Recognizing the Ever-Changing Relationship between Customer Satisfaction and Client Retention Strategy. A Preliminary Draft

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Abstract

Customer happiness has a significant impact on many different industries, which is evidence of productivity and goal fulfillment. This is why the research will be looking at Landmark Cafeteria in a Nigerian university setting as a case study to see how customer happiness relates to customer retention strategies. In order to ensure content validity and reliability, a self-administered structured questionnaire will be used. Previous studies have shown an increase in customer feedback and greater client retention rates; it is anticipated that these results will be further investigated and built upon in future studies. One such discovery is the substantial influence of improved customer service on these metrics.

Keywords: Customer Satisfaction, Customer Retention, Customer Feedback

Introduction

It is well established that customer satisfaction is a cornerstone necessary for organisations to thrive, companies from the globe have been primarily focused on research and development efforts. Several definitions of customer satisfaction has been noted, one of such which is it being the feeling or action taken by a law / consumer (Gerard et al., 2019: 43). According to Oliver (1981), customer satisfaction is a result of the difference between actual and expected performance in specific service or product. Holding on to existing customers is an appealing prospect because satisfied consumers are likely to use your product or service more frequently and offer it as a recommendation. Multiple studies Abubakari et al., 2019; Bisschoff and Els,2035), customer happiness on the other is seen as a leading indicator of loyalty amongst other indicators, which in turn boosts a company's profitability. The capacity a firm possesses to hold on to its consumers over extended period of time is what customer retention is all about, according to experts (Abubakari et al., 2019; Ranaweera & Prabhu, 2003; Zhang et al., 2014). A company can keep her current customers by developing strong relationships with each and every one of them.

According to Ranaweera and Prabhu (2003), and Delgado-Ballester and Fernandez-Sabiote (2024), it was agreed in their diverse argument that this is the best way to ensure continued productivity in the future. The claim here is that the consumer retention costs will be lower than the expenses of recruiting new consumers because of the percentage of clients that stayed after the year (Ertuna et al., 2022). Consequently, consumer retention may aid businesses in sustaining profits and attracting new, dedicated patrons. Although Dam and Dam (2021) state that customer pleasure has a positive effect on client retention, they also emphasize that internal inefficiencies, communication failures, other unproven impediments might reduce this apparent advantage. Previous research suggests that organizational procedures can impede efforts to turn satisfied customers into valuable employees and a well-planned strategy to align organizational procedures with the ideal depicted in literature (Abosag et al., 2020a; Bencsik et al., 2023; Cassim et al., 2024). Organizations

that want to thrive in the long run and navigate the complex landscape of contemporary business need to be aware of and prepared to cope with these challenges, according to research by Hussin et al. (2015) and Nordin and Ravald (2023). So, the purpose of this research was to determine how client retention strategy and customer Satisfaction interact with one another in a developing academia society.

Literature review
Concept of customer satisfaction
Everyone agrees that a customer is any person or organization that buys something from a different firm. Customers are vital because they provide income, which is essential for any corporation to stay in business. Businesses fight for customers in a number of ways, including aggressive product promotion, price cuts to attract new customers, and the development of novel goods and experiences that consumers like (Zhang et al., 2014). Accordingly, we agree that customer pleasure is the response to fulfillment on this common ground. A judgment that a product or service's characteristic, or the service or thing itself, provide a satisfactory amount of pleasure associated with consumption, including degrees of under or over-fulfillment (Abosag et al., 2020b). A change in perspective brought about by a purchase is another definition of satisfaction (Inegbedion et al., 2020). Contentment is accompanied by a wide range of emotions, including acceptance, pleasure, relief, and joy (Anderson et al., 1994; Ashfaq et al., 2023; Bisschoff, 2014, 2020; Kumar & Reinartz, 2016). Customers are more likely to be satisfied with a product or service if their expectations are high before they even interact with the organization (Keshavarz-Ghorabaee et al., 2016). When it comes to the service industry, customer happiness is paramount to success. Customer satisfaction is more than just satisfying their requirements; it is going above and beyond to provide them an unforgettable experience (Lam et al., 2004). Ensuring client happiness is essential to every company's strategy for customer retention. When a company's goods and services go above and beyond what a client expects, the customer becomes a loyal patron and the company gains new consumers via word of mouth recommendations. In the absence of client needs, a company would not be able to grow (Ranaweera & Prabhu, 2003). Therefore, when expectations are satisfied, it is essential to engage in client retention in order to continue the firm.

