. Path coefficients, associated t-values, and

p-values were obtained using a bootstrapping procedure with 5,000 resamples, which enhances the robustness of significance testing. The model's explanatory power was assessed using the coefficient of determination (R^2), while effect sizes (f^2) was used to evaluate the magnitude and predictive contribution of each predictor to the model.

FINDINGS AND DISCUSSION

Measurement Model Assessment

The reliability and validity of the measurement model were evaluated before testing the hypothesised structural relationships as suggested by Fornell and Larcker (1981). The assessment focused on indicator loadings, internal consistency reliability, convergent validity and discriminant validity. Specifically, internal consistency was measured using Cronbach's alpha, composite reliability (ρ_A), and ρ_C , while convergent validity was examined using the Average Variance Extracted (AVE). As shown in Table 3, all indicator loadings exceeded the recommended threshold of 0.70 (Hair *et al.*, 2019), ranging from 0.779 to 0.911, demonstrating strong individual item reliability. Cronbach's alpha values ranged from 0.857 to 0.944, ρ_A and ρ_C values from 0.907 to 0.955, all surpassing the minimum acceptable benchmark of 0.70. These results confirm strong internal consistency reliability across all constructs. Convergent validity was also supported, as all AVE values were above the 0.50 threshold, ranging from 0.736 to 0.781, indicating that a substantial portion of the variance in the observed indicators was explained by their respective latent constructs.

Table 3
Assessment of Reliability and Convergent Validity

Item	Loadings	Cronbach's alpha	ρ_A	ρ_C	AVE
Brand awareness		0.932	0.933	0.946	0.746
AW1	0.853				
AW2	0.868				
AW3	0.899				
AW4	0.837				
AW5	0.868				
AW6	0.856				
Brand attitude		0.944	0.946	0.955	0.781
ATT1	0.898				
ATT2	0.890				
ATT3	0.892				
ATT4	0.838				
ATT5	0.888				

Item	Loadings	Cronbach's alpha	rho_A	rho_C	AVE
ATT6	0.896				
Customer satisfaction		0.857	0.907	0.911	0.774
SAT1	0.885				
SAT2	0.911				
SAT3	0.842				
Brand performance		0.909	0.910	0.933	0.736
PER1	0.779				
PER2	0.907				
PER3	0.856				
PER4	0.876				
PER5	0.866				

AVE: Average Variance Extracted

Discriminant validity was assessed using both the Fornell–Larcker criterion and the HTMT ratio. According to the Fornell–Larcker criterion, discriminant validity is achieved when the square root of each construct's AVE exceeds its correlations with other constructs. As shown in Table 4, all constructs satisfied this requirement, with \sqrt{AVE} values ranging from 0.857 to 0.884, indicating adequate discriminant validity. Moreover, the HTMT ratios, reported in parentheses in Table 4, were all below the recommended threshold of 0.85 (Henseler *et al.*, 2015), further confirming discriminant validity among the constructs. The results indicate that the measurement model exhibits discriminant validity, suggesting that the model is suitable for subsequent structural model analysis.

Table 4
Assessment of Discriminant Validity

Variables	ATT	AW	PER	SAT
ATT	0.884 ^a			
AW	0.707 ^b	0.864 ^a		
PER	0.489 ^b	0.512 ^b	0.857 ^a	
SAT	0.445 ^b	0.510 ^b	0.325 ^b	0.880 ^a

^aFornell-Larcker(\sqrt{AVE}).

^bHTMT ratio.

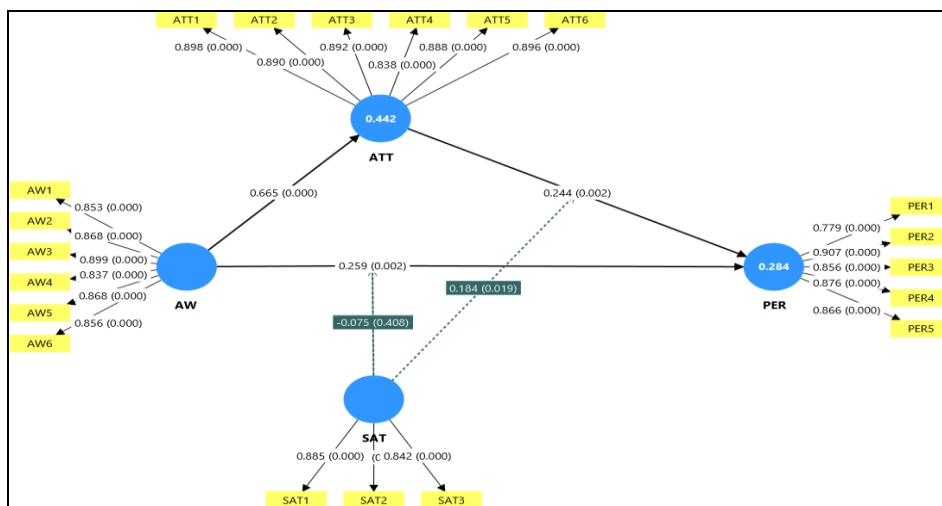
AVE: Average Variance Extracted; HTMT: Heterotrait-Monotrait.

