

An Investigation into The Effectiveness of the Social Media Analytical Tools for Enhancing Customer Satisfaction: A Case Study of Indo Zambia Bank

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Abstract

This study investigated the impact of social media engagement on customer satisfaction at Indo Zambia Bank in Lusaka, focusing on key service quality dimensions such as responsiveness, information reliability, engagement rate, efficiency, and ease of use. The research aimed to determine how these factors influenced customer perceptions and satisfaction levels in the digital banking landscape. A mixed-methods research approach was employed, combining quantitative data collected from a sample of 200 respondents through a structured questionnaire with qualitative insights from in-depth interviews with bank staff. The study utilized multiple regression analysis to assess the relationships between social media engagement variables and customer satisfaction. The findings revealed that responsiveness had a significant positive effect on customer satisfaction ($\beta = 0.421$, $p < 0.01$), indicating that timely responses to customer inquiries and complaints on social media platforms were crucial in shaping customer experiences. Information reliability also demonstrated a strong influence on satisfaction levels ($\beta = 0.368$, $p < 0.01$), emphasizing the importance of accurate, clear, and transparent communication in fostering customer trust. Additionally, engagement rate was found to be a significant predictor of customer satisfaction ($\beta = 0.295$, $p < 0.05$), suggesting that active and interactive social media strategies enhanced customer relationships and loyalty. Efficiency emerged as the strongest predictor ($\beta = 1.122$, $p < 0.001$), highlighting the necessity of streamlined processes for improving customer satisfaction. The overall model explained 91.6% ($R^2 = 0.916$) of the variance in customer satisfaction, confirming the substantial impact of social media engagement on banking customer experiences. The study concluded that Indo Zambia Bank's social media presence is a vital tool for improving customer satisfaction by ensuring quick responsiveness, reliable information sharing, and increased engagement. However, limitations such as reliance on self-reported data and the exclusion of non-digital customers indicated the need for further research. Based on the findings, the study recommended that Indo Zambia Bank strengthen its digital communication strategies, invest in AI-driven customer support, and adopt a more interactive approach to social media marketing. These efforts would not only enhance customer satisfaction but also improve overall customer retention and brand loyalty in an increasingly digitalized banking environment.

Keywords: Banking Sector, Customer Satisfaction, Engagement, Information Reliability, Responsiveness, Social Media

1. Introduction

The rapid advancement of digital technology has significantly transformed the way businesses operate, particularly in how they engage with customers. Among these advancements, social media has emerged as a powerful tool for fostering communication, building relationships, and strengthening brand loyalty. Platforms like Facebook, Instagram, LinkedIn, and Twitter have enabled businesses to connect with their customers in real-time, offering personalized services that enhance satisfaction and engagement (Laksamana, 2018). This transformation is particularly critical in the banking sector, where customer satisfaction is essential for retaining loyalty and gaining a competitive edge.

In the global banking industry, social media has been embraced as an effective channel for engaging customers. By providing a platform for two-way communication, it enables banks to address customer concerns, promote their services, and gather valuable feedback. Studies have shown that banks that strategically use social media are better positioned to foster trust and improve customer experiences (Mahboub, 2018). However, in many developing countries, including Zambia, the full potential of social media in banking has yet to be realized. This study aims to address that gap by focusing on the strategic use of social media in Zambia's banking sector.

Zambia's banking sector consists of 17 commercial banks that offer a wide range of financial services to individuals, businesses, and government entities (Majeed et al., 2022). While social media usage in Zambia is increasing, its strategic application for enhancing customer satisfaction is still limited. Most banks in Zambia, including Indo Zambia Bank, use social media primarily for promotional purposes, neglecting its potential for creating meaningful interactions with customers (Danho, Tomeh & Danho, 2020). This limitation underscores the need for research into how Zambian banks can better utilize social media to engage customers and improve their overall satisfaction. Customer satisfaction in banking is shaped by various factors, such as response times, the quality of communication, and the perceived value of services offered (Mudondo & Govender, 2021). Social media platforms provide an opportunity to address these factors by enabling banks to offer timely, personalized, and transparent communication. Despite these advantages, many Zambian banks face challenges such as limited resources, inadequate digital literacy, and concerns about data privacy, which hinder the strategic use of social media (Kuchciak & Wiktorowicz, 2021).

Indo Zambia Bank, one of the leading financial institutions in Zambia, operates in a competitive market where customer satisfaction is a key determinant of success. In such a landscape, leveraging social media strategically could help the bank differentiate itself by fostering stronger relationships with customers. Research shows that banks that use social media effectively can enhance customer trust and loyalty, which are vital for long-term growth and profitability (Mogaji, Farinloye & Aririguzoh, 2016). This study will explore how Indo Zambia Bank can maximize these opportunities. The integration of social media into banking operations is not without its challenges. Concerns about data security and compliance with regulatory standards often act as barriers to its effective implementation. These challenges are particularly pronounced in Zambia, where the regulatory framework for digital engagement is still evolving (Mudondo & Govender, 2021). For banks like Indo Zambia Bank, addressing these challenges will require not only strategic planning but also investments in staff training and infrastructure to ensure that social media platforms are used responsibly and effectively.

Globally, the use of social media in banking has yielded positive outcomes. For example, studies from the Middle East and North Africa highlight the benefits of social media in improving customer satisfaction and retention (Mahboub, 2018). Similarly, in Malaysia, banks have successfully used social media to build stronger relationships with their customers, resulting in increased loyalty and brand equity (Goi, 2014). These international examples offer valuable lessons that Zambian banks can adapt to their local context.

The COVID-19 pandemic has further emphasized the importance of digital platforms for maintaining customer relationships. With lockdowns and restrictions limiting face-to-face interactions, social media became an essential tool for banks to communicate with their customers and deliver services remotely (Mogaji, Farinloye & Aririguzoh, 2016). For Indo Zambia Bank, the pandemic provided a glimpse of how digital platforms can be leveraged to address customer needs more effectively. However, to fully capitalize on these opportunities, the bank must adopt a more strategic approach to social media use. Despite the increasing recognition of social media's potential, its adoption in Zambia's banking sector often lacks a strategic focus. Many banks primarily use these platforms to advertise their services, missing the opportunity to engage with customers on a deeper level. This narrow approach limits the ability of banks to build lasting relationships with their customers and capitalize on the benefits of digital engagement (Purohit, 2015). Indo Zambia Bank has the potential to lead the way in this area by implementing a more customer-centric social media strategy.

In a competitive banking environment, differentiation is key. Social media provides an avenue for banks to stand out by offering superior customer experiences. Indo Zambia Bank, through strategic use of these platforms, has the opportunity to enhance customer satisfaction, loyalty, and overall competitiveness in the Zambian market (Danho, Tomeh & Danho, 2020). This study aims to identify the gaps in the bank's current practices and provide actionable recommendations for improvement. The strategic use of social media in the banking sector offers immense potential for improving customer satisfaction and loyalty. However, in Zambia, the effective adoption of these platforms remains limited. This study focused on Indo Zambia Bank and aims to explore how the bank can enhance its social media practices to better meet customer needs. The findings will not only benefit Indo Zambia Bank but also provide insights that can be applied across the broader banking industry in Zambia.

1.2 Statement of the Problem

Social media has emerged as a crucial tool for businesses, particularly in the banking sector, to engage customers and enhance satisfaction. Globally, over 70% of banks leverage platforms like Facebook and Twitter to connect with clients, with effective social media strategies boosting customer retention by up to 25% (Global Banking Report, 2022). However, in Zambia, the strategic application of social media by banks is markedly limited. A 2023 survey indicated that fewer than 40% of Zambian banks actively maintain a social media presence, and only 25% have integrated these platforms into their broader business strategies (Zambian Financial Sector Report, 2023). For institutions like Indo Zambia Bank, this represents a substantial missed opportunity to enhance customer experiences and align digital initiatives with overall business objectives. Research from regions such as Malaysia and the Middle East illustrates that strategic social media use can significantly strengthen customer relationships, increase profitability, and foster brand loyalty (Mahboub, 2018; Goi, 2014). In contrast, studies focused on Zambia's banking sector often emphasize promotional campaigns, overlooking the potential of social media analytical tools to improve customer engagement and satisfaction (Danho et al., 2020). This lack of comprehensive understanding hampers Zambian banks' ability to develop effective strategies that address customers' digital expectations.

The urgency of addressing this gap is amplified by Zambia's competitive banking landscape, which consists of 17 commercial

banks competing for a combined market valued at \$8 billion in deposits (Majeed et al., 2022; Zambia Banking Industry Overview, 2022). The COVID-19 pandemic underscored the vital role of digital platforms in maintaining customer relationships during periods of restricted physical interaction (Kuchciak & Wiktorowicz, 2021). Without a clear strategy for utilizing social media analytical tools, Zambian banks risk losing customers to competitors, undermining trust, and failing to meet the demands of an increasingly digital-savvy audience. This study aimed to address these challenges by investigating the effectiveness of social media analytical tools in enhancing customer satisfaction at Indo Zambia Bank. Analyzing the bank's current practices, identifying areas for improvement, and providing actionable recommendations, the research seeks to bridge this critical knowledge gap. The insights gained will not only benefit Indo Zambia Bank but also serve as a valuable resource for other financial institutions in Zambia striving to strengthen their social media strategies and improve customer engagement.

1.3 Research Objectives

- To determine the effect of responsiveness on customer satisfaction at Indo Zambia Bank in Lusaka.
- To assess the effect of engagement rate on customer satisfaction at Indo Zambia Bank in Lusaka.
- To assess the challenges Indo Zambia Bank has in using social media to engage the clients.

2. Literature Review

2.1 Introduction to Social Media in the Banking Sector

Social media has revolutionized the way businesses engage with their customers, and the banking industry has been no exception. Platforms like Facebook, Twitter, Instagram, and WhatsApp enable banks to connect with their customers in real-time, offering personalized services that address specific needs (Basri, 2019). Beyond simply posting advertisements or sharing updates, these platforms create opportunities for banks to interact directly with customers, resolve issues promptly, and enhance transparency in their operations (Chikandiwa, Contogiannis & Jembere, 2018). Such interactions not only improve customer satisfaction but also build trust and loyalty over time (Alalwan et al., 2020). Moreover, the widespread adoption of social media allows banks to gather quick feedback from their customers, which helps them refine their services and better meet consumer expectations (Shankar, Jebarajakirthy & Ashaduzzaman, 2020). By leveraging these digital platforms effectively, banks can foster stronger relationships with their customers and achieve levels of engagement that traditional communication methods often struggle to match (Ali, Hussain & Rehman, 2021).

Globally, many banks have embraced social media as a critical part of their operations. For instance, large institutions like JPMorgan Chase and HSBC have used these platforms to enhance customer service, offering quick responses to inquiries and complaints while also gathering valuable feedback. Studies show that customers tend to trust and feel more satisfied with banks that actively engage on social media, as it gives the impression of accessibility and customer focus (Laksamana, 2018). Through strategic use, banks have managed to build stronger connections with their customers, driving both loyalty and retention.