Concept of Client Retention
Getting a new customer might cost up to five times as much as keeping an existing one, according to previous research. Customer retention techniques include a coordinated love advantage. It is unfair that perks climb in tandem with a customer's loyalty to the company. Keeping 5% more clients may increase advantages by 100% (Kumar & Reinartz, 2016). The quality of service, the level of customer happiness, and the loyalty of the client are all aspects of client retainership.

Theoretical Framework
The data collected and evaluated in this study will not amount to much without a solid theoretical underpinning, and the Diffusion of Comparison Level theory provides just that.
To better understand and manage a company's relationships with its consumers, Customer Relationship Management (CRM) blends people, processes, and technology (Abdullateef et al., 2014). According to Wang et al., (2024), customer relationship management (CRM) is a tactic, it is employed for the purpose of maintaining a good client base together with their satisfaction in mind so as to exploit long-standing relationships with shoppers through made-to-order experiences and efficient service for their requests among others. Customer Relationship Management System is necessary to Track Customer Interactions and Preferences: incorporating this lets them tailor what they offer to each persons desires. Quickly finding and fixing problems is another reason why customer relationship management (CRM) can be vital to keeping customers. Organizations may enhance customer satisfaction and retention by implementing a CRM strategy, which can give significant insights into consumer experiences and expectations (Chatterjee et al., 2022).
Organizational Value Theory explores the question targeted towards not just how businesses generate, distribute, but also how they maintain stakeholder value. If one is to understand the intricacies of making

customers happy by delivering value from high quality goods and services and retaining them this approach must be adopted for value to be seen (Cassim et al., 2024, 2024; Mousa et al., 2021). According to this principle, for value to continue, high standards must be set with a feedback loop to improve services on a constant basis. This can be enhanced by learning how consumers see the organization's value and working to improve it. In line with Yang et al. (2021) findings, firms may use Organizational Value Theory as a guide to assess how well they cater to consumers' demands and identify areas for development to boost customer satisfaction and loyalty.

Hypothesis Formulation

According to Gerdt et al. (2019), the act of understanding how customer service quality relates to consumer feedback which is Traditional knowledge would bring about a rise in customer satisfaction and loyalty (Abosag et al., 2020). According to Sahaf and Fazili (2024), this perspective is undermined by the idea that customer service and consumer feedback are unrelated. This study intends to find out if there exist a correlation between variances in customer service quality and actual differences in the quantity, kind, or tone of customer feedback from what is purportedly a regional viewpoint. Hence, the following hypothesis were formulated:
H01: There is no relationship between customer service and customer feedback.

Understanding the correlation between perceived value at a price and the ease with which a customer's problems are addressed is crucial for any business (Ameen et al., 2022). According to Di Domenico et al. (2022), the widely accepted belief that consumer perceptions of value-for-money are directly related to how well customer issues are resolved is challenged by the hypothesis that states there is no correlation between the two. Customers' perceptions of value for money shift noticeably as the effectiveness of problem resolution varies, as mentioned before. More study into what influences customers' views of value for money is needed, and firms should be helped to improve their problem-solving tactics for increasing customer satisfaction. To fill up the gaps in our understanding of how service quality affects consumers' perceptions of economic justice and their satisfaction with consumer markets generally, this study is essential. Regarding this matter, the following is postulated:
H02: There is no relationship between problem resolution and price value.