Results of Hypotheses Testing

The structural model, illustrated in Figure 2, was tested to examine the hypothesised relationships among brand awareness, brand attitude,

customer satisfaction, and brand performance. Path coefficients (β), t -values, p -values, and effect sizes (f^2) were estimated using a bootstrapping procedure with 5,000 resamples (Hair *et al.*, 2019). Multicollinearity was assessed through VIF values, all of which were below the recommended threshold of 5, indicating no multicollinearity concerns. The coefficient of determination (R^2) for brand performance was 0.284, suggesting that approximately 28.4% of the variance in brand performance was explained by the predictor constructs and interaction terms.

Figure 2
Structural Model



As shown in Table 5, brand awareness had a positive and significant direct effect on brand performance ($\beta = 0.259$, $t = 3.083$, $p = 0.002$), supporting H_{1a} , with a small-to-moderate effect size ($f^2 = 0.047$). Brand awareness also had a positive and significant effect on brand attitude ($\beta = 0.665$, $t = 16.081$, $p = 0.000$), supporting H_{1b} , with a large effect size ($f^2 = 0.791$). Brand attitude positively and significantly influenced brand performance ($\beta = 0.244$, $t = 3.115$, $p = 0.002$), supporting H_2 , with a small effect size ($f^2 = 0.045$).

Table 5
Results from Hypothesis Test

Hypotheses	Path	β	t-value	p values	Effect size (f^2)	Remarks
H _{1a}	AW -> PER	0.259	3.083	0.002	0.047	Accepted
H _{1b}	AW -> ATT	0.665	16.081	0.000	0.791	Accepted
H ₂	ATT -> PER	0.244	3.115	0.002	0.045	Accepted
H ₃	AW ->ATT -> PER	0.162	3.070	0.002	0.047	Accepted
H _{4a}	SAT x AW -> PER	-0.075	0.828	0.408	0.003	Rejected
H _{4b}	SAT x ATT -> PER	0.184	2.351	0.019	0.024	Accepted

Note:

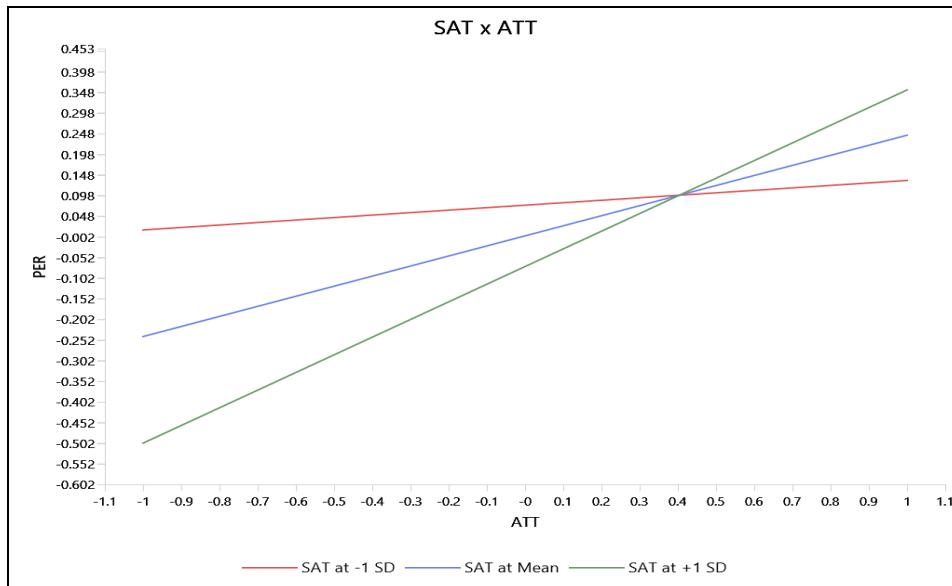
AW: Brand awareness; ATT: Brand attitude; SAT: Customer satisfaction; PER: Brand performance.