In Zambia, however, the use of social media in banking is still developing. While some banks have established a presence on platforms like Facebook and Twitter, the focus tends to be on promotional activities rather than creating meaningful customer interactions. The potential for social media to address customer concerns or provide tailored support remains largely untapped. Factors such as limited digital literacy, resource constraints, and infrastructure challenges have slowed the progress in adopting social media as a strategic tool. Nonetheless, the rise in internet access and mobile phone usage, especially in urban areas, provides a growing opportunity for Zambian banks to leverage these platforms more effectively (Majeed et al., 2022).

2.2 Global Trends in Social Media Usage for Customer Satisfaction

Across the globe, banks have embraced social media as a powerful tool to enhance customer satisfaction, focusing on responsiveness, personalized communication, and customer-centric campaigns. Platforms like Facebook, Twitter, Instagram, and LinkedIn provide banks with real-time communication channels, offering customers instant access to information, feedback systems, and support (Kapoor et al., 2018). These platforms go beyond merely sharing advertisements or updates; they create opportunities for direct interaction, enabling financial institutions to address customer concerns effectively while promoting transparency (Zhou et al., 2021). By integrating social media into their core operations, many banks have streamlined their services and fostered stronger relationships with customers, making these platforms a cornerstone of modern banking strategies (Alalwan et al., 2020).

In developed economies like the United States and the United Kingdom, social media plays a central role in banks' digital transformation strategies. Prominent institutions such as JPMorgan Chase and Barclays leverage platforms like Twitter and YouTube to engage with customers, address complaints, and provide financial education (Nduhura & Prieler, 2017). These efforts not only improve accessibility but also enhance transparency, building trust and loyalty among customers. Quick responses to queries, combined with educational initiatives on social media, have positioned these banks as customer-focused and innovative leaders in the financial industry (Ali, Hussain & Rehman, 2021).

Meanwhile, in regions like Asia and the Middle East, banks have customized their social media strategies to suit local market needs. For instance, Indian and Emirati banks have embraced WhatsApp to deliver personalized updates and

virtual customer support, catering to individual preferences and enhancing customer satisfaction (Chikandiwa, Contogiannis & Jembere, 2018). Studies have shown that customers are more likely to remain loyal to banks that actively engage them on social media, as this builds trust and fosters a sense of innovation (Alalwan et al., 2017).

2.3 Challenges in Implementing Social Media Strategies in Developing Countries

While the success of social media in transforming banking operations is well-documented in developed regions, banks in developing countries face a distinct set of challenges that hinder the full potential of these platforms. In nations like Zambia, social media adoption for strategic purposes remains limited due to several barriers. One of the most significant obstacles is limited digital literacy among both customers and banking staff. A large portion of the population in developing countries may not be familiar with the functionality of social media platforms beyond basic communication. Similarly, many employees within financial institutions lack the skills needed to manage these platforms effectively or use them strategically to enhance customer experiences (Kuchciak & Wiktorowicz, 2021).

Another critical issue is inadequate infrastructure, which directly impacts internet connectivity and mobile access key enablers of social media use. In rural areas of developing countries, access to reliable internet or even basic mobile services is often limited or non-existent. This digital divide creates a barrier for banks that aim to extend their social media strategies to underserved populations (Majeed et al., 2022). Even in urban centers where connectivity is better, inconsistent service quality and high costs can deter both banks and their customers from fully utilizing these platforms (Danho et al., 2020). Data privacy and security concerns further complicate the adoption of social media in banking. Customers in developing regions are often wary of sharing personal information online due to fears of fraud and identity theft. This hesitancy is exacerbated by the absence of robust cybersecurity measures within some banks and the lack of comprehensive data protection laws in these countries (Mudondo & Govender, 2021). For banks, ensuring the security of their digital platforms while maintaining customer trust is a complex and ongoing challenge, often requiring significant investments in technology and expertise.

Regulatory challenges also pose a significant hurdle. Many developing countries are still in the process of aligning their legal frameworks with the demands of the digital age. Regulations concerning social media use, data protection, and online consumer rights are often unclear, inconsistent, or outdated. Banks must navigate these regulatory ambiguities carefully to avoid potential legal risks while trying to innovate. The slow pace of regulatory adaptation limits the ability of financial institutions to fully explore the benefits of social media, as they remain cautious about potential compliance issues (Mahboub, 2018).

2.4 Empirical Review

Global Perspective

This study by Alalwan, Rana, Dwivedi, Algharabat, R. (2017) examined the role of social media marketing (SMM) efforts in enhancing online customer loyalty within Jordan's banking sector. Utilizing the Technology Acceptance Model (TAM), the research assesses how perceived ease of use and perceived usefulness influence customer engagement. Data collected from 329 online banking users indicate that perceived usefulness significantly affects electronic word of mouth, informativeness, and social media features, while perceived ease of use indirectly influences these factors. The findings suggested that when customers perceive online banking services as useful and user-friendly, they are more likely to engage positively on social media platforms, sharing their experiences and promoting the bank's services. This engagement enhances customer loyalty, as satisfied customers become advocates for the bank, attracting new clients through positive electronic word of mouth. The study recommended that banks should focus on improving the usability and perceived usefulness of their online services to leverage social media marketing effectively. By doing so, they can enhance customer satisfaction and loyalty, ensuring a competitive edge in the digital banking landscape.

This research by Alalwan (2018) investigated the impact of social media marketing activities on brand trust and brand loyalty within Saudi Arabia's banking sector. An online survey of 252 users following banking services on social media reveals that activities such as customization, entertainment, and interaction positively influence brand trust, which in turn enhances brand loyalty. The study underscored the importance of engaging and interactive social media content in building trust between banks and their customers. When banks provide customized and entertaining content, they create a more personalized experience for users, fostering trust. This trust is crucial for developing brand loyalty, as customers are more likely to remain committed to a bank they trust. The authors suggested that banks should strategically design their social media activities to focus on building brand trust. By doing so, they can cultivate a loyal customer base, which is essential for long-term success in the competitive banking industry.

Regional Perspective

This study by Adeola and Evans (2020) explored the growing importance of social media in driving customer engagement within African banking, focusing on countries like South Africa and Nigeria. The research identified how banks have utilized platforms such as Facebook, Twitter, and WhatsApp to provide real-time customer support, promote financial products, and foster interactive communities. It was observed that these strategies allowed banks to build stronger relationships with customers, enhancing their sense of connection and trust in the institution.

In South Africa, banks like Standard Bank used social media to address customer inquiries promptly, improving satisfaction rates significantly. Similarly, Nigerian banks, such as GTBank, leveraged Twitter for quick responses to

customer complaints and shared financial tips to enhance engagement. The findings indicated that when customers feel valued and connected through these platforms, their loyalty to the institution increases, reducing churn rates and boosting long-term retention. The study concluded by recommending that banks in Africa expand their social media presence by adopting more innovative and personalized communication strategies. Additionally, banks should invest in training social media teams to ensure a consistent and empathetic tone in customer interactions. Such efforts would maximize the potential of social media as a customer engagement tool, ultimately leading to improved customer satisfaction and loyalty. This article by Twum, et al., (2022) investigated the impact of mobile money services on customer satisfaction in Ghana, highlighting the critical role of service quality dimensions such as availability, security, and responsiveness. The study revealed that customers are more satisfied when mobile money services are easily accessible and secure, allowing them to perform transactions without fear of fraud. Responsiveness was also emphasized, as quick issue resolution was a significant determinant of continued usage and loyalty. The research provided insights into how mobile money services address financial inclusion gaps in Ghana. Providers like MTN Mobile Money and Airtel Tigo were praised for delivering accessible services to rural and urban populations, creating a more inclusive financial ecosystem. Customers expressed higher satisfaction when service providers responded promptly to complaints, reinforcing trust and confidence in the platform. The study recommended that mobile money service providers in Ghana continue to prioritize responsiveness and invest in robust security measures to protect customer data. It also emphasized the importance of integrating feedback mechanisms within mobile money applications to enhance user experience and ensure sustained satisfaction levels.

Zambian Perspective

The literature on the adoption of social media by Zambian banks reveals a multifaceted approach to enhancing customer satisfaction, yet it also underscores significant challenges that hinder optimal implementation. Mwale and Mwansa (2021) highlight the essential role of platforms like Facebook, WhatsApp, and Twitter in facilitating real-time interactions between banks and customers. This immediacy is crucial for addressing inquiries swiftly, thereby boosting customer satisfaction. However, while the authors present a positive outlook on social media's potential, they fail to deeply analyze the implications of limited digital literacy among both customers and employees. This gap suggests that despite the tools available, without adequate training and digital skills, the effectiveness of social media in enhancing customer engagement may be compromised (Murray et al., 2020).

Chanda and Kunda (2020) emphasize WhatsApp's effectiveness in improving response times and customer satisfaction. Their findings point to the platform's popularity among Zambian customers as a practical tool for service delivery. However, they identify data security concerns and inadequate digital infrastructure in rural areas as significant barriers. The analysis could benefit from a deeper exploration of how these challenges specifically affect different demographic segments, particularly in underserved communities. The lack of attention to these nuances raises questions about the generalizability of their findings, as the digital divide remains a critical issue in many regions (Helsper, 2019). Addressing these concerns could enrich the understanding of social media's role in customer service.

Phiri and Banda (2019) explore the intersection of social media and financial inclusion, particularly how platforms like Facebook are utilized to connect with underserved populations. Their findings indicate that social media can enhance financial literacy and accessibility. However, the authors do not sufficiently address the systemic issues, such as high internet costs and the broader socio-economic factors that contribute to limited digital engagement. A critical analysis of these underlying barriers would provide a more comprehensive understanding of how social media can be leveraged for financial inclusion. Moreover, the impact of these factors on customer satisfaction and engagement remains underexplored, indicating a need for further research in this area (Gonzalez et al., 2021).

Ngoma and Sakala (2021) focus on customer-centric social media strategies, highlighting the importance of personalized content in boosting engagement and satisfaction. While they advocate for a data-driven approach to understand customer behavior, the discussion lacks a critical examination of the resource constraints that banks face. The study could be strengthened by exploring how these constraints impact the implementation of analytics and personalized marketing, as well as the potential trade-offs between resource allocation and customer engagement. This oversight limits the applicability of their findings, as many banks may struggle to adopt advanced analytics due to budgetary restrictions (Kumar et al., 2020).

Mumba and Mulenga (2020) investigate how social media can be used to build customer trust through transparency and effective crisis management. Their findings demonstrate the significance of platforms like Twitter and LinkedIn in promoting corporate updates and addressing complaints. However, the authors identify inadequate crisis response strategies as a challenge without delving into the potential consequences of negative feedback on customer trust. A more thorough analysis of case studies where banks successfully navigated crises through social media could provide valuable insights into best practices. Additionally, the role of public perception in shaping customer trust and satisfaction remains a critical area for further exploration (Coombs, 2021).

3 Methodology

3.1 Research Philosophy

The study adopted a pragmatic research philosophy, allowing for the integration of both quantitative and qualitative

methods to provide complementary insights into the research problem. This approach acknowledges the complexity of social phenomena and seeks actionable insights to inform strategic social media tools and improve customer satisfaction at Indo Zambia Bank.

