

Public Perception of Strategic Communication and Management Practices in Nigeria's Telecommunication Industry

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Abstract. Strategic communication and management practices play a critical role in shaping public perception, trust, and organizational sustainability, particularly in highly competitive service industries. In Nigeria's liberalized telecommunication sector, subscribers increasingly evaluate firms not only based on service performance but also on communication strategies and socio-cultural engagement. This study adopted a mixed-methods research design combining a survey of 169 telecommunication subscribers and 30 in-depth interviews conducted in Abuja, Nigeria. Quantitative data were analyzed using descriptive statistics, while qualitative data were examined through thematic analysis to capture interpretive insights into public perception. The findings indicate high public awareness of strategic communication practices, with 89% of respondents recognizing deliberate management strategies. Customer service satisfaction was reported by 62% of subscribers, while 86% agreed that CSR and socio-cultural initiatives positively influence perception. Additionally, 86% of respondents indicated that satisfaction motivates them to promote telecommunication services through interpersonal communication. The results demonstrate that subscribers actively interpret strategic communication, customer service encounters, and CSR initiatives as indicators of organizational credibility and commitment. Strategic communication, service quality, and CSR operate as interconnected management practices that shape trust, reputation, and advocacy behavior within Nigeria's telecommunication industry.

Keywords: Strategic Communication; Public Perception; Telecommunication Industry; Customer Service Satisfaction; Corporate Social Responsibility; Nigeria

1. Introduction

Strategic communication and management practices are increasingly recognized as critical determinants of organizational legitimacy, reputation, and sustainability. Organizations operating in highly competitive and technology-driven industries are required not only to deliver functional value but also to strategically manage stakeholder perceptions through deliberate communication processes (Beresford & Schwarz, 2014;

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Ljajić, 2023; Ruihley, 2024). Public perception, shaped by cognitive, affective, and experiential dimensions, plays a decisive role in how stakeholders interpret organizational actions, assess credibility, and develop long-term trust (Hanley, 2025; Sun & Li, 2024). In this context, strategic communication is no longer viewed as a supportive function but as a core managerial practice that integrates communication, leadership, and organizational strategy.

The telecommunication industry exemplifies an environment where strategic communication and management practices are indispensable. Characterized by rapid technological advancement, service convergence, and intense competition, telecommunication firms must continuously adapt their strategies to changing consumer expectations (León & Salesa, 2024; Luu et al., 2022; Saadatmand et al., 2022). In Nigeria, the liberalization of the telecommunications sector since 2001 has transformed the industry from a monopolistic structure into a highly competitive marketplace dominated by firms such as MTN, Airtel, and Glo (Idamoyibo, 2021; Kadiri, 2024). This transformation has empowered consumers, intensified brand competition, and heightened public scrutiny of managerial decisions, service quality, and corporate conduct.

Existing literature underscores that public perception is a multidimensional construct influenced by price evaluation, brand image, service quality, perceived risk, and corporate social responsibility (Kim et al., 2023; Monfort et al., 2025). Perception is not merely a reaction to service performance but an interpretative process shaped by prior experiences, socio-cultural contexts, and mediated communication (Schneider et al., 2022; Ziv & Hadad, 2021). In the telecommunications context, customer perception has been shown to directly influence satisfaction, loyalty, and word-of-mouth communication, positioning perception as a strategic asset rather than a passive outcome (Al-Mawali & Al-Busaidi, 2022; Iqbal et al., 2013).

Empirical studies within Nigeria and comparable developing economies reveal persistent tensions between service expectations and actual service delivery in the telecommunications sector. Despite significant investments in infrastructure and network expansion, Nigerian subscribers continue to report challenges such as dropped calls, unsolicited messages, pricing concerns, and inconsistent customer service (Adebiyi et al., 2015; E. & K., 2023; Matthew et al., 2021). Regulatory assessments further indicate that service providers frequently fall short of performance benchmarks established by oversight bodies. Nevertheless, studies also demonstrate that effective strategic management practices particularly those related to service quality, leadership, and customer engagement positively influence organizational growth and competitive advantage (Dwyer et al., 2003; Mary, 2022; Zahrah & Satrya, 2024).