Beyond direct effects, the results show that the mediated effect of brand awareness on brand performance through brand attitude was significant ($\beta = 0.162$, $t = 3.070$, $p = 0.002$), supporting H₃, with a small effect size ($f^2 = 0.047$). This mediation finding highlights the critical mechanism through which brand awareness translates into improved brand performance.

The moderating role of customer satisfaction was tested using interaction terms. The results indicated that customer satisfaction significantly moderated the relationship between brand attitude and brand performance ($\beta = 0.184$, $t = 2.351$, $p = 0.019$, $f^2 = 0.024$), supporting H_{4b}. However, customer satisfaction did not significantly moderate the effect of brand awareness on brand performance ($\beta = -0.075$, $t = 0.828$, $p = 0.408$, $f^2 = 0.003$), leading to the rejection of H_{4a}, as shown in Figure 3. These results suggest that while brand awareness, attitude, and their mediated effects play a substantial role in shaping brand performance, the moderating influence of customer satisfaction is selective, enhancing some relationships but not others.

Figure 3

Moderating Effect of Customer Satisfaction



DISCUSSION OF FINDINGS

The purpose of this study was to examine how brand awareness, brand attitude, and customer satisfaction influence brand performance within Tanzanian telecommunication companies, guided by the RBV and EDT. The findings demonstrate that intangible brand-related resources play a crucial role in shaping performance outcomes, consistent with the RBV's proposition that valuable, rare, inimitable, and non-substitutable resources enhance firm competitiveness (Barney, 1991). At the same time, the moderating effects observed provide empirical support for EDT, which emphasises the importance of customer experiences and satisfaction (Oliver, 1980; Matonya, 2018). Together, these theoretical lenses provide a foundation for interpreting how telecommunication brands convert awareness and attitudes into performance gains.

The study revealed that brand awareness significantly influences both brand performance and brand attitude, supporting hypotheses H_{1a} and H_{1b}. This dual influence indicates that awareness operates as a foundational cognitive resource that shapes how consumers evaluate and respond to a brand. The finding aligns with prior research demonstrating that awareness strengthens customer recall, increases familiarity, and positively shapes customer evaluations (Jamil *et al.*, 2025; Kurnia *et al.*,

2025; Shaibu and Mohammed, 2025; Troiville, 2024; Wahyudin, 2025). While some studies argue that awareness alone may not always translate directly into performance (Hultman *et al.*, 2021; Chen and Chang, 2011), the current findings show that within the Tanzanian telecommunication sector, awareness remains a critical contributor to both evaluative attitudes and performance outcomes.

Building on this, the study found that brand attitude significantly and positively affects brand performance, confirming H_2 . This result highlights the importance of favourable customer evaluations in driving behavioural loyalty, usage decisions, and overall brand outcomes. The finding is consistent with earlier work showing that positive attitudes enhance brand equity and market responses (Foroudi, 2019; Hwang *et al.*, 2022; Mmasi and Mwaifyusi, 2021). Although some prior studies report mixed results (Sharma, 2024), the current study demonstrates that in the Tanzanian telecommunications context, consumers who develop favourable brand attitudes are more likely to enhance brand performance through continued patronage and positive word-of-mouth. This complements the earlier finding that awareness shapes attitude, thereby establishing a logical flow from cognitive recognition to evaluative judgement to behavioural response.

The study also established that brand attitude mediates the relationship between brand awareness and brand performance, confirming H_3 . This mediation effect suggests that awareness alone is insufficient; rather, its influence becomes more impactful when it generates favourable evaluations that guide customer behaviour. This finding aligns with prior research that emphasises the role of attitude as a psychological mechanism linking awareness to performance outcomes (Hameed *et al.*, 2023; Pratama *et al.*, 2023). This also reinforces the RBV perspective by highlighting that internal intangible assets generate advantage not only through direct effects but also through customer-based interpretations that strengthen the brand's market position.