3.2 Research Approach

A mixed methods research approach was employed, combining quantitative data from structured surveys with qualitative insights from in-depth interviews. This dual approach facilitated a comprehensive understanding of customer interactions and experiences with Indo Zambia Bank's digital platforms, ensuring that findings were both objective and contextually relevant.

3.3 Research Design

The study utilized a convergent parallel mixed methods design, effectively capturing both quantitative breadth and qualitative depth in exploring the relationship between social media strategies and customer satisfaction. By triangulating findings from both data sources, the study enhanced the robustness of its conclusions and provided a holistic analysis of the research questions.

3.4 Study Population

The target population comprised customers of Indo Zambia Bank who actively engage with the bank through social media platforms. This focus ensured that insights were gathered from individuals directly influenced by the bank's digital engagement strategies, enhancing the relevance of the study's findings.

3.5 Sample Size

A sample of 200 respondents was selected for the study, adhering to guidelines suggesting that sample sizes between 30 and 500 are appropriate for business research. This sample size was deemed sufficient to ensure meaningful statistical analysis while balancing practical feasibility within the operational realities of the study.

3.6 Data Collection

Both primary and secondary data sources were utilized for this study. Secondary data included academic publications and industry reports, while primary data was collected through structured questionnaires and qualitative interviews, enabling a comprehensive exploration of customer experiences with Indo Zambia Bank's social media initiatives.

3.7 Data Collection Instrument

The study employed a Likert-scale questionnaire as the primary data collection tool, allowing respondents to express their level of agreement with various statements related to social media engagement and customer satisfaction. This structured format facilitated the systematic analysis of customer sentiments and relationships with the bank's digital engagement strategies, while qualitative feedback enriched the overall analysis by providing context and depth.

3.8 Data Analysis

Data collected from the study was analyzed using the Statistical Package for the Social Sciences (SPSS) software, which enabled accurate quantitative analysis through correlation and regression techniques. The analysis assessed the relationships between social media strategies and customer satisfaction, while qualitative data from interviews were thematically analyzed to identify common patterns and insights, providing a comprehensive understanding of how social media influences customer satisfaction at Indo Zambia Bank.

4 Findings

4.1 Response Rate

The study targeted a minimum sample size of 286 respondents; however, 200 questionnaires were returned and deemed valid for analysis, yielding a response rate of 69.9 percent. The shortfall from the targeted sample is attributable to non-response and incomplete questionnaire returns, as some potential participants declined to participate or did not complete all required items, while a small number of submissions were excluded during data cleaning to ensure only usable responses were analysed.

Using the figures stated in the document (minimum required sample size 286 and achieved 200 valid responses)

The response rate is calculated as:

Response rate = $200/286 \times 100 = 0.6993006993 \times 100 = 69.93\%$

Therefore, the response rate is 69.93% (approximately 69.9%)

The shortfall from the targeted sample size is attributable to non-response and incomplete questionnaire returns. Some potential respondents declined to participate, while others did not complete all required items. Additionally, a small number of questionnaires were excluded during the data cleaning process to ensure that only fully completed and usable

responses were included in the final analysis.

4.2 Demographic Profile

Table below presents the socio-demographic characteristics of the respondents. The findings indicate that the majority of respondents were male, accounting for 64 percent of the sample, while females constituted 36 percent. This distribution suggests a higher participation of males in the study context. With regard to age, most respondents fell within the economically active age brackets, with 49 percent aged between 35 and 44 years and 37 percent between 45 and 54 years. Only a small proportion of respondents were aged 25-34 years and 55 years and above. In terms of educational attainment, the results show that respondents were generally well educated, with 43.5 percent holding bachelor's degrees and 41 percent possessing diplomas. This level of educational attainment implies that respondents were sufficiently knowledgeable to understand and provide informed responses to the research instruments.

Table 1: Demographic Profile

| Variables | Description | Frequency | Percentage |
|-----------|--------------------|-----------|------------|
| Gender | Male | 128 | 64 |
| | Female | 72 | 36 |
| | Total | 200 | 100 |
| Age | 25 - 34 years | 12 | 6 |
| | 35 - 44 years | 98 | 49 |
| | 45 - 54 years | 74 | 37 |
| | 55 years and above | 16 | 8 |
| | Total | 200 | 100 |
| Education | Certificate | 10 | 5 |
| | Diploma | 82 | 41 |
| | Bachelor's degree | 87 | 43.5 |
| | Master's degree | 19 | 9.5 |
| | Doctorate (PhD) | 2 | 1 |
| | Total | 200 | 100 |

Source: SPSS Version 26, (2025).

4.3 Economic and Transactional Characteristics of Respondents

Table 2 illustrates the economic and transactional characteristics of the respondents. The results show that a substantial proportion of respondents were self-employed, representing 41 percent of the sample, followed by students at 32.5 percent. Employed respondents constituted 6 percent, while unemployed and retired respondents accounted for 12.5 percent and 8 percent respectively. This distribution reflects a diverse economic background among the respondents. Regarding transaction frequency, the majority of respondents engaged in transactions either monthly or weekly, accounting for 42.5 percent and 41 percent respectively. This suggests regular interaction with financial services, thereby supporting the relevance of the respondents to the objectives of the study.

Table 2: Economic and Transactional Characteristics of Respondents

| Variable | Category | Frequency | Percentage |
|-----------------------|---------------|-----------|------------|
| Employment Status | Employed | 12 | 6 |
| | Self-employed | 82 | 41 |
| | Student | 65 | 32.5 |
| | Unemployed | 25 | 12.5 |
| | Retired | 16 | 8 |
| | Total | 200 | 100 |
| Transaction Frequency | Daily | 14 | 7 |
| | Weekly | 82 | 41 |
| | Monthly | 85 | 42.5 |
| | Occasionally | 19 | 9.5 |
| | Total | 200 | 100 |

Source: SPSS Version 26, (2025).

4.4 Digital Engagement and Communication Characteristics of Respondents

Table 3 presents respondents' digital engagement and communication characteristics. The findings reveal that Facebook was the most commonly used social media platform, accounting for 44.5 percent of respondents, followed by Instagram at 32.5 percent and LinkedIn at 23 percent. In terms of duration of engagement, most respondents had maintained a relationship for more than six months, with 39.5 percent indicating a duration of between six months and one year and 34 percent between one and two years. Regarding communication methods, in-person bank visits were the most preferred, followed by phone calls and mobile banking applications. This indicates a continued reliance on traditional and hybrid communication channels. Additionally, complaints and feedback, as well as banking updates and promotions, constituted the most common forms of engagement, highlighting the importance of effective customer communication and service responsiveness in the study context.

Table 3: Digital Engagement and Communication Characteristics of Respondents

| Variable | Category | Frequency | Percentage |
|--------------------------------|--------------------------------|-----------|------------|
| Primary Social Media Platform | Facebook | 89 | 44.5 |
| | Instagram | 65 | 32.5 |
| | LinkedIn | 46 | 23 |
| | Total | 200 | 100 |
| Duration of Relationship | Less than 6 months | 14 | 7 |
| | 6 months-1 year | 79 | 39.5 |
| | 1-2 years | 68 | 34 |
| | Over 2 years | 39 | 19.5 |
| | Total | 200 | 100 |
| Preferred Communication Method | Social media | 10 | 5 |
| | Phone calls | 63 | 31.5 |
| | Bank visits (in-person) | 74 | 37 |
| | Email | 23 | 11.5 |
| | Mobile banking app | 30 | 15 |
| | Total | 200 | 100 |
| Primary Engagement Type | Customer service inquiries | 19 | 9.5 |
| | Banking updates and promotions | 61 | 30.5 |
| | Complaints and feedback | 66 | 33 |
| | Other engagements | 54 | 27 |
| | Total | 200 | 100 |

Source: SPSS Version 26, (2025).

4.5 Reliability Tests

Reliability analysis was conducted to assess the internal consistency of the measurement scales used in this study and to confirm that the questionnaire items for each construct reliably measured the same underlying concept. Cronbach's Alpha coefficient was employed as the primary reliability indicator because it is widely used in social science research to evaluate the extent to which items within a scale are correlated and produce consistent results. The SPSS Version 26 reliability output showed that all constructs recorded Cronbach's Alpha coefficients well above the recommended minimum threshold of 0.70. Specifically, Information Reliability recorded an alpha value of 0.969, Responsiveness yielded 0.983, Engagement Rate produced 0.988, Efficiency recorded 0.964, and Ease of Use achieved 0.993. These results indicate excellent internal consistency across all constructs. Consequently, all measurement scales were considered reliable and suitable for use in subsequent correlation and regression analyses, with minimal risk of measurement error influencing the study findings.

Information Reliability

The reliability of the Information Reliability scale was assessed using Cronbach's Alpha to determine the internal consistency of the four items used to measure the construct. The results show a Cronbach's Alpha of 0.969 across 4 items, indicating excellent reliability and a very high level of internal consistency among the statements. This implies that the items are strongly correlated and consistently measure the same underlying concept, namely respondents' perceptions of the accuracy, trustworthiness, clarity, and dependability of information communicated through Indo Zambia Bank's social media platforms. On this basis, the Information Reliability scale was considered reliable and suitable for subsequent correlation and regression.

Table 4: Reliability Results

| Variable name | Statements (Items) | Number of items | Cronbach's Alpha |
|-------------------------|---|-----------------|------------------|
| Information Reliability | The information shared on Indo Zambia Bank's social media pages is accurate and reliable. | 4 | 0.969 |
| | I trust the bank's social media updates to provide the latest and most relevant banking information. | | |
| | Indo Zambia Bank clearly communicates details about new products and promotions through social media. | | |
| | I rarely need to confirm information from the bank's social media with other sources. | | |

Source: SPSS Version 26, (2025).

Responsiveness

The study evaluated the internal consistency of the Responsiveness construct using Cronbach's Alpha to confirm whether the four items functioned together as a coherent scale. The results produced an alpha coefficient of 0.983 across 4 items, which reflects exceptionally strong internal consistency. In practical terms, this indicates that respondents answered the four statements in a highly consistent pattern, suggesting that the items collectively capture the same underlying dimension

of responsiveness (timeliness of replies, relevance of feedback, active handling of concerns, and customer acknowledgement). Given this very high reliability level, the Responsiveness items were retained and treated as a dependable scale for generating a composite measure for subsequent correlation and regression analysis.

Table 5: Reliability Results

| Variable name | Statements (items) | Number of items | Cronbach's Alpha |
|----------------|--|-----------------|------------------|
| Responsiveness | Indo Zambia Bank responds to customer inquiries on social media in a timely manner. | 4 | 0.983 |
| | I receive helpful and relevant responses when I reach out to the bank through social media. | | |
| | The bank actively addresses customer concerns raised on its social media platforms. | | |
| | I feel valued as a customer because of the way Indo Zambia Bank interacts with me on social media. | | |

Source: SPSS Version, (2025).

Engagement Rate

Reliability testing for the Engagement Rate construct was undertaken to verify that the four questionnaire statements measured the same concept consistently. The Cronbach's Alpha output returned a coefficient of 0.988 for 4 items, demonstrating outstanding internal consistency. This outcome shows that the items move together strongly and that respondents' perceptions of the bank's interactive presence, encouragement of feedback, relational connection, and perceived relevance of posts form a stable, unified scale. Accordingly, the Engagement Rate construct was considered reliable and was retained for computing a composite score to support subsequent inferential analysis.