Empirical Review
Customer happiness and loyalty have been the subject of several recent studies, which have looked at these concepts in a variety of settings and the variables that affect them. The impact of customer satisfaction, the quality of KIA Commuter's online services, and experiential marketing on customer loyalty was studied by del Carmen Aguilar Rivera et al. (2012). Using a stratified random sample of 100 people, their research sought to officially investigate these connections. They found that experiential marketing promotes client happiness, which increases customer loyalty in a roundabout way. The variables impacting consumer happiness in a Bangladeshi retail chain were investigated in a research by Muhammad et al. (2021). Exploratory factor analysis and descriptive statistics revealed that 66% of consumers were satisfied. Numerous factors significantly affect total satisfaction, including demographics, marketing strategy, business management, purchasing convenience, and competitive advantage. Excluding "shopping tendency" and "marketing strategy," their regression study demonstrated that all of these attributes significantly affected consumer satisfaction.
According to Srimulyani et al. (2023), satisfaction is the core to customer happiness and loyalty to the brand. This correlation was investigated in a study by Zha et al. (2023) department shops in Indonesia was the scope. The research findings showed, using qualitative descriptive methods, these companies may compete in the market by keeping consumers and fostering loyalty. Collectively, these studies shed light on the interplay that exist between happy customers, brand loyalty, as well as retention tactics across different industries and geographies. There two other studies recently published that also shows the factors that influence online consumers' satisfaction and loyalty (Harriet et al., 2024 & Trabandt et al., 2024). Sahaf

and Fazili (2024), showed that customer happiness and experiences moderated the association between performance expectation and online customer retention. In the long run Experiences, customer happiness, and online customer retention were shown to have a strong positive link when non-probability sampling was adopted. Based on their research, they determined that enhancing these areas may lead to happier customers, more productive employees, and more profits.

Also, Zhang et al. (2014) looked at how customer satisfaction affected the effects of bonding, responsiveness, and communication on customer retention. It was discovered that bonding and communication had a more significant role on client retention than response. There is a robust relationship between customer satisfaction and openness to feedback, conversation, and connection, according to studies (Abosag et al., 2020b; Asha et al., 2023; Emmanuel & Priscilla, 2022; Willys, 2018). These results emphasize the need to establish reliable relationships while using effective communication tactics to boost customer happiness and retention in business contexts.

Intending Research Method
A qualitative research design will be adopted. Careful considerations into study design and analytical tools adoption is very important in other to ensure the reliability of data based on the created research instruments (Harrison et al., 2020). According to Dybro Liengaard (2024), the rationale for using a quantitative research design is to maximize the efficiency of data collection while minimizing resources (labor, time, and money). Several studies have shown that quantitative research techniques may be used to study and evaluate human perception (Christofi et al., 2024; Harrison et al., 2020; Nguyen & Mougenot, 2022). This study will use a systematic sample method for its sampling procedure so as to swiftly draw conclusions about the whole group from a representative portion of the population (Hennink & Kaiser, 2022).

DISCUSSION
IMPLIED PRACTICAL IMPLICATION
Improving customer service approach requires customer-centric policies, educating employees, and simplifying operations, so as to allow for positive and constructive feedback. Gerdt et al. (2019), supported this claim by stating that this feedback has the potential to provide light on the company's strong points and places for growth, which in turn has the potential to affect strategic decisions and the distribution of resources.

The need of continually monitoring and assessing client interactions cannot be overemphasized. Businesses may improve their customer relationship and satisfaction by paying close attention to what they have to say and fixing issues promptly and accurately. Consistent with Srimulyani et al. (2023), businesses that prioritize exceptional customer service through positive reviews are more likely to stand out in highly competitive sectors allowing them to have a good persuasive marketing strategy. In addition, firms may establish attainable improvement targets and track the progress of their programs when they have a firm grasp on the measurable effect of customer service on feedback. Adapting customer service activities to match changing consumer expectations and industry standards is made possible via this data-driven approach. Zha et al., (2023), Harriet et al., (2024), Trabandt et al., (2024), and Sahaf and Fazili (2024) all highlight this relationship.

In addition, the correlation between customer loyalty and perceived service quality highlights the potential impact of customer relationships on a company's reputation and market placement, which may be subtle but substantial. Loyal and pleased customers are more likely to become brand champions, spreading the word about how great a business is and contributing to its organic growth via word of mouth. From a strategic perspective, companies may utilize this data to choose activities that boost customer loyalty and overall perceptions of service quality. In order to foster the idea of outstanding service standards among their devoted consumers, organizations should consistently meet or exceed their customers' expectations, address their problems promptly, and never miss a deadline.