Moreover, the findings regarding moderation revealed a selective influence of customer satisfaction. Customer satisfaction significantly strengthened the relationship between brand attitude and brand performance, supporting H_{4b} . This outcome is consistent with EDT, which posits that satisfied customers are more likely to translate favourable evaluations into positive behavioural outcomes (Oliver, 1980; Matonya, 2018). Satisfaction thus strengthens the behavioural relevance of brand

attitude by ensuring that positive evaluations are strengthened through confirmatory experiences. However, customer satisfaction did not moderate the relationship between brand awareness and brand performance, leading to the rejection of H_{4a}. This suggests that awareness exerts its influence irrespective of satisfaction levels or that satisfaction plays a more meaningful role when customers have already formed evaluative judgements rather than when they simply recognise or recall a brand. This suggest that satisfaction strengthens affective pathways more than cognitive ones.

CONCLUSION AND IMPLICATIONS

Conclusion

This study concludes that brand awareness and brand attitude are essential intangible resources that significantly influence brand performance in the Tanzanian telecommunication sector. Brand awareness not only directly enhances performance but also strongly shapes brand attitude, which in turn contributes positively to performance outcomes. The mediating role of brand attitude further demonstrates that awareness translates into improved performance largely through favourable consumer evaluations. Moreover, customer satisfaction selectively strengthens the effect of brand attitude on performance, underscoring the importance of positive customer experiences. Therefore, the findings affirm that firms seeking sustained performance gains must strategically invest in building strong brand awareness, cultivating favourable brand attitudes, and ensuring high levels of customer satisfaction.

IMPLICATION OF THE STUDY

Theoretical Implications

The study enriches theory by demonstrating that brand awareness and brand attitude function as strategic intangible resources, supporting RBV's argument that internal assets drive competitive advantage, while simultaneously highlighting that their effectiveness depends on customer experiences, as proposed by EDT. By showing that brand attitude mediates the effect of awareness on performance and that customer satisfaction strengthens some brand–performance links, the findings integrate resource-based and expectation–experience perspectives, offering a more holistic explanation of how brand-related resources translate into performance outcomes in competitive service markets.

Managerial Implications

From a managerial perspective, the findings highlight the strategic importance of integrating awareness-building initiatives with efforts aimed at shaping favourable brand attitudes. Telecommunication companies in Tanzania should avoid relying solely on promotional campaigns or visibility strategies, as awareness on its own produces limited performance gains unless customers also develop strong positive evaluations of the brand. This calls for a shift toward more holistic brand-building approaches that combine communication, service delivery, and customer engagement in ways that strengthen both cognitive and affective responses. Managers should therefore invest in messaging that not only increases recognition but also communicates brand values, credibility, and differentiation.

The results further underscore the crucial role of customer satisfaction in amplifying the behavioural impact of positive brand attitudes. Managers must prioritise consistent, reliable, and high-quality service experiences to ensure that favourable attitudes translate into actual performance outcomes such as loyalty, usage intensity, and recommendation behaviour. Importantly, since satisfaction does not strengthen the awareness–performance link, managers should recognise that visibility efforts must be complemented by operational excellence rather than assuming that awareness alone will yield performance growth. In a competitive and service-driven sector like telecommunications, firms that successfully align brand strategy with customer experience management will achieve more sustainable brand performance outcomes.

Limitations and Future Research

Despite providing valuable insights, this study is not without limitations. First, the study relied on a cross-sectional research design, which restricts the ability to establish causal relationships among the variables. Because data were collected at a single point in time, the directionality and long-term stability of the relationships between brand awareness, brand attitude, customer satisfaction, and brand performance cannot be fully confirmed. Future research should employ longitudinal or experimental designs to capture changes in brand perceptions and performance dynamics over time.

Second, the study was conducted within the telecommunication sector in Tanzania, which may limit the generalizability of the findings to other industries or geographical contexts. Telecommunication services are

highly competitive, technology-driven, and characterised by frequent customer interaction, which may influence how brand-related constructs operate. Researchers are encouraged to replicate the study in other service industries such as banking, insurance, or hospitality in different countries to validate the robustness and external validity of the model.

REFERENCES

Alwan, M., and Alshurideh, M. T. (2022). The effect of digital marketing on purchase intention: Moderating effect of brand equity. *International Journal of Data and Network Science*, 6(3), 837–848

Barney, J. (1991). Special theory forum the resource-based model of the firm: origins, implications, and prospects. *Journal of management*, 17(1), 97-98.

Brunner, M., Tripathi, S., Gundolf, K., Bachmann, N., Thienemann, A. K., Tuzun, A., & Jodlbauer, H. (2025). Enhancing customer satisfaction through digitalization: Past, present and possible future approaches. *Procedia Computer Science*, 253, 2929-2940.