Table 6: Reliability Results

| Variable name | Statements (items) | Number of items | Cronbach's Alpha |
|-----------------|--|-----------------|------------------|
| Engagement Rate | Indo Zambia Bank frequently interacts with customers through comments, messages and posts. | 4 | 0.988 |
| | The bank encourages discussions and customer feedback on its social media platforms. | | |
| | I feel more connected to Indo Zambia Bank because of its active presence on social media. | | |
| | The bank's social media posts are engaging and relevant to my banking needs. | | |

Source: SPSS Version 26, (2025).

Efficiency

The Efficiency construct was subjected to reliability analysis to determine whether its four indicators consistently captured customers' perceptions of service convenience and problem resolution through Indo Zambia Bank's social media platforms. The Cronbach's Alpha result of 0.964 (based on 4 items) indicates a very strong level of internal consistency. This suggests that the items collectively reflect a stable and dependable measure of efficiency, covering ease of obtaining support, speed of finding answers, convenience relative to branch visits, and perceived effectiveness in handling concerns. Consequently, the Efficiency scale met the reliability requirement and was retained for the computation of a composite score for further correlation and regression analysis.

Table 7: Reliability Results

| Variable name | Statements (items) | Number of items | Cronbach's Alpha |
|---------------|---|-----------------|------------------|
| Efficiency | Indo Zambia Bank's social media channels make it easier for me to get banking support. | 4 | 0.964 |
| | I can quickly find answers to my banking questions through the bank's social media. | | |
| | Social media provides a more convenient way to resolve banking issues than visiting a branch. | | |
| | Indo Zambia Bank's social media team handles customer concerns efficiently. | | |

Source: SPSS Version 26, (2025).

Ease of Use

Reliability analysis was performed for the Ease-of-Use scale to confirm that the four items worked together to measure customers’ perceived simplicity of interacting with Indo Zambia Bank via social media. The findings show a Cronbach’s Alpha of 0.993 across 4 items, which reflects near-perfect internal consistency. This indicates that respondents’ ratings across the statements were highly consistent, and that the items jointly represent a unified construct capturing navigation ease, communication simplicity, clarity of information, and straightforward access to services through social media. On this basis, the Ease-of-Use scale was judged to be highly reliable and was retained for subsequent statistical analysis using a composite index.

Table 8: Reliability Results

| Variable name | Statements (items) | Number of items | Cronbach’s Alpha |
|---------------|---|-----------------|------------------|
| Ease of Use | Indo Zambia Bank’s social media platforms are easy to navigate and use for banking inquiries. | 4 | 0.993 |
| | I find it simple to communicate with the bank through social media. | | |
| | The information shared on Indo Zambia Bank’s social media pages is clear and easy to understand. | | |
| | Social media provides a straightforward way to access banking services without visiting a branch. | | |

Source: SPSS Version, (2025).

4.6 The Impact of Mobile Banking Risks on Institutional Financial Performance

Normality tests were conducted to determine whether the study variables approximated a normal distribution, which is a key assumption underpinning common parametric techniques used in this study, particularly correlation and multiple regression analysis. Assessing normality provides assurance that the estimated coefficients, significance tests, and confidence inferences drawn from the model are statistically appropriate and not unduly influenced by extreme skewness, kurtosis, or outliers. In this analysis, normality was evaluated using both graphical and statistical approaches, drawing on indicators such as histograms and normal probability plots, alongside formal tests of normality. The results of these procedures informed whether the data met acceptable thresholds for proceeding with parametric inference or whether additional remedial steps, such as transformation or robust estimation, would be necessary.

Information Reliability

The normality of the study data was assessed using both the Kolmogorov Smirnov test (with Lilliefors significance correction) and the Shapiro Wilk test for each questionnaire item across the constructs of Information Reliability, Responsiveness, Engagement Rate, Efficiency, Ease of Use, and Customer Satisfaction. The purpose of this diagnostic step was to determine whether the observed responses approximated a normal distribution, which informs the appropriateness of subsequent parametric procedures and the interpretation of significance tests.

The results indicate that all items returned statistically significant normality test outcomes, with Sig. values less than 0.001 for both Kolmogorov Smirnov and Shapiro Wilk across the entire set of statements. This pattern implies that, at the item level, the response distributions deviate from the strict assumption of normality. Such outcomes are common in survey datasets based on five-point Likert scales, where responses often cluster around agreement categories rather than forming a symmetric bell-shaped distribution, and where large samples increase the sensitivity of formal normality tests, leading to statistically significant results even when departures are modest in practical terms.

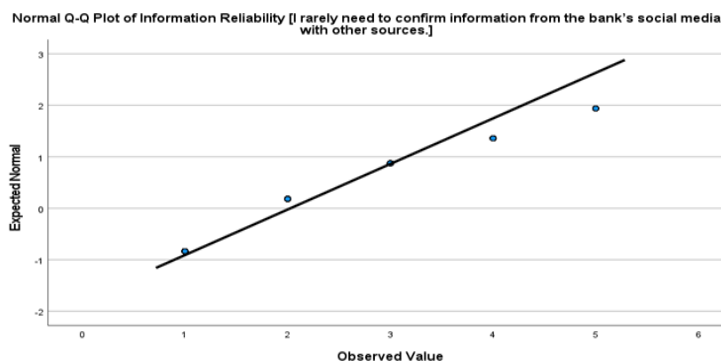


Figure 1: Normality Scatter plot
Source: SPSS Version 26, (2025).

Efficiency

The Normal Q-Q plot for the Efficiency item indicates a closer approximation to normality relative to the earlier

Information Reliability item. Most plotted points fall reasonably near the diagonal reference line, particularly around the mid-range of observed values, which suggests that the central portion of the response distribution aligns fairly well with what would be expected under a normal distribution. However, there are still minor departures at the lower and upper ends of the scale, where the points deviate slightly from the line. This pattern implies that the distribution is not perfectly normal and may exhibit mild skewness or kurtosis, which is common in Likert-type survey responses where observations are bounded (1 to 5) and may cluster toward certain categories. Overall, the plot suggests approximate normality with small tail deviations, meaning the normality assumption is not strictly met at the item level but is not severely violated for this particular statement. For the purposes of inferential analysis, this evidence supports proceeding with the planned correlation and regression procedures, especially where constructs are analyzed using aggregated composite scores rather than single items, and where model robustness is enhanced by the relatively large sample size.

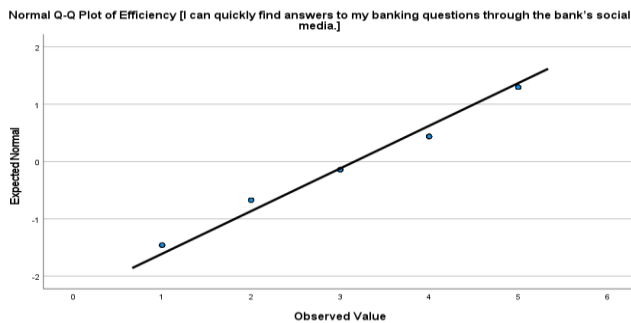


Figure 2: Normality scatter Plot
Source: SPSS Version 26, (2025).

Chi Square Analysis

Chi square tests were conducted to examine whether there were statistically significant associations between selected categorical variables in the dataset. This procedure is appropriate where the objective is to determine whether differences in response patterns across groups occur beyond what would be expected by chance. In this study, the chi square results are used to establish whether key respondent characteristics are significantly related to selected study variables, thereby providing additional evidence on group level variations prior to the main regression analysis.

4.7 Survey (Quantitative) Results

Information Reliability and Customer Satisfaction

The Chi square analysis was performed to assess whether there is a statistically significant association between information reliability and customer satisfaction variables examined in the cross tabulation. The output shows that the Pearson Chi Square value is 534.842 with 16 degrees of freedom, and the result is statistically significant ($p < 0.001$). This indicates that the distribution of responses across the categories is not independent, meaning there is evidence of a meaningful relationship between the variables rather than the observed differences occurring by chance. The Likelihood Ratio test also confirms this conclusion, reporting a value of 412.886 ($df = 16, p < 0.001$), while the Linear-by-Linear Association statistic is likewise significant (236.782, $df = 1, p < 0.001$). Overall, the Chi square results support the conclusion that the categorical variables assessed are significantly associated based on the 200 valid cases.

Table 9: Chi Square Results

| | Value | df | Asymptotic Significance (2-sided) |
|------------------------------|----------------------|----|-----------------------------------|
| Pearson Chi-Square | 534.842 ^a | 16 | .0 |
| Likelihood Ratio | 412.886 | 16 | .0 |
| Linear-by-Linear Association | 236.782 | 1 | .0 |
| N of Valid Cases | 200 | | |

a. 12 cells (48.0%) have expected count less than 5. The minimum expected count is .26.

Source: SPSS Version 26, (2025).

Responsiveness and Customer Satisfaction

The Chi square test for responsiveness and customer satisfaction also indicates a statistically significant association between the two variables analysed in the relevant cross tabulation. Specifically, the Pearson Chi Square value is 619.906 with 16 degrees of freedom, and the result is significant at $p < 0.001$. This implies that the observed distribution across categories differs from what would be expected if the variables were independent, therefore suggesting that the variables are related. This conclusion is reinforced by the Likelihood Ratio statistic of 452.454 ($df = 16, p < 0.001$) and the Linear-

by-Linear Association statistic of 249.798 (df = 1, p < 0.001), both of which confirm the presence of a statistically significant relationship among the categories based on 303 valid cases.

Table 10: Chi Square Results

| | Value | df | Asymptotic Significance (2-sided) |
|------------------------------|----------------------|----|-----------------------------------|
| Pearson Chi-Square | 619.906 ^a | 16 | 0 |
| Likelihood Ratio | 452.454 | 16 | 0 |
| Linear-by-Linear Association | 249.798 | 1 | 0 |
| N of Valid Cases | 200 | | |

a. 12 cells (48.0%) have expected count less than 5. The minimum expected count is .16.

Source: SPSS Version 26, (2025).

Engagement Rate and Customer Satisfaction

The Chi square output points to a clear association between the two categorical variables analyzed. The Pearson Chi Square value of 948.957 (df = 16, p < 0.001) indicates that the response pattern observed in the cross tabulation is not consistent with statistical independence. Put differently, the categories do not distribute evenly across one another; instead, they show a structured relationship within the 303 valid cases.

The same conclusion is supported by the companion statistics. The Likelihood Ratio test (698.771, df = 16, p < 0.001) reaches the same decision, which strengthens the overall conclusion because it evaluates the association using a different computational approach. The Linear-by-Linear Association result (288.111, df = 1, p < 0.001) further suggests that where the categories carry an ordered meaning, the association is not merely present but also follows a directional trend.

That said, the assumption note requires attention: 40.0% of cells have expected frequencies below 5 (minimum expected count 0.84). This does not invalidate the analysis, but it means the reported p-values should be treated cautiously because sparse cells can affect the reliability of the Chi square approximation. A practical remedy is to merge low-frequency categories where it is conceptually appropriate, then re-run the test to confirm whether the significance and interpretation remain stable.