Recent scholarship emphasizes that telecommunication firms increasingly deploy integrated management strategies encompassing customer experience management, digital automation, network optimization, and corporate social responsibility initiatives (Akosen et al., 2022; Bagobiri & Paul, 2021; Fei, 2021). CSR activities in education, health, and community development have emerged as prominent strategic communication tools aimed at enhancing organizational visibility and social legitimacy (Cheruiyot-Koech & Reddy, 2022; Ndiweni et al., 2018; Usman et al., 2024). Such practices align with broader theoretical perspectives that link corporate communication, reputation management, and stakeholder trust as mutually reinforcing processes.

Despite the growing body of literature on service quality and strategic management in telecommunications, existing studies predominantly emphasize organizational



performance, operational efficiency, or customer satisfaction metrics. There remains a notable gap in empirical research that explicitly examines public perception of strategic communication as an integrated managerial practice, particularly from the perspective of subscribers as active interpreters of corporate actions. Moreover, limited attention has been given to how socio-economic and cultural contexts shape public interpretations of management strategies within Nigeria's telecommunications industry (Klijn et al., 2021; Nikolaienko, 2024).

Addressing this gap, the present study investigates public perception of strategic communication and management practices in Nigeria's telecommunication industry, focusing on MTN, Airtel, and Glo. The study is significant in advancing communication scholarship by integrating strategic communication theory with empirical insights from a rapidly evolving African market. Practically, it offers evidence-based insights for telecommunication managers, policymakers, and communication professionals seeking to enhance stakeholder trust, service legitimacy, and sustainable competitiveness. Specifically, the study aims to examine how subscribers perceive management strategies, assess the alignment of these strategies with public expectations of accountability and trustworthiness, and explore the influence of socio-economic and cultural factors on perception formation within Nigeria's telecommunications sector.

2. Method

This study adopted a mixed-methods research design, integrating quantitative and qualitative approaches to comprehensively examine public perception of strategic communication and management practices in Nigeria's telecommunication industry (Fetters & Tajima, 2022; Headley & Plano Clark, 2020; Schoonenboom & Johnson, 2017). The mixed-methods approach was considered appropriate because it allows for the triangulation of numerical trends with in-depth experiential insights, thereby strengthening the validity and interpretive depth of the findings. Quantitative data provided measurable patterns of perception among subscribers, while qualitative data offered contextual explanations of how and why such perceptions were formed (Creswell, 2014). This design aligns with communication research that seeks to capture both audience attitudes and interpretive meanings.

The study population comprised registered voice and internet subscribers of MTN, Airtel, and Glo operating within Abuja, the Federal Capital Territory (FCT), Nigeria. Based on available records from the National Bureau of Statistics (2018; 2019), the total number of registered subscribers in Abuja stood at 10,848,091. Using a random sampling technique, 169 subscribers were selected to participate in the questionnaire survey, ensuring diversity in gender, educational background, and network affiliation. For the qualitative component, 30 subscribers were purposively selected for in-depth interviews based on their active usage of telecommunication services and willingness to articulate their service experiences.

Data were collected using two primary instruments namely a structured questionnaire and a semi-structured interview guide (Sharma et al., 2023). The questionnaire consisted of closed-ended items measured on a Likert scale to assess awareness of management strategies, satisfaction with customer service, perceptions of CSR activities, and perceived effectiveness of telecommunication companies' strategic practices. The interview guide was designed to elicit deeper insights into subscribers' lived experiences, interpretations of promotional tactics, service delivery, and socio-



cultural influences on perception. Data collection was conducted in 2025 through face-to-face administration, ensuring clarity of responses and a high return rate.

Quantitative data were analyzed using descriptive statistical techniques, including frequencies and percentages, to identify dominant patterns in public perception. Qualitative data from interviews were analyzed using thematic analysis, allowing for the identification of recurring themes related to strategic communication, customer satisfaction, and corporate social responsibility. Ethical considerations were strictly observed throughout the study: participation was voluntary, informed consent was obtained from all respondents, anonymity was assured, and responses were used solely for academic purposes.

Table 1 Sample Size Distribution of Study Participants

Category	Description	Number of Participants
Study Population	Registered MTN, Airtel, and Glo subscribers in Abuja (FCT)	10,848,091
Quantitative Sample	Survey respondents	169
Qualitative Sample	In-depth interview participants	30
Total Participants	Combined survey and interview respondents	199

Table 1 presents the sample size distribution used in this study, distinguishing between the overall subscriber population and the selected participants for quantitative and qualitative data collection. The quantitative sample of 169 respondents was drawn to capture general patterns of public perception, while the qualitative sample of 30 interviewees provided deeper interpretive insights into subscribers' experiences and evaluations of strategic communication and management practices. The combined sample size of 199 participants ensured methodological triangulation and enhanced the robustness of the study's findings.