Chen, F., and Chang, Y. (2011). Impact of Brand Awareness, Perceived Quality and Customer Loyalty on Brand Profitability and Purchase Intention: A Resellers' View. *Interdisciplinary Journal of Contemporary Research in Business*, 8(3), 833–839.

Dulal, T. D. (2025). Application of Positivism and Post Positivism Approach in Contemporary Research. *International Journal of Applied Research and Sustainable Sciences*, 3(4), 305-314.

Field, A. (2009). Second Edition of the Discovering Statistics Using SPSS 5th Edition.

Fornell, C., and Larcker, D. F. (1981). Structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, 18 (3), 382-388.

Foroudi, P. (2019). Influence of brand Signature, Brand Awareness, Brand Attitude, Brand Reputation on Hotel Industry's Brand Performance. *International Journal of Hospitality Management*, 76 (5), 271-285.

Gazi, M. I., Al Mamun, A., Al Masud, A., Senathirajah, A. S., & Rahman, T. (2024). The relationship between CRM, knowledge management, organization commitment, customer profitability and customer loyalty in telecommunication industry: The mediating role of customer satisfaction and the moderating role of brand image. *Journal of Open Innovation: Technology, Market, and Complexity*, 10(1), 1-18.

Goktas, P., & Dirsehan, T. (2025). Using PLS-SEM and XAI for causal-predictive services marketing research. *Journal of Services Marketing*, 39(1), 53-68.

Hair, J. F., Ringle, C. M., and Sarstedt, M. (2011). PLS-SEM: Indeed, a silver bullet. *Journal of Marketing Theory and Practice*, 19(2), 139-152.

Hair, J. F., Risher, J. J., Sarstedt, M., and Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. *European business review*, 31(1), 2-24.

Hair, J., Black, W., Babin, B., and Anderson, R. (2010). *Multivariate Data Analysis*, 7th ed., Upper Saddle River, NJ: Prentice-Hall.

Hameed, F., Malik, I. A., Hadi, N. U., & Raza, M. A. (2023). Brand awareness and purchase intention in the age of digital communication: A moderated mediation model of celebrity endorsement and consumer attitude. *Online Journal of Communication and Media Technologies*, 13(2), 1-14.

Henseler J., Ringle, M., and Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the Academy of Marketing Science*, 43, 115-135.

Hultman, M., Papadopoulou, C., Oghazi, P., & Opoku, R. (2021). Branding the hotel industry: The effect of step-up Vs step-down brand. *Journal of Business Research*, 124, 560-570.

Hussain, M., Javed, A., Khan, S. H., & Yasir, M. (2025). Pillars of customer retention in the services sector: Understanding the role of relationship marketing, customer satisfaction, and customer loyalty. *Journal of the Knowledge Economy*, 16(1), 2047-2067.

Hwang, J., Abbas, J., Joo, K., Choo, S. W., & Hyun, S. S. (2022). The effects of types of service providers on experience economy, brand attitude, and brand loyalty in the restaurant industry. *International journal of environmental research and public health*, 19(6), 3430.

Inseng, D. H., & Uford, I. C. (2019). Examining contributions of customer-based and employee-based brand equity to a retail bank's market performance using resource-based theory. *The Retail and Marketing Review*, 15(1), 27-38.

Jamil, H., Shah, M. H., & Jamal, A. H. (2025). Influence Pays off: How Social Media Influencer Investment Drives ROI through Brand Awareness. *The Critical Review of Social Sciences Studies*, 3(3), 1313-1323.

Kock, N. (2015). Common method bias in PLS-SEM: A full collinearity assessment approach. *International Journal of e-Collaboration*, 11(4), 1–10.

Kurnia, D., Akbar, R., Yetti, D., & Am, A. N. (2025). The Role of Brand Awareness in Mediating the Influence of Digital Marketing and Digital Content Quality on Increasing Sales of Culinary MSMEs (Case Study in Panam, Pekanbaru). *Journal of Engineering Science and Technology Management (JES-TM)*, 5(2), 256-265.

Malhotra, G., Dandotiya, G., Shaiwalini, S., Khan, A., & Homechaudhuri, S. (2025). Benchmarking for organisational competitiveness: a resource-based view perspective. *Benchmarking: An International Journal*, 32(3), 943-964.

Mante, G. D., Kohar, U. A., & Martey, E. M. (2023). Brand awareness and firm performance: The mediating role of brand love. *International Journal of Academic Research in Economics and Management Sciences*, 12(4), 298-314.