Table 11: Chi Square Tests

| | Value | df | Asymptotic Significance (2-sided) |
|------------------------------|----------------------|----|-----------------------------------|
| Pearson Chi-Square | 948.957 ^a | 16 | 0 |
| Likelihood Ratio | 698.771 | 16 | 0 |
| Linear-by-Linear Association | 288.111 | 1 | 0 |
| N of Valid Cases | 200 | | |

a. 10 cells (40.0%) have expected count less than 5. The minimum expected count is .84.

Source: SPSS Version 26, (2025).

Ease of Use and Customer Satisfaction

The Chi square results again indicate that the variables in the cross tabulation are meaningfully related. The Pearson Chi Square statistic is 867.883 (df = 16, p < 0.001), which implies that the observed distribution across categories departs significantly from what would be expected if the variables were independent. This suggests that membership in one set of categories is systematically associated with how responses fall in the other set, based on the 200 valid cases analysed.

The supporting tests point in the same direction. The Likelihood Ratio result (670.316, df = 16, p < 0.001) confirms the presence of association using a likelihood-based approach, while the Linear-by-Linear Association statistic (281.295, df = 1, p < 0.001) indicates that the relationship also reflects an underlying trend where the categories can be treated as ordered. Importantly, the assumption note shows improvement compared to earlier outputs: only 8 cells (32.0%) have expected counts below 5, and the minimum expected count is 0.63. While this still signals some sparsity and warrants a brief caution in interpretation, it is less severe. Where appropriate, collapsing low-frequency categories can further strengthen the robustness of the Chi square inference and ensure the association is not being influenced by sparse cell counts.

Table 12: Chi Square Results

| | Value | df | Asymptotic Significance (2-sided) |
|--|----------------------|----|-----------------------------------|
| Pearson Chi-Square | 867.883 ^a | 16 | 0 |
| Likelihood Ratio | 670.316 | 16 | 0 |
| Linear-by-Linear Association | 281.295 | 1 | 0 |
| N of Valid Cases | 200 | | |
| a. 8 cells (32.0%) have expected count less than 5. The minimum expected count is .63. | | | |

Source: SPSS Version 26, (2025).

Efficiency and Customer Satisfaction

The Chi square output shows that efficiency and customer satisfaction are statistically associated. The Pearson Chi Square statistic is 733.898 with 16 degrees of freedom, and the result is significant ($p < 0.001$). This indicates that the observed frequencies across the categories differ markedly from the frequencies that would be expected if the variables were unrelated, implying that the pattern of responses is structured rather than random in the dataset of 303 valid cases.

The conclusion is consistent across the alternative statistics reported. The Likelihood Ratio test (585.872, $df = 16$, $p < 0.001$) confirms the same finding using a likelihood-based method, and the Linear-by-Linear Association statistic (271.418, $df = 1$, $p < 0.001$) suggests that, where an ordinal interpretation is relevant, the relationship also follows a directional trend across categories.

Table 13: Chi square Results

| | Value | df | Asymptotic Significance (2-sided) |
|---|----------------------|----|-----------------------------------|
| Pearson Chi-Square | 733.898 ^a | 16 | 0 |
| Likelihood Ratio | 585.872 | 16 | 0 |
| Linear-by-Linear Association | 271.418 | 1 | 0 |
| N of Valid Cases | 200 | | |
| a. 10 cells (40.0%) have expected count less than 5. The minimum expected count is .53. | | | |

Source: SPSS Version 26, (2025).

Cross Tabulation Analysis

Cross tabulation was used to summarise and compare how responses were distributed across categories of the selected variables. By presenting frequencies and percentages in a contingency table, this approach provides an initial, descriptive view of group differences and response patterns, and it also serves as the basis for the subsequent Chi square tests of association reported in this chapter.

Information Reliability

The cross tabulation compares respondents' ratings of Information Reliability (accuracy and reliability of information on Indo Zambia Bank's social media pages) against their Customer Satisfaction with the overall service received through the bank's social media platforms. The distribution shows a clear, ordered pattern in which higher perceived information reliability aligns with higher customer satisfaction.

Among respondents who Strongly Agree that the bank's social media information is accurate and reliable ($n = 91$), all responses fall within the positive satisfaction categories, with 90 also Strongly Agreeing that they are satisfied and 76 Agreeing. For those who Agree that information is reliable ($n = 86$), satisfaction responses shift one step lower, concentrating mainly in Agree (51) and Neutral (35), with no responses recorded in the dissatisfaction categories. Where respondents are Neutral about information reliability ($n = 34$), satisfaction becomes mixed and tilts toward dissatisfaction, reflected by Neutral (14), Disagree (16) and Strongly Disagree (4). Notably, respondents who Disagree ($n = 12$) or Strongly Disagree ($n = 5$) that the information is reliable all fall into Strongly Disagree on satisfaction (12 and 5 respectively), indicating consistent dissatisfaction when perceived reliability is low.

Table 14: Crosstabulation results

Information Reliability [The information shared on Indo Zambia Bank's social media pages is accurate and reliable.]
*** Customer Satisfaction [I am satisfied with the overall service I receive through Indo Zambia Bank's social media platforms.] Crosstabulation**

| Count | | Customer Satisfaction [I am satisfied with the overall service I receive through Indo Zambia Bank's social media platforms.] | | | | | Total |
|---|-------------------|--|------------|-----------|-----------|-------------------|------------|
| | | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | |
| Information Reliability [The information shared on Indo Zambia Bank's social media pages is accurate and reliable.] | Strongly Agree | 90 | 76 | 0 | 0 | 0 | 91 |
| | Agree | 0 | 51 | 35 | 0 | 0 | 86 |
| | Neutral | 0 | 0 | 14 | 16 | 4 | 34 |
| | Disagree | 0 | 0 | 0 | 0 | 12 | 12 |
| | Strongly Disagree | 0 | 0 | 0 | 0 | 5 | 5 |
| Total | | 90 | 127 | 49 | 16 | 21 | 200 |

Source: SPSS version 26, (2025).

Responsiveness

This cross tabulation examines how respondents' perceptions of Responsiveness (timely replies to customer inquiries on Indo Zambia Bank's social media) align with their reported Customer Satisfaction with the overall service received through the same platforms. The pattern is strongly directional, indicating that higher perceived responsiveness corresponds with higher satisfaction.

Where respondents Strongly Agree that the bank responds in a timely manner (n = 98), satisfaction is uniformly positive, with 90 also Strongly Agreeing that they are satisfied and 43 Agreeing. Similarly, among those who Agree that the bank is responsive (n = 85), responses are concentrated in the mid to positive satisfaction categories, with 84 indicating Agree and 44 indicating Neutral, and none selecting dissatisfaction categories. In contrast, respondents who are Neutral on responsiveness (n = 3) cluster within the neutral satisfaction position (3 Neutral), suggesting uncertainty in perceived responsiveness aligns with neither clear satisfaction nor dissatisfaction.

A marked shift occurs among respondents who Disagree that the bank responds timely (n = 24). This group records dissatisfaction outcomes, with 16 selecting Disagree and 6 selecting Strongly Disagree on satisfaction, showing that perceived poor responsiveness is associated with negative service evaluation. The strongest dissatisfaction is seen among those who Strongly Disagree that the bank is responsive (n = 15), all of whom fall under Strongly Disagree on satisfaction (15). Overall, the distribution demonstrates that timely responsiveness on social media is closely linked to improved customer satisfaction, while delayed or inadequate responsiveness coincides with dissatisfaction.

Table 15: Crosstabulation Results

| Count | | Customer Satisfaction [I am satisfied with the overall service I receive through Indo Zambia Bank's social media platforms.] | | | | | Total |
|--|-------------------|--|------------|-----------|-----------|-------------------|------------|
| | | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | |
| Responsiveness [Indo Zambia Bank responds to customer inquiries on social media in a timely manner.] | Strongly Agree | 90 | 43 | 0 | 0 | 0 | 98 |
| | Agree | 0 | 84 | 44 | 0 | 0 | 85 |
| | Neutral | 0 | 0 | 3 | 0 | 0 | 3 |
| | Disagree | 0 | 0 | 2 | 16 | 6 | 24 |
| | Strongly Disagree | 0 | 0 | 0 | 0 | 15 | 15 |
| Total | | 90 | 127 | 49 | 16 | 21 | 200 |

Source: SPSS Version 26, (2025).

Engagement Rate

This cross tabulation presents the distribution of Engagement Rate perceptions (how frequently Indo Zambia Bank interacts with customers through comments, messages, and posts) against Customer Satisfaction with the overall service received via the bank's social media platforms. The pattern demonstrates a clear alignment: stronger perceived engagement is associated with higher satisfaction outcomes. Among respondents who Strongly Agree that the bank frequently engages customers (n = 91), satisfaction is overwhelmingly high, with 90 indicating Strongly Agree on satisfaction and only 1 indicating Agree. For those who Agree that engagement is frequent (n = 67), satisfaction remains positive, concentrated in Agree (126) and Neutral (11), with no responses falling into dissatisfaction categories. This suggests that when customers perceive consistent interaction, they are more likely to evaluate the overall service positively.

As perceptions move toward uncertainty, satisfaction also shifts downward. Respondents who are Neutral about engagement (n = 40) largely report Neutral satisfaction (38), with a small number indicating Disagree (2), reflecting weaker

service evaluations where engagement is not clearly perceived. Dissatisfaction becomes dominant among respondents who Disagree (n = 19) or Strongly Disagree (n = 16) that the bank engages customers frequently. In these groups, satisfaction responses are concentrated in Disagree (14) and Strongly Disagree (5) for the Disagree group, and entirely in Strongly Disagree (16) for the Strongly Disagree group.

Table 16: Crosstabulation results

Crosstab

Count

| | | Customer Satisfaction [I am satisfied with the overall service I receive through Indo Zambia Bank's social media platforms.] | | | | | Total |
|---|-------------------|--|-------|---------|----------|-------------------|-------|
| | | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | |
| Engagement Rate [Indo Zambia Bank frequently interacts with customers through comments, messages, and posts.] | Strongly Agree | 90 | 1 | 0 | 0 | 0 | 91 |
| | Agree | 0 | 126 | 11 | 0 | 0 | 67 |
| | Neutral | 0 | 0 | 38 | 2 | 0 | 40 |
| | Disagree | 0 | 0 | 0 | 14 | 5 | 19 |
| | Strongly Disagree | 0 | 0 | 0 | 0 | 16 | 16 |
| Total | | 90 | 127 | 49 | 16 | 21 | 200 |

Source: SPSS Version 26, (2025).

Efficiency

This cross tabulation assesses how respondents' perceptions of Efficiency (whether Indo Zambia Bank's social media channels make it easier to obtain banking support) relate to Customer Satisfaction with the overall service received through the bank's social media platforms. The distribution displays a consistent gradient, indicating that greater perceived efficiency is associated with higher satisfaction levels.