3. Results and Discussion

3.1. High Public Awareness and Interpretive Recognition of Strategic Communication Practices

This finding demonstrates a notably high level of public awareness regarding the strategic communication and management practices deployed by major telecommunication companies in Nigeria, namely MTN, Airtel, and Glo. The results indicate that subscribers are conscious of the deliberate efforts undertaken by these organizations to structure their communication and operational strategies in ways that influence consumer behavior. Such awareness reflects a maturing audience environment in which stakeholders actively observe, evaluate, and interpret corporate actions rather than merely consume services.

Quantitative evidence strongly supports this observation, as 77% of respondents strongly agreed and 12% agreed that telecommunication companies intentionally deploy management strategies to facilitate their operations. This combined 89% agreement level suggests a dominant consensus among subscribers that strategic communication is a visible and recognizable aspect of telecom operations. The high percentage indicates that



corporate strategies are sufficiently prominent in everyday interactions through advertisements, service notifications, and promotional activities to be identified by the public as structured managerial practices.

Qualitative interview findings further deepen this understanding by revealing how subscribers interpret specific communication activities as strategic. Interview participants frequently cited promotional campaigns, bonus data offers, airtime incentives, customer engagement messages, and responsive complaint-handling systems as intentional tactics designed to attract, retain, and reassure customers. These interpretations illustrate that subscribers engage in active meaning-making processes, assigning strategic intent to organizational communication based on personal experience and contextual understanding.

This finding aligns with contemporary communication theory, which positions audiences as active participants rather than passive receivers of messages. Subscribers' ability to recognize strategic intent underscores their role as interpretive agents who assess corporate communication through cognitive and experiential lenses. Such agency challenges traditional assumptions that corporate messaging unilaterally shapes perception and instead highlights a dialogic relationship in which public interpretation significantly influences communication outcomes.

The high visibility of strategic communication practices has important implications for organizational credibility and trust. When subscribers perceive communication activities as deliberate and well-coordinated, these actions may enhance perceptions of professionalism and organizational competence. However, this heightened awareness also raises expectations; subscribers are likely to evaluate whether communicated promises align with actual service performance. Consequently, strategic communication becomes both an opportunity for trust-building and a potential risk if perceived as manipulative or inconsistent.

This finding suggests that telecommunication companies in Nigeria operate in a highly perceptive communication environment where strategic actions are closely scrutinized by the public. Management practices must therefore be transparent, consistent, and responsive to audience interpretation. Strategic communication should move beyond short-term promotional tactics toward sustained engagement that acknowledges subscribers as informed stakeholders whose perceptions can significantly shape organizational reputation and competitive advantage.

Table 2 Public Awareness of Strategic Communication Practices

Response Category	Frequency	Percentage (%)
Strongly Disagree	3	2.0
Disagree	10	6.0
Neutral	5	3.0
Agree	20	12.0
Strongly Agree	131	77.0
Total	169	100.0

Table 2 illustrates the distribution of respondents' perceptions regarding the awareness of strategic communication and management practices employed by MTN, Airtel, and Glo. The dominance of the "strongly agree" and "agree" categories, accounting for 89% of responses, indicates widespread recognition of intentional strategic practices among subscribers. This quantitative pattern reinforces the qualitative evidence that



telecommunication audiences actively interpret corporate communication as purposeful and strategically designed.

3.2. Customer Service Satisfaction as a Core Perceived Management Strategy

This finding highlights customer service satisfaction as a central component of how subscribers perceive management strategies within Nigeria's telecommunication industry. Service quality and customer service performance emerged as key indicators through which the public evaluates organizational competence and commitment. Rather than being viewed as routine operational activities, customer service practices are interpreted as deliberate strategic actions that shape overall corporate image and influence long-term subscriber relationships.