Mapunda, F., & Kulwijila, M. (2025). The Impact of Mobile Telecommunications on Economic Growth in Tanzania. *Journal of African Economic Perspectives*, 3(1), 23-50.

Matonya, J. (2018). *The Effect of Brand Experience on Loyalty in Mobile Money Services: Mediating Role of Word-of-Mouth and Customer Satisfaction* (Doctoral dissertation, The Open University of Tanzania).

Mazengo, S. D., and Mwaifyusi, H. A. (2021). The effect of liquidity, profitability and company size on dividend payout: evidence from financial institutions listed in Dar es Salaam stock exchange. *Business Education Journal*, 7(1), 1-14.

Mmasi, A., and Mwaifyusi, H. (2021). Determinants of Brand Performance: Empirical Evidence from Tanzanian Brewing Companies. *Business Education Journal*, 10(3), 1–16.

Mwaifyusi, H., and Dau, R. (2022). Effects of Innovation on Business Performance: Empirical Evidence from Manufacturing Firms in Tanzania. *African Journal of Accounting and Social Science Studies*, 4(2), 1-16.

Mwakapugi, E., Mtani, H., Ulomi, G., & Mohsini, M. (2024). Driving Forces of strategic outsourcing in telecommunication companies in tanzania. *Journal of Information Policy*, 14, 631-654.

Nguyen, M. P., Thai, V. V., Chan, C., Lau, K. H., Nguyen, M. N., & Do, H. N. (2025). The interplay among trust, reciprocity and commitment factors in facilitating supply chain collaboration: the

case of Vietnamese fishery industry. *Asia Pacific Journal of Marketing and Logistics*, 37(1), 150-170.

Nunkoo, R., Sharma, A., So, K. K. F., Hu, H., & Alrasheedi, A. F. (2025). Two decades of research on customer satisfaction: future research agenda and questions. *International Journal of Contemporary Hospitality Management*, 37(5), 1465-1496.

Oliver, R. L. (1980). A Cognitive Model of the Antecedents and Consequences of Satisfaction Decisions. *Journal of Marketing Research*, 17(4), 460 - 469.

Pongwe, L. J., & Churk, J. (2024). Social media marketing platforms and sales revenue in Tanzania telecommunication company limited. *International Review of Management and Marketing*, 14(1), 31-38.

Pratama, A. A. N., Hamidi, M. L., & Cahyono, E. (2023). The effect of halal brand awareness on purchase intention in Indonesia: the mediating role of attitude. *Cogent Business & Management*, 10(1), 1-18.

Rubenstein, A. L., Simon, L. S., Kammeyer-Mueller, J. D., Corwin, E. S., Morrison, H. M., & Whiting, S. W. (2025). On the efficacy of psychological separation to address common method variance: Experimental evidence and a guiding research design framework. *Journal of Applied Psychology*. 110(10), 1297–1317.

Shaibu, O., & Mohammed, M. (2025). Effect of Brand Management on Performance Fast Moving Consumer Goods: A Study of AJE Group of Companies. *Abuja journal of business and management*, 3(3), 319-339.

Sharma, A. (2024). Impacts of brand commitment, brand reliability, and brand attitude on brand relationship. *Intelligent Decision Technologies*, 18(3), 2289-2305.

Shi, H., Liu, Y., Kumail, T., and Pan, L. (2022). Tourism destination brand equity, brand authenticity and revisit intention: the mediating role of tourist satisfaction and the moderating role of destination familiarity. *Tourism Review*, 77(3), 751–779.

Slater, P., & Hasson, F. (2025). Data Measurement, Instruments and Sampling. *Journal of Psychiatric and Mental Health Nursing*, 32(3), 680-685.

TCRA. (2024). *Quarterly Communications Statistics*. Tanzania Communication Regulatory Authority, Tanzania.

TCRA. (2025). *Communications Statistics Report*. Tanzania Communication Regulatory Authority, Tanzania.

Troiville, J. (2024). Connecting the dots between brand equity and brand loyalty for retailers: The mediating roles of brand attitudes and

word-of-mouth communication. *Journal of Business Research*, 177, 114650.

Wahyudin, A. (2025). The Mediating Role of Brand Attitude in the Relationship Between Product Knowledge and Brand Image on Customer Loyalty in the Context of the Lubricant Industry in Indonesia. *International Activa-Passiva Journal*, 2(3), 206-220.