Among respondents who Strongly Agree that the bank's social media channels make it easier to get support (n = 87), satisfaction outcomes are entirely positive, with 90 respondents selecting Strongly Agree and 16 selecting Agree on satisfaction. Similarly, respondents who Agree that social media improves efficiency (n = 62) are largely satisfied, concentrating in Agree (111) and Neutral (14), with no dissatisfaction reported. This suggests that when customers perceive social media as a practical and supportive channel, overall service satisfaction tends to be favourable. Where respondents are Neutral about efficiency (n = 40), the satisfaction responses become mixed and lean downward, reflected by Neutral (35) and Disagree (5). A clear dissatisfaction pattern emerges among those who Disagree that social media makes support easier (n = 22), where satisfaction is split between Disagree (11) and Strongly Disagree (11). The most negative evaluations appear among respondents who Strongly Disagree with the efficiency statement (n = 10), all of whom fall under Strongly Disagree (10) on satisfaction.

Table 17: Crosstabulation Results

Crosstab

Count

| | | Customer Satisfaction [I am satisfied with the overall service I receive through Indo Zambia Bank's social media platforms.] | | | | | Total |
|---|-------------------|--|-------|---------|----------|-------------------|-------|
| | | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | |
| Efficiency [Indo Zambia Bank's social media channels make it easier for me to get banking support.] | Strongly Agree | 90 | 16 | 0 | 0 | 0 | 87 |
| | Agree | 0 | 111 | 14 | 0 | 0 | 62 |
| | Neutral | 0 | 0 | 35 | 5 | 0 | 40 |
| | Disagree | 0 | 0 | 0 | 11 | 11 | 22 |
| | Strongly Disagree | 0 | 0 | 0 | 0 | 10 | 10 |
| Total | | 90 | 127 | 49 | 16 | 21 | 200 |

Source: SPSS Version 26, (2025).

Ease of Use

This cross tabulation compares respondents' ratings of Ease of Use (whether Indo Zambia Bank's social media platforms are easy to navigate and use for banking inquiries) with their reported Customer Satisfaction regarding the overall service received through the bank's social media platforms. The distribution reflects a clear positive pattern: higher perceived ease of use corresponds with higher satisfaction levels. Respondents who Strongly Agree that the bank's social media platforms are easy to use are concentrated in the positive satisfaction categories, with 90 indicating Strongly Agree and 8 indicating Agree on satisfaction. A similar pattern is observed among those who Agree that the platforms are easy to navigate, where

satisfaction responses are largely positive, dominated by Agree (119) with a small proportion in Neutral (4). As perceptions of ease of use weaken, satisfaction shifts downward. Respondents who are Neutral about ease of use align mainly with Neutral satisfaction (39), indicating a less definitive service experience. For respondents who Disagree that the platforms are easy to use, dissatisfaction becomes more visible, with responses concentrated in Disagree (16) and Strongly Disagree (9), alongside a smaller portion in Neutral (6). The most negative pattern appears among those who Strongly Disagree that the platforms are easy to use, where satisfaction is recorded in Strongly Disagree (12). Overall, the table indicates that perceived usability of the bank’s social media platforms is closely linked to customer satisfaction outcomes.

Table 18: Crosstabulation Results

| Count | | Crosstab | | | | | Total |
|---|-------------------|--|-------|---------|----------|-------------------|-------|
| | | Customer Satisfaction [I am satisfied with the overall service I receive through Indo Zambia Bank's social media platforms.] | | | | | |
| | | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | |
| Ease of Use [Indo Zambia Bank's social media platforms are easy to navigate and use for banking inquiries.] | Strongly Agree | 90 | 8 | 0 | 0 | 0 | 98 |
| | Agree | 0 | 119 | 4 | 0 | 0 | 60 |
| | Neutral | 0 | 0 | 39 | 0 | 0 | 39 |
| | Disagree | 0 | 0 | 6 | 16 | 9 | 31 |
| | Strongly Disagree | 0 | 0 | 0 | 0 | 12 | 12 |
| Total | | 90 | 127 | 49 | 16 | 21 | 200 |

Source: SPSS Version 26, (2025).

Correlation Analysis

To assess the direction and strength of the relationships between all variables, a Pearson correlation test is used. The range of values in correlation analysis is -1 to +1 (Pallant, 2020). Positive correlations show that the relationship is going in the same direction as the variables, whereas negative correlations reflect an inverse relationship between the variables (Pallant, 2020). Cohen (1988) offers the following recommendations that correlation between $r = 0.10$ and 0.29 means there is a minor effect change value; between $r = 0.30$ and 0.49 , there is a medium effect change; and between $r = 0.50$ and 1.0 , there is a significant relationship change. At two significance thresholds, $p < 0.05$ and $p < 0.01$, correlations can be considered significant (Pallant, 2020).

Table 19: Correlation Analysis

| Variables | Mean | Std | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 |
|---------------------------|--------|--------|---------|--------|--------|--------|--------|--------|--------|----|
| 1 Customer Satisfaction | 4.2975 | 0.5372 | -- | | | | | | | |
| 2 Social Media | 2.84 | 1.141 | 0.107 | -- | | | | | | |
| 3 Engagement | 2.93 | 1.186 | -0.05 | .195** | -- | | | | | |
| 4 Information Reliability | 4.3375 | 0.5426 | 0.610** | 0.073 | 0.059 | -- | | | | |
| 5 Responsiveness | 4.36 | 0.4864 | 0.616** | 0.041 | 0.047 | .638** | -- | | | |
| 6 Engagement Rate | 4.4238 | 0.5082 | 0.656** | 0.124 | -0.093 | .481** | .568** | -- | | |
| 7 Efficiency | 4.3012 | 0.5027 | 0.945** | 0.104 | -0.042 | .726** | .643** | .663** | -- | |
| 8 Ease of Use | 4.3438 | 0.5022 | 0.641** | 0.05 | 0.065 | .798** | .945** | .571** | .683** | -- |

* Correlation is significant at the 0.05 level (2-tailed). ** Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Version 26, (2025).

The correlation matrix presents the relationships between the key variables in the study, which investigated the effects of social media on customer satisfaction at Indo Zambia Bank. The findings suggested that while social media engagement alone did not directly enhance customer satisfaction, factors such as information reliability, responsiveness, engagement rate, efficiency, and ease of use played a critical role in shaping customer experiences at Indo Zambia Bank.

Regression Analysis

In order to carry out regression the following assumptions were evaluated;

The Evaluation of assumptions of regression analysis

There are eight fundamental assumptions that must be taken into account before doing a hierarchical multiple regression.

Assumption One: You have a single, continuously measured dependent variable (i.e., the interval or ratio level). The variables generated following the components-based scores approach are thought of as continuous.

Assumption Two: One or more of your independent variables can be measured on a continuous scale or a nominal scale. Following the component-based score procedure, the following independent variables in this study measured on a 1–5 Likert scale were deemed to be continuous variables: material Reprimand, suspension and termination of employment. The following control variables were used: Respondent's age (ordinal) and gender (nominal).

Assumption 4: The relationship between the independent variables and the dependent variable should be linear. Using SPSS's chart builder, a scatter plot of the studentized residuals against the unstandardized predicted values was created to determine if the dependent and independent variables were all linearly related (see Appendix 3). In the scatter plot in the appendix, the residuals are shown to form a horizontal band. The relationship of the dependent variable to the

independent variable is linear. Partial regression plots from SPSS were used to determine whether there is a linear relationship between the dependent variable and each of the independent variables.

Assumption 5: The residuals' homoscedasticity is required (equal error variances). The plot comparing studentized residuals against the unstandardized expected values in the Appendix 3 was used to test the homoscedasticity assumption. The residuals seem scattered at random. This suggests that the homoscedasticity assumption has been made.

Assumption 6: Multicollinearity is not acceptable. Values for tolerance, VIF, and correlation coefficient were examined to look for multicollinearity. The Table's independent variables didn't have any correlations that were higher than 0.7. Multicollinearity shouldn't be an issue with this data set since none of the VIFs in the coefficient output in the Appendix 3 are more than 5.

Assumption 7: There shouldn't be any notable outliers, leverage spots, or points with a lot of influence. Standardized residuals and studentized deleted residuals from the SPSS output residual statistics were examined to look for outliers. Values greater than ± 3 are a sign that an outlier is present. One of the standardized residuals from the residual statistics table was 2.793, which was not outside of the range of ± 3 .

Assumption 8: A histogram with a normal curve superimposed and an SPSS P-P plot were both used to test the assumptions about the residuals' normality. The histogram in Appendix indicates that the standardized residuals approximately normally distributed. The P-P Plot was studied to support this conclusion. Although the dots on the P-P plot in the Appendix are not exactly aligned along the diagonal line, they are sufficiently enough to show that the residuals are close enough to the mean for the analysis to move on.

Table 20: Regression Analysis

| Control Variables | MODEL 1 | | MODEL 2 | | MODEL 3 | | VIF |
|------------------------------|---------|-------|-----------|-------|-----------|-------|--------|
| | Beta | SE | Beta | SE | Beta | SE | |
| Social Media | 0.032 | 0.064 | 0.082 | 0.043 | 0.008 | 0.019 | 1.7 |
| Engagement | -0.036 | 0.041 | -0.05 | 0.027 | -0.002 | 0.012 | 1.664 |
| Independent Variables | | | | | | | |
| Information Reliability | | | 0.291*** | 0.062 | -0.343*** | 0.05 | 1.76 |
| Responsiveness | | | 0.214*** | 0.074 | -0.309*** | 0.093 | 2.023 |
| Engagement Rate | | | 0.436 | 0.063 | 0.033 | 0.031 | 1.602 |
| Intervening Variables | | | | | | | |
| Efficiency | | | | | 1.122*** | 0.04 | 3.252 |
| Ease of Use | | | | | 0.478*** | 0.113 | 25.346 |
| F | 0.373 | | 52.283*** | | 299.69*** | | |
| F Change | 0.373 | | 86.566 | | 391.717 | | |
| R | 0.061 | | 0.758 | | 0.957 | | |
| R Squared | 0.004 | | 0.574 | | 0.916 | | |
| Adjusted R Squared | -0.006 | | 0.563 | | 0.913 | | |
| R Squared Change | 0.004 | | 0.57 | | 0.342 | | |

***sig<0.001 (0.1 percent), **sig<0.01 (1 percent), *sig<0.05 (5 percent)

Source: SPSS Version 26, (2025).

Control Variables: Social Media and Engagement

Social media presence alone did not significantly impact customer satisfaction at Indo Zambia Bank. In Model 1, social media had a weak positive effect ($\beta=0.032, SE=0.064$ \beta = 0.032, SE = 0.064 $\beta=0.032, SE=0.064$), and while its coefficient increased in Model 2 ($\beta=0.082, SE=0.043$ \beta = 0.082, SE = 0.043 $\beta=0.082, SE=0.043$), it declined again in Model 3 ($\beta=0.008, SE=0.019$ \beta = 0.008, SE = 0.019 $\beta=0.008, SE=0.019$). The variance inflation factor (VIF) for social media was 1.7, indicating no major multicollinearity issues. Engagement, which represented customer interactions on social media, similarly showed no significant effect on customer satisfaction. The negative coefficient in Model 1 ($\beta=-0.036, SE=0.041$ \beta = -0.036, SE = 0.041 $\beta=-0.036, SE=0.041$) remained statistically insignificant in Model 2 ($\beta=-0.05, SE=0.027$ \beta = -0.05, SE = 0.027 $\beta=-0.05, SE=0.027$) and approached zero in Model 3 ($\beta=-0.002, SE=0.012$ \beta = -0.002, SE = 0.012 $\beta=-0.002, SE=0.012$). The VIF for engagement was 1.664, confirming no serious collinearity concerns. These results suggested that while Indo Zambia Bank invested in social media presence and engagement, these factors alone did not directly enhance customer satisfaction. Instead, other strategic tools played a more critical role.