Survey results demonstrate that a majority of respondents reported positive evaluations of customer service delivery. Specifically, 47% of subscribers indicated satisfaction and 15% reported being very satisfied, resulting in a combined 62% satisfaction rate. In contrast, 20% of respondents expressed dissatisfaction, while the remaining respondents adopted a neutral stance. These figures suggest that although customer service performance is generally perceived positively, a substantial minority of subscribers remain critical, indicating areas where strategic improvement is still required.

Qualitative interview findings provide deeper insight into how customer service is experienced and interpreted by subscribers. Participants acknowledged noticeable improvements in network responsiveness, faster resolution of service complaints, and greater stability in voice and data services compared to previous years. Such improvements were frequently attributed to intentional managerial efforts rather than coincidental operational changes, reinforcing the perception that customer service delivery reflects broader strategic priorities of telecommunication firms.

The perception of customer service as a strategic communication practice underscores its symbolic and relational functions. Interactions with customer care representatives, automated response systems, and service notifications are interpreted as communicative acts that convey respect, accountability, and organizational reliability. Through these interactions, telecommunication companies communicate implicit messages about their values, customer orientation, and commitment to service excellence, thereby shaping public perception beyond technical performance alone.

Positive customer service experiences contribute significantly to perceptions of credibility and value for money. Subscribers who experience timely responses and effective problem resolution are more likely to interpret service quality as evidence of organizational responsibility and professionalism. Conversely, dissatisfaction with customer service risks eroding trust and amplifying negative perceptions, particularly in a competitive market where alternative service providers are readily available. Thus, customer service satisfaction functions as a critical mediating factor between strategic intent and public trust.

This finding suggests that customer service satisfaction occupies a strategic position within telecommunication management practices in Nigeria. Managers must therefore approach customer service not merely as a cost center but as a strategic investment in communication, reputation, and competitive advantage. Sustained improvements in service quality, responsiveness, and customer engagement are essential for reinforcing positive public perception and ensuring long-term organizational sustainability.

Table 3 Subscriber Satisfaction with Customer Service Delivery



Response Category	Frequency	Percentage (%)
Very Dissatisfied	21	12.0
Dissatisfied	13	8.0
Neutral	30	18.0
Satisfied	80	47.0
Very Satisfied	25	15.0
Total	169	100.0

Table 3 presents respondents' levels of satisfaction with customer service delivery provided by MTN, Airtel, and Glo. The dominance of the "satisfied" and "very satisfied" categories, accounting for 62% of responses, indicates that customer service is generally perceived positively and functions as a core management strategy. However, the presence of dissatisfied respondents highlights ongoing challenges and underscores the need for continuous strategic refinement in service delivery.

3.3. Corporate Social Responsibility and Socio-Cultural Engagement Shape Positive Public Perception and Advocacy

This finding demonstrates that corporate social responsibility (CSR) and socio-cultural engagement play a pivotal role in shaping positive public perception and advocacy within Nigeria's telecommunication industry. Beyond technical service delivery, subscribers evaluate telecommunication companies based on their visible contributions to social and cultural development. CSR initiatives thus emerge as a strategic interface between corporate actions and public interpretation, influencing how organizations are perceived in terms of legitimacy, social relevance, and ethical commitment.

Quantitative results strongly support the significance of CSR in perception formation, with 86% of respondents agreeing that the socio-economic and cultural activities of MTN, Airtel, and Glo positively influence their views of these companies. This high level of agreement indicates that CSR activities are not peripheral to subscriber experience but are widely recognized as meaningful components of corporate strategy. Such recognition suggests that CSR communication effectively reaches the public and contributes to favorable attitudinal outcomes.

In addition to shaping perception, CSR and service satisfaction were found to directly influence promotional behavior. The data reveal that 86% of respondents indicated that high satisfaction motivates them to actively promote telecommunication services through interpersonal communication and social networks. This finding highlights the role of CSR and socio-cultural engagement as catalysts for advocacy, transforming satisfied subscribers into informal brand ambassadors whose recommendations carry significant persuasive power in social contexts.

Qualitative interview findings provide deeper insight into how CSR initiatives are interpreted by subscribers. Participants frequently cited projects in education, health, and community development as evidence of corporate responsibility and long-term commitment to national development. These initiatives were perceived as enhancing corporate visibility and presence, particularly in local communities, while also generating optimism that service shortcomings would be addressed in the future. Such interpretations illustrate how CSR extends beyond philanthropy to function as a symbolic assurance of organizational goodwill.