Forging lasting relationships with customers, standing out in competitive markets, and achieving long-term growth and profitability are all possible when firms turn every improvement in customer service into more feedback and take advantage of the strong correlation between customer loyalty and perceived product/service quality.

The findings propose that firms can improve customer service through the implementation of a more consumer-oriented manner, by educating staff and simplifying procedures. These steps with its intended use to up the chances of getting compliments and helpful input from individuals who have utilized your services. This supports the findings of those conducted by Gerdt et al. (2019), this information can be invaluable in terms of what the company does well and where it needs to improve. Therefore, it can have a bearing on strategic decision-making and resource distribution. According to Srimulyani et al. (2023), organizations that give great importance to providing outstanding service quality are more likely to stand out in industries with intense competition. Positive reviews has to ability to testify to the quality of the service, as well as be a powerful marketing tool to help change prospective customer thoughts and choice. Finally, with the knowledge of how customer service quantitatively influences feedback, businesses can be more proactive in establishing realistic performance goals and tracking their progress. This data-first approach allows customer support operations to adjust according to changing consumer expectations and industry norms. (Zha et al. 2023, Harriet et al. 2024, Trabandt et al. 2024, and Sahaf and Fazili 2024)

The implicit association of customer loyalty with perceived service quality is thought to serve as an indicator that the nature and importance of national relationships on a global entity's reputation or market standing could be more complex than straightforward. Loyal and happy customers are more likely to become brand advocates, actively advocating for the company influencing its organic growth through word-of-mouth recommendations. From this data, companies may select actions which they expect will increase customer loyalty and improve the overall perception of service quality. Firms that you continue to over-deliver must be trained in the minds of your loyal customers when it comes to a concept of extraordinary service concepts, refuse so much as even what they expect from them and solve any inconvenience quickly without missing delivery times. Establishing enduring customer relationships, distinguishing oneself in competitive markets, and attaining sustained growth and profitability can be accomplished by leveraging every enhancement in service quality as additional feedback.

THEORETICAL IMPLICATION
The specific applications of leadership styles at Sage Care Biggleswade are not indicative only for the aforementioned health or social care environments but in general, there is a level of importance placed as to how effective leaders would need to be when faced with challenges and expected innovations such as those provided by these sectors. A leadership approach that addresses these day to day operational problems in the short term and walks away with more enabled, motivated and supported teams is needed. CRM strategies have the ability to also potentially challenge the idea that there is no linkage between solving problems and price value CRM frameworks also provide guidelines for rapid resolution of customer difficulties so that a satisfied customer turns questioning service quality to feel as valuable in interacting with your company, receives its product or purchased services. CRM is seen as a way for organizations to proactively address consumer complaints and concerns, aiming to provide timely and satisfactory resolutions. Customers may perceive a higher value for their money due to the holistic approach, regardless of their initial judgments solely based on price. This can greatly benefit their overall experience.

Conclusion
The quality of customer service is anticipated to directly influence consumer feedback, thereby impacting factors such as flavor, freshness, presentation, consistency, health and safety, and value for money. It is essential to prioritize customer happiness and cultivate a favorable dining experience in order to achieve or surpass consumer expectations in these domains. This research aims to investigate the relationship between issue resolution and price value acceptability. It specifically focuses on how these factors help consumers

in setting their expectations about quantity, quality, and precise information about their preferences and unique preferences.It is recommended to use a qualitative study in future research to evaluate the reproducibility of these results in a distinct geographical area.

LIMITATION
The primary limitation of the study is expected to be its narrow focus, which may not fully include the whole range of client experiences and strategies that might be used in various scenarios. Furthermore, the statistical methodologies are anticipated to insufficiently account for all the external elements that influence the association between customer retention and satisfaction, thus oversimplifying the complex relationship. Furthermore, the use of self-reported survey data undermines the accuracy of retention and satisfaction measurements and increases the probability of response bias. Furthermore, the study's cross-sectional methodology just captures a momentary snapshot of data, so impeding the ability to monitor long-term trends and variations in retention and satisfaction. Ultimately, the study's use of correlational research prevents us from establishing a clear connection between satisfaction levels and retention outcomes.

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