Independent Variables: Information Reliability, Responsiveness, and Engagement Rate

Information reliability initially had a significant positive effect on customer satisfaction in Model 2 ($\beta=0.291, SE=0.062, p<0.001$ \beta = 0.291, SE = 0.062, p < 0.001 $\beta=0.291, SE=0.062, p<0.001$), meaning that when customers perceived information from Indo Zambia Bank's social media as reliable, they were more satisfied. However, when intervening variables (efficiency and ease of use) were introduced in Model 3, this effect reversed ($\beta=-0.343, SE=0.05, p<0.001$ \beta = -0.343, SE = 0.05, p < 0.001 $\beta=-0.343, SE=0.05, p<0.001$). This indicated that reliable information alone was not enough customers expected the bank's services to be efficient and easy to use in addition to receiving reliable information. The VIF for information reliability was 1.76, indicating low multicollinearity. Responsiveness also followed a similar trend. It had a strong positive effect in Model 2 ($\beta=0.214, SE=0.074, p<0.001$ \beta = 0.214, SE = 0.074, p < 0.001 $\beta=0.214, SE=0.074, p<0.001$), suggesting that faster and more interactive responses on social media improved customer satisfaction. However, its effect turned negative in Model 3 ($\beta=-0.309, SE=0.093, p<0.001$ \beta = -0.309, SE = 0.093, p < 0.001 $\beta=-0.309, SE=0.093, p<0.001$), implying that if Indo Zambia Bank focused only on responsiveness without addressing efficiency and ease of use, customer satisfaction declined. The VIF for responsiveness was 2.023, suggesting some multicollinearity but within an acceptable range. Engagement rate, which measured customer interaction levels with social media content, was a strong predictor in Model 2 ($\beta=0.436, SE=0.063$ \beta = 0.436, SE = 0.063 $\beta=0.436, SE=0.063$),

but its significance disappeared in Model 3 ($\beta=0.033$, $SE=0.031$ \beta = 0.033, SE = 0.031). This suggested that high engagement on social media did not necessarily translate into improved customer satisfaction unless coupled with efficient banking services. The VIF for engagement rate was 1.602, indicating no significant collinearity issues.

Intervening Variables: Efficiency and Ease of Use

Efficiency emerged as the most critical factor in customer satisfaction. In Model 3, it had a substantial positive impact ($\beta=1.122$, $SE=0.04$, $p<0.001$ \beta = 1.122, SE = 0.04, p < 0.001), meaning that when Indo Zambia Bank improved the efficiency of its services such as faster transaction processing, seamless digital banking, and prompt issue resolution customer satisfaction increased significantly. The VIF for efficiency was 3.252, suggesting moderate multicollinearity.

Ease of use also had a strong positive impact in Model 3 ($\beta=0.478$, $SE=0.113$, $p<0.001$ \beta = 0.478, SE = 0.113, p < 0.001), implying that customers were more satisfied when Indo Zambia Bank’s digital platforms and social media interactions were user-friendly. However, the extremely high VIF of 25.346 indicated severe multicollinearity, meaning this variable may have overlapped with other predictors. Further statistical analysis was needed to confirm its distinct contribution.

Model Performance and Fit

The explanatory power of the model increased significantly at each stage. Model 1, which included only social media and engagement, had an R-squared of 0.004 and an adjusted R-squared of -0.006, meaning these variables explained virtually none of the variation in customer satisfaction. Model 2, which incorporated independent variables like information reliability and responsiveness, showed a dramatic improvement in explanatory power, with an R-squared of 0.574 and an adjusted R-squared of 0.563. Model 3, which introduced efficiency and ease of use, achieved an R-squared of 0.916 and an adjusted R-squared of 0.913, suggesting that these strategic tools explained over 91% of the variation in customer satisfaction. The significant increase in the F-statistic confirmed that Model 3 provided the best fit.

Triangulation the effectiveness of the social media analytical tools on customer satisfaction

This study employed triangulation to strengthen the trustworthiness of findings by integrating results from quantitative analyses, qualitative interview insights, and literature review evidence. Following the Creswell (2018) model of triangulation, the researchers compared and examined whether patterns across the three sources converged, complemented one another, or diverged on the same research objectives. Specifically, quantitative results were used to test relationships, qualitative data provided contextual explanations for those relationships, and the literature review was used to interpret and support emerging themes. Through this process, the study ensured that conclusions were not based on a single data source, but rather on a coherent and corroborated body of evidence.

Table 21: Triangulation

| Research Objective | Quantitative Finding | Qualitative Findings | Literature Review findings |
|--|---|---|--|
| 1. To determine the effect of responsiveness on customer satisfaction at Indo Zambia Bank in Lusaka. | - Correlation and Chi-square tests showed a strong positive relationship between responsiveness and customer satisfaction. - Regression analysis showed that responsiveness had an initially positive effect, but this turned negative when efficiency and ease of use were considered. | - Interviewees described a structured process for handling customer queries on social media, involving acknowledgment, direct response, and escalation to relevant departments. - Prompt and clear responses were linked to improved customer satisfaction and trust, while delays (especially for complaints) could negatively impact satisfaction. | - Existing literature on SERVQUAL and e-service quality consistently identifies responsiveness as a key driver of perceived service quality and customer satisfaction in digital banking (Parasuraman, Zeithaml, & Berry, 1988; Parasuraman, Zeithaml, & Malhotra, 2005; Jun & Cai, 2001; Santos, 2003). - Exchange Theory suggests that prompt responses lower interaction "costs" for customers while increasing perceived benefits, promoting loyalty and satisfaction (Homans, 1958). |
| 2. To assess the effect of engagement rate on customer satisfaction at Indo Zambia Bank in Lusaka. | - Correlation and Chi-square tests showed a positive relationship between engagement rate and customer satisfaction. - Regression analysis found that engagement rate's significance disappeared when efficiency and ease of use were included, suggesting that engagement matters more when it enables smooth, quick, and simple experiences. | - Interviewees reported that customer engagement on Indo Zambia Bank's social media was "fairly active" to "very active", especially for posts related to products, promotions, financial tips, and community activities. - Timely responses to comments and messages were seen as amplifying engagement and fostering a sense of connection. | - Prior studies have found that active, interactive social media engagement can enhance customer trust, loyalty, and satisfaction (Alalwan et al., 2017; Godey et al., 2016). - Customer Engagement Theory emphasizes that meaningful two-way interactions strengthen emotional bonds and long-term relationships (Brodie et al., 2011). |
| 3. To assess the challenges Indo Zambia Bank faces in using social media to engage clients. | N/A | - Key challenges included security and privacy constraints, operational issues like limited resources and connectivity problems, content management difficulties, and lack of clear policies and tools. - These factors were seen as compromising service continuity, | - Existing literature on banking in emerging markets highlights infrastructure deficiencies, digital literacy gaps, and security concerns as major barriers to effective social media adoption and utilization (Mudondo & Govender, 2021; Majeed et al., 2022; Kuchciak & Wiktorowicz, 2021). - Social Capital Theory and Customer |

| | | | |
|--|--|--|---|
| | | delaying issue resolution, and undermining customer confidence in social media as a service channel. | Engagement Theory suggest that inconsistent experiences and perceived risks can damage trust and reduce customer willingness to engage (Homans, 1958; Brodie et al., 2011). |
|--|--|--|---|

4.8 Interview results (Qualitative Results)

The interviews were aimed at gathering views of 6 key informants from the bank including respondents from brands and communication office, corporate communications, IT office, Internal audit, public relations office and internal and external communications office. The research attained a 100 percent target for face-to-face interviews. Saunders et al. (2009) recommend a 90 percent response rate for face-to-face interviews. Therefore, with a 100 percent response rate, this study attained the highest rate. The interview report is summarised in line with the themes arising from the questions and the objectives.

Responsiveness and customer satisfaction

Theme 1.1: Generally prompt but improvable response time

The respondents reported that the bank often responds within a few hours to one working day, especially for simple, information-based queries. This relatively prompt response time was generally appreciated, as it aligns with customer expectations for timely communication in the digital age. However, a number of respondents indicated that the “response time can be better,” or “could be quicker,” highlighting a perceived gap between existing practice and the expected digital responsiveness standards. This feedback underscores a critical aspect of customer service in the digital context, where customers increasingly expect immediate responses. The respondents expressed that while the bank’s efforts in maintaining a quick response time for straightforward inquiries are commendable, there remains room for improvement in addressing more complex issues. Many customers noted instances where they felt their inquiries were not resolved swiftly enough, particularly when dealing with intricate banking matters or technical support. This finding reveals that while responsiveness contributes positively to customer satisfaction, delays in addressing complex issues pose a significant threat to undermining overall customer satisfaction. If these concerns are addressed, the bank has the opportunity to strengthen customer trust and loyalty, ultimately improving satisfaction levels across its digital platforms.

Theme 1.2: Structured handling process and escalation

The bank staff highlighted a clear handling process for social media queries and complaints. For instance, one respondent said, “the marketing or customer service team monitors the bank’s social media platforms and acknowledges customer messages or comments. This helps assure the customer that their concern has been received. If the issue is general, such as information about products or services, the team may respond directly on the platform. However, if the matter is sensitive or requires account verification, the customer is usually asked to continue the conversation through private channels such as email, phone, or visiting the branch. Thus, the process involves monitoring of queries, then acknowledgement, and then response given either directly (for general information) or moved to secure or private channels (which includes email, phone or branch) for account-related or sensitive issues. Where needs be, especially for technical or service-related issues, the complaint/query is escalated to the relevant departments including digital banking, operations, payment support and account managers. This structured process supports customer satisfaction by ensuring that complaints/queries are eventually resolved. However, the need for escalation can lengthen the time it takes to resolve and sometimes can even frustrate customers when communication and feedback is not timely.

Theme 1.3: Impact of responsiveness on satisfaction

The bank staff clearly link quick and clear responses on social media to improved customer satisfaction and trust in the bank. For instance, one respondent said, “when a customer posts a question about how to access digital banking services or reset login details, and the bank responds quickly with clear guidance, the customer feels supported. A prompt response and helpful information can improve the customer’s experience and build trust in the bank’s services. However, respondents highlight delayed responses to complaints concerning failed transactions or service downtime as potentially harming customer satisfaction which then leads to frustration and damage of customer’s perception of the bank’s service quality. For instance, one respondent reported that “if a customer posts a complaint about a failed transaction or service downtime and does not receive a timely response, it may lead to frustration. Delayed responses or lack of clear communication can negatively affect the customer’s perception of the bank’s service.”