The findings underscore CSR's dual function as both a reputational strategy and a strategic communication practice. Through CSR activities, telecommunication companies



communicate values of care, inclusivity, and social accountability, which resonate strongly within Nigeria's socio-cultural context. This alignment between corporate action and societal expectations strengthens emotional connections with stakeholders and reinforces trust, making CSR a powerful complement to traditional marketing and service strategies.

This finding suggests that CSR and socio-cultural engagement are integral to sustainable competitive advantage in Nigeria's telecommunication industry. Managers must therefore embed CSR within broader strategic communication frameworks rather than treating it as a peripheral or symbolic activity. Consistent, transparent, and community-oriented CSR initiatives have the potential to enhance public perception, stimulate positive word-of-mouth communication, and foster long-term loyalty in an increasingly competitive market.

Table 4 Influence of CSR and Satisfaction on Public Perception and Advocacy

Indicator	Response	Frequency	Percentage (%)
Influence of CSR on Public Perception	Yes	146	86.0
	No	23	14.0
Promotion of Services due to High Satisfaction	Yes	148	86.0
	No	21	14.0
Total Respondents		169	100.0

Table 4 presents quantitative evidence of the influence of CSR and satisfaction on public perception and advocacy behavior among telecommunication subscribers. The consistent 86% agreement across both indicators demonstrates that CSR initiatives and positive service experiences significantly shape favorable perceptions and motivate subscribers to engage in interpersonal promotion. This pattern reinforces the interpretation that CSR functions not only as a reputational asset but also as a strategic driver of positive word-of-mouth communication.

3.4. Strategic Communication, Public Perception, and Management Practices in Nigeria's Telecommunication Industry

The findings of this study reinforce contemporary communication theory that positions the public as active interpreters of organizational messages, rather than passive recipients. High public awareness of management and communication strategies employed by MTN, Airtel, and Glo aligns with Beresford & Schwarz (2014) two-way symmetrical communication model, which emphasizes interaction, feedback, and audience interpretation as central to effective strategic communication. Subscribers' recognition of promotional campaigns, customer engagement messages, and complaint-response mechanisms as deliberate strategies demonstrates that corporate communication is interpreted through cognitive and experiential lenses, supporting García Carballo (2019) assertion that strategic communication is a managerial function embedded in organizational sense-making processes.

The findings also strongly resonate with perception theory, which conceptualizes perception as a selective and interpretive process shaped by prior experience, expectations, and socio-cultural context (Mohebi & Bailey, 2020; Roswag et al., 2023; Woosnam et al., 2018). Subscribers' ability to identify strategic intent behind communication practices reflects selective and subjective perception, where individuals



interpret corporate actions based on perceived relevance and personal experience. This explains why similar communication tactics may generate varied evaluations across audiences, reinforcing Joubert and Hitge (2023) argument that perception is not solely determined by service output but by the interpretive framework of the perceiver.

The perception of customer service satisfaction as a core management strategy substantiates the theoretical shift that views service encounters as communicative acts rather than purely operational processes. Consistent with Keller's (1993) customer-based brand equity model, positive service interactions function as symbolic cues that enhance brand associations, credibility, and perceived value. The finding that 62% of subscribers expressed satisfaction supports Itorobong Praise et al. (2024) empirical conclusion that service quality significantly influences customer satisfaction and loyalty in Nigeria's telecommunication sector. From a strategic communication perspective, customer service interactions operate as relational messages that communicate organizational commitment and reliability.

The relationship between service satisfaction and positive public perception aligns with relationship management theory, which posits trust, satisfaction, and commitment as foundational to sustainable organizational-public relationships (Aldoory et al., 2015; Parker et al., 2024). When subscribers perceive improvements in complaint resolution and network responsiveness, they interpret these improvements as signals of accountability and managerial competence. Conversely, dissatisfaction undermines relational trust and intensifies negative perception, supporting Deszczyński and Beręsewicz (2021) argument that relationship management is critical in retaining subscribers within Nigeria's highly competitive telecommunication environment.

The strong influence of CSR and socio-cultural engagement on public perception corroborates reputation and legitimacy theories, particularly Fombrun et al.'s (2000) reputation quotient framework, which emphasizes social responsibility as a core reputational dimension. Subscribers' positive evaluation of CSR initiatives in education, health, and community development indicates that CSR functions as symbolic capital that enhances organizational legitimacy. This finding is consistent with Van Riel and Fombrun's (2015) argument that corporate communication extends beyond market transactions to include societal engagement that reinforces trust and moral credibility.