Engagement rate, information reliability, and customer satisfaction

Theme 2.1: Active but varied customer engagement

In general, the bank staff’s perception of customer interaction with the bank’s social media posts varied significantly. Some staff members reported that customer interaction was “fairly active,” while others described it as “very active,” and some even noted that customers engaged “very often,” particularly with posts related to product promotions, service updates, financial tips, community activities, and advertisements for alternative channels. This diversity in perception highlights that customer engagement levels can fluctuate based on the type of content being shared. Customer engagement typically takes the form of likes, comments, shares, and direct messages, which often include complaints or inquiries, especially following posts that feature products or promotions with incentives such as prize money. This pattern indicates that higher engagement is strongly linked to content perceived as directly beneficial or useful to customers. Posts that offer financial tips or highlight community involvement tend to resonate more deeply, prompting customers to interact more frequently.

Furthermore, this engagement creates valuable opportunities for the bank to enhance customer satisfaction through responsive follow-up actions. When customers feel that their interactions are acknowledged and addressed, it fosters a sense of trust and loyalty. Staff members noted that timely responses to comments and messages could further amplify this engagement, reinforcing the idea that active participation on social media is not just about posting content but also about fostering a two-way dialogue with customers. As a result, the bank has the potential to leverage these interactions to build stronger relationships and improve overall customer experiences.

Theme 2.2: High information accuracy and internal controls

Across responses, the bank staff noted that the information shared on Indo Zambia Bank's social media is reliable and accurate with some reporting that is "very accurate," while others saying it can be "verified," and others reporting that it is "as accurate as it can get," and that this information is supported by structured approval processes. Content is typically prepared and checked by the marketing/communications unit, usually through an external agency, and cross verified with source departments (e.g., product owners, operations, digital banking) before publishing. The extra safeguards added include policy guidelines, approval workflows, and regular monitoring of pages to correct or update information when there is need to. This contributes to improvements in reliability of information which in turn reinforces customer trust and supports satisfaction by ensuring that customers can rely on social media as a credible source of bank-related information.

Theme 2.3: Social media as an efficient, accessible channel

Respondents noted social media to be an efficient tool for handling general inquiries compared to physical branch visits, phone calls, or email, since it allows customers to post "anytime and from anywhere" and allows the bank to handle multiple queries simultaneously. A number of interviewees consider social media to be the "most efficient" channel that the bank can use to communicate certain types of information that relate to announcements, marketing and basic service queries. However, they acknowledge that traditional channels still remain necessary for complex, sensitive, or verification-heavy issues. This perceived efficiency and ease of access contribute positively to customer satisfaction, especially for customers who value convenience and quick information access.

Theme 2.4: Ease of use for staff and customers

The bank interviewees highlighted the existing social media tools to be "easy" or "easier" to use, citing simple interfaces, built-in analytics, and notification features that are able to support posts, enable monitoring and response. However, the respondents acknowledge the operational burden of continuous monitoring and the need to provide quick responses to queries/complaints and the inter departmental coordination challenges when it comes to processing issues that require investigation. The staff perceive platforms such as Facebook, Instagram, LinkedIn, and the website as easy to use for customers when they want to obtain information or assistance. However, some respondents highlight "limited" ease when it comes to more complex issues which still require other channels. Overall, the ease of use enhances customer satisfaction by reducing barriers to interaction, but the limitations associated with handling of complex matters implies that social media alone cannot fully address all customer needs.

Theme 2.5: Perceived net impact on satisfaction

The bank staff consistently highlighted that the bank's social media activities have a positive or at least moderate influence on customer satisfaction. They cite benefits that include easier access to information, ability to receive regular updates on "general happenings," and the ability of customers to seek help or solutions without the need for physical branch visits. At the same time, the extent of the impact on customer satisfaction is influenced by speed of response, relevance of the content, and how well matters are resolved, showing therefore, that social media's contribution to customer satisfaction is contingent rather than automatic.

Challenges in using social media to engage clients

Theme 3.1: Security, privacy, and verification constraints

One of the most prominent challenges identified by respondents is the inability to fully handle sensitive or account-specific matters within social media due to the need to uphold confidentiality and security. As one interviewee stated, "We often have to redirect customers to secure channels like email or phone," which can disrupt the interaction flow. This redirection sometimes leads to disappointment among customers who expect their issues to be resolved on the platform they initially used. Additionally, cybersecurity concerns further drive the need for extra tools and strict policies, reinforcing the limitations of social media as a customer service channel. This situation highlights the delicate balance between ensuring customer security and providing timely support.

Theme 3.2: Operational and resource challenges

The bank interviewees highlighted several operational challenges, including the demands of continuous monitoring, occasional delayed responses, and reliance on internet connectivity. One staff member noted, "Limited or unstable connectivity affects our uptime," which can hinder the bank's responsiveness. Furthermore, the lack of dedicated staff or resources potentially leads to slow response times, which diminishes the bank's ability to effectively utilize social media as a customer service channel. These operational challenges contribute to an uneven customer experience, particularly when issues are not handled as rapidly as customers expect online. As a result, there is a pressing need for improved resource allocation to enhance service delivery.

Theme 3.3: Content and engagement-related challenges

Despite promotional and competition posts performing relatively well, respondents emphasized the need to provide more

engaging and diverse content. One interviewee remarked, “We need fun posts, jokes, puzzles, and more interactive tools that appeal to different generations.” This variety is crucial for sustaining engagement across diverse customer demographics. However, a serious issue highlighted by staff is the challenge of managing “adverse comments unrelated to posts,” which complicates comment moderation. Respondents stressed the importance of careful communication management to protect the bank’s reputation while remaining responsive to customer interactions. This reveals that both content strategy and comment management are critical areas that pose challenges regarding the bank’s ability to leverage social media for positive engagement.

Theme 3.4: Policy, tools, and structural gaps

Although the bank has some directives and policies in place, respondents recommended further formalization of guidelines for responding to queries, complaints, and sensitive issues. They suggested the need for a clearer escalation framework, stating, “We need integrated social media management tools and help desk integration.” Additionally, proposals included page verification, targeted promotion of posts, and the establishment of a dedicated team to handle social media queries. Addressing these gaps is viewed as essential for making social media more effective, consistent, and strategic in enhancing customer satisfaction. The respondents believe that implementing these recommendations will significantly improve the bank’s social media engagement and overall customer experience.

Integrative interpretation across objectives

Across all responses, social media at Indo Zambia Bank is perceived as an essential and generally effective tool for communication, marketing, and basic customer support. The bank’s social media presence has a clear positive influence on customer satisfaction, particularly when responses or feedback are timely and the information provided is accurate. Customers appreciate quick interactions, which enhance their overall experience and foster loyalty. However, concerns regarding security, privacy, and the sensitivity of certain issues significantly limit the platform’s effectiveness, leading to inconsistencies in response times. Additionally, operational and resource challenges further complicate the situation, as staff often struggle with limited connectivity and inadequate staffing levels. There is also a growing need for more engaging and strategically managed content, as customers increasingly seek interactive and diverse posts that resonate with their interests. The qualitative themes indicate that while the social media analytical tools and practices currently provide the bank with a solid foundation for improving customer satisfaction, there is a pressing need for enhancements in responsiveness, better integration of resources, and strategic planning. Addressing these areas will enable the bank to fully realize the potential of its social media efforts and significantly boost customer engagement and satisfaction.

4.9 Discussion

The survey results indicate a strong positive correlation between customer satisfaction and responsiveness at Indo Zambia Bank (IZB), supported by correlation studies and Chi-square tests. While responsiveness is acknowledged as a key driver of perceived service quality, its significance diminishes when considered alongside efficiency and ease of use, suggesting that customers evaluate overall service experiences rather than isolated interactions.

The study reveals robust correlations among engagement rate, information reliability, efficiency, and ease of use, all positively influencing customer satisfaction at IZB. Although information reliability initially enhances satisfaction, its significance wanes when ease of use and efficiency are factored in, highlighting the need for banks to integrate reliable information with streamlined processes for optimal customer experiences.

Findings show that efficiency and ease of use are critical factors impacting customer satisfaction at Indo Zambia Bank, with efficiency emerging as the strongest predictor. Qualitative insights confirm that while social media facilitates real-time communication, operational challenges such as connectivity issues and the need for continuous monitoring hinder overall efficiency, emphasizing the importance of user-friendly systems in enhancing customer interactions.

The study identifies significant challenges related to social media usage at Indo Zambia Bank, including privacy concerns, low digital literacy, and inadequate infrastructure, which negatively impact customer satisfaction. Qualitative insights from staff highlight operational difficulties in managing sensitive issues on social media and suggest actionable solutions such as clearer policies and dedicated social media teams to enhance customer engagement and satisfaction.

5 Conclusions and Recommendations

5.1 Conclusions

The research concludes that responsiveness on social media is strongly correlated with customer satisfaction at Indo Zambia Bank, but its significance diminishes when considering factors such as ease of use and efficiency, indicating that quick responses must support effective problem-solving. Additionally, while engagement rates positively influence customer happiness, the improvement in satisfaction is primarily linked to meaningful service experiences rather than superficial interactions. The study also identifies significant challenges, including privacy concerns, the need for off-platform issue resolution, and resource limitations, which can hinder the effectiveness of social media in enhancing customer satisfaction and trust.

5.2 Recommendations for the Study

To enhance responsiveness and customer satisfaction, Indo Zambia Bank should establish clear links between social media contacts and internal processes, ensuring that customer inquiries are fully addressed within set timeframes. Additionally, the bank should improve real-time monitoring by developing a dedicated social media team, streamline response processes with consistent templates for common inquiries, and track performance metrics to evaluate the efficiency of digital customer care.

In terms of engagement rate and customer satisfaction, the bank should focus on creating content that meets customer needs, such as financial literacy tools and service updates, while organizing interactive projects to promote bidirectional communication. Furthermore, integrating social media management tools with existing service systems can enhance customer interactions, and segmenting the audience for tailored engagement strategies will improve relevance and foster loyalty.

To address challenges in using social media for client engagement, the bank needs to develop comprehensive policies that cover security, privacy, and complaint handling, ensuring adherence to regulatory standards. Moreover, improving staff training in digital communication and cybersecurity, ensuring reliable internet access, and establishing clear guidelines for moderating content will help enhance the effectiveness of social media as a customer service channel.

5.3 Limitations

The study's findings are limited to Indo Zambia Bank in Lusaka, which may restrict the applicability of results to other banks or regions in Zambia, necessitating cautious interpretation of broader implications. Additionally, the cross-sectional design limits the ability to track changes in social media usage and customer satisfaction over time, while self-reported data may introduce biases, and the focus on digitally engaged customers excludes perspectives from those using traditional banking methods.

5.4 Future Research Recommendation

Future research should conduct comparative analyses across various banks and regions, including rural and urban settings, to broaden the applicability of findings and identify industry trends. Employing longitudinal studies to observe changes in social media strategies over time, integrating self-reported data with objective performance metrics, and including less active online users in the sample will enhance the understanding of customer experiences and satisfaction in the banking sector. Additionally, exploring factors such as perceived security, trust, and brand image will contribute to more comprehensive theoretical frameworks, while qualitative methods like interviews and focus groups can provide deeper insights into customer perceptions of social media interactions.

Declaration of Competing Interests

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Ethical considerations

The article followed all ethical standards appropriate for this kind of research.

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