The Nigerian socio-cultural environment plays a critical role in shaping how CSR and management practices are interpreted. In collectivist and community-oriented societies, corporate contributions to social welfare are often evaluated as indicators of sincerity and long-term commitment (Afegbua & Afegbua, 2024). The finding that 86% of subscribers associate CSR with positive perception reflects this contextual dynamic, supporting Schleenbecker and Hamm's (2013) assertion that intangible cues such as social responsibility narratives significantly influence consumer perception, particularly where service quality is perceived as inconsistent.

Taken together, the findings support strategic management theory which posits that sustainable competitive advantage arises from the integration of communication, service quality, and social engagement (Killen et al., 2012; Liu, 2024). Strategic communication, customer service satisfaction, and CSR emerge not as isolated practices but as interconnected managerial tools that collectively shape public perception and advocacy behavior. The evidence that satisfied subscribers actively promote services through interpersonal communication confirms the role of word-of-mouth as a strategic outcome of effective communication management, reinforcing the argument that perception management is central to organizational success in Nigeria's telecommunication industry.





Figure 1 Shaping Public Perception in Nigerian Telecom

Figure 1 illustrates the key challenges shaping public perception in Nigeria's telecommunication industry by highlighting five interconnected problem areas. It shows that communication misinterpretation can cause corporate messages to be received differently from what is intended, while inconsistent service quality creates negative brand associations among subscribers. The diagram further emphasizes that poor complaint resolution undermines relational trust between telecom companies and their customers, weakening long-term relationships. Additionally, ineffective corporate social responsibility (CSR) is portrayed as a missed opportunity to build organizational legitimacy, particularly when CSR initiatives are not strategically communicated or sustained. Finally, socio-cultural misalignment reflects situations where CSR efforts fail to resonate with community values and expectations, reducing their impact. Collectively, the visual underscores that public perception in Nigerian telecom is shaped not by a single factor, but by the interaction of communication practices, service performance, trust management, and socio-cultural sensitivity.

4. Conclusion

This study examined public perception of strategic communication and management practices in Nigeria's telecommunication industry, focusing on MTN, Airtel, and Glo. The findings reveal a high level of public awareness and evaluative capacity among subscribers. Quantitatively, 89% of respondents acknowledged that telecommunication companies deliberately deploy management and communication strategies in their operations. In terms of service performance, 62% of subscribers reported being satisfied or very satisfied with customer service delivery, while 20% expressed dissatisfaction, indicating uneven service experiences. Furthermore, 86% of respondents agreed that corporate social responsibility (CSR) and socio-cultural initiatives positively influence their perceptions, and an equal 86% indicated that high satisfaction motivates them to promote telecom services through interpersonal communication and social networks. These results demonstrate that strategic communication, service quality, and CSR collectively shape public perception and advocacy behavior.

The discussion of findings confirms that subscribers in Nigeria function as active interpreters of organizational communication rather than passive recipients. Strategic communication practices manifested through promotions, customer engagement, complaint resolution, and CSR initiatives are interpreted as signals of organizational intent, credibility, and commitment. Customer service satisfaction emerges as a core strategic communication practice that mediates trust and relationship quality, while CSR functions as both reputational capital and a symbolic assurance of social responsibility. The findings reinforce perception theory, relationship management theory, and corporate communication theory by demonstrating that public perception is constructed through the interaction of communicative actions, service encounters, and socio-cultural alignment. Thus, effective management in the telecommunication sector requires the strategic integration of communication, service delivery, and social engagement.

Despite its contributions, this study has several limitations. First, the research was geographically limited to Abuja, which may constrain the generalizability of the findings to other regions of Nigeria with different socio-cultural and infrastructural contexts. Second, the reliance on descriptive statistics limits the ability to establish causal relationships between strategic communication practices and public perception. Future research should employ inferential statistical models or structural equation modeling to test causal pathways and mediating effects. Additionally, comparative studies across African or Global South telecommunication markets would enrich theoretical generalization, while longitudinal research could explore how public perception evolves in response to sustained strategic communication and CSR practices over time.

Conflict of Interest

The authors declare no conflict of interests.

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