

**MIDLANDS STATE UNIVERSITY**

**FACULTY OF COMMERCE**



**DEPARTMENT OF MARKETING**

**An Investigation on the effectiveness of customer relationship management strategies on customer retention. A case study of Fasjet Airline at J.M.Nkomo Airport**

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**A Research submitted to Marketing Management Department in Partial Fulfilment of the Requirements for the Bachelor's Degree in Marketing**

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**DECLARATION**

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Date

## **DEDICATION**

I dedicate this research project to my parents and siblings for their love, support and trust in me.

## **ACKNOWLEDGMENTS**

First and foremost I would like to thank God for guiding and helping throughout all my academic years and the completion of this research, it would not be possible without him. I am thankful and grateful to my supervisor I really appreciate your patience and guiding me throughout this research and also the entire Marketing Department. I would also like to express gratitude to the management and employees of Fastjet for their contribution and participation in this research, not forgetting my family for supporting me and believing in me, thank you so much.

## **ABSTRACT**

Customer relationship management (CRM) in today's business environment it has become one of the most controversial issue and it is also considered by various marketers as an important factor in business but its executive is still concealed in the Airline industry in Zimbabwe. This study involves investigating the effectiveness of customer relationship management strategies on customer retention a case study of Fastjet airline private limited at J.M.Nkomo airport. The focus was on customer relationship management strategies which are customer relationship identification, quality customer services and responsiveness and their influence on customer retention. The objectives which were used to guide the research were assessing the effectiveness of customer relationship identification on customer loyalty, exploring effectiveness of quality customer service on repeated purchase and examining the effectiveness of responsiveness on customer satisfaction. The researcher used questionnaires for collecting data which was all done online due to Covid 19 regulations. A sample of 109 corporate customers were given questionnaires to respond. Casual research design and descriptive research design were used in this study. SPSS software version 20 was used for data analysis. The results which were drawn from the correlation analysis they exhibit the significant relationship between CRM strategies and customer retention. The researcher recommended that Fasjtet airline it can take into consideration the implementation of customer relationship management through adopting these strategies which are customer relationship identification, quality customer service and responsiveness so as to retain customers. This study conclude up with some recommendations for further researches on other researchers.

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## CHAPTER ONE

### GENERAL INTRODUCTION

#### 1.1 Introduction

The purpose of this chapter is to investigate the effectiveness of customer relationship management strategies on customer retention a case study of Fastjet airline at J.M.Nkomo airport. One notable trend in the business landscape is that companies tend to focus more on retaining their profitable customers, and therefore a greater emphasis on managing customer relationships around the world. Business sales people have realized the importance of client relationship management and the ability to acquire new customers, retain existing clients and maximize their value. Attitude towards change, environment hostility, market uncertainty, relative advantage and CRM compatibility all have an effect on intention to adopt CRM Zegordi and Fakheredaei (2017) The key research components comprised of the background of the study, statement of the problem, research questions, research assumptions, conceptual framework, and justification of the study, limitations, assumptions and delimitations.

#### 1.2 Background of the problem

The ever changing business environment requires the company to adopt new ways of operating without compromising the standards and customer needs. Bardicchia and Marco (2020) define customer relationship management as the process of managing interactions with existing as well as past and potential approaches that allow a company to manage and analyse its own interactions with its past, current and potential customers. According to Marco (2020) defined customer relationship management as the process of managing interactions as well with past and potential customers, it also allows companies to manage and analyse the interaction of its business with past and present customers. CRM variables which are knowledge ability, two-way communication and attitude of the company staff have a statistically notable effect on the successfulness of the CRM of the organisation. Other scholars they pointed out that the application of technology in CRM is linked through the front office operations for example marketing, sales department, human resource, logistics and other customer care services such as email, fax, call centres which are managed by the information system which is separated. Plaksij (2021) suggests CRM strategies which are customer relationship identification, customer interaction, customer service team integrations, quality customer service and responsiveness they all have a positive impact on the organisation because it leads better

customer retention, knowledge of customers, better segmentation, better anticipation of needs and speedier communication.

Customer Retention refers to the actions and activities businesses and organisation get hold of so as to lessen the number of customer absconding. Galetto (2015). Customer retention programs purpose is to retain a lot of customers this is achieved by customer loyalty and brand loyalty initiatives. Customer retention begin with the first impression which a customer experience with the organisation, which should continue during the whole lifespan of their relationship. Nick, Dan etal (2016) defined customer retention as the ability of an organisation to retain its customers over a specific period of time. Customer retention is more effective in the sense that selling or providing services to a customer that the organisation have a relationship with leads to an effective means of growing revenue because there is no need for the company to attract and educate as well as creating new ones. An organisation's ability to attract retain customers is related to the way it offers its services or products to its existing customers and the value perceived by customers after utilizing the solution. Alkitbi, Alshurideh etal (2020) identified customer retention variables which are customer satisfaction, customer loyalty, trust, repeated purchase. Retaining customer is not only about the transactions but about the relationship between the organisation and the customer as well. Several studies have been done in investigating the effectiveness of customer relationship management on customer retention in various sectors.

Previous scholars their study were geographically bounded, for example, a study which was done by by Akroush etal, their study was based on a service sector in Ghana. Also Sharmeela-Banu etal (2012) they also focused on service sector in Malaysia. Malik (2010) his study was based on the banking sector in Pakistan and UK. Other studies like Abtin and Pouramiri (2016) they looked on the insurance industry in Iran, their result they indicate that customer satisfaction is entail to achieve customer retention. Furthermore, Chetioui etal (2017) in their study on CRM focused on hospitality industry in Morroco, Ndyamukama and Machibya (2015) their study was on telecommunication in industry of Tanzania. Murimi and Jakachira (2017) studies CRM on hospital sector in Zimbabwe, Chiguvi Madombo and Dube (2019) in their study on CRM focused on Local Government Authorities in Zimbabwe and their results indicated that for a business to survive and gain competitive advantage it has to develop right strategies and maintain a long lasting relationship with their customers. Basing on the studies above it is clear that more authors paid much attention on banks, hotel, insurance,

telecommunication mainly to the western countries and developed countries which proves geographic restraint besides exclusion of the airline industry. Therefore the purpose of this study is to fill the gap which exists in customer relationship management strategies on customer retention as suggested by previous researchers since their findings were based on different industries, since all industries are not the same. In Zimbabwe no study has been conducted on airline industry basing on the similar topic the effectiveness of CRM strategies on customer retention. In this study, the researcher's seek to fill in that gap by undertaking a study on the effectiveness of CRM strategies on customer retention a case of Fastjet airline at J.M.Nkomo Airport.

Fastjet Airlines is also well-known as Fastjet Tanzania is a low cost airline that operated flights under the Fastjet brand in Tanzania. It was established as Fly540 Tanzania in 2011, but with time the acquisition of Fly540 in 2012. It was renamed Fastjet Tanzania. It was located in Dar es Salaam. The airline carried more than 350 000 passengers in its first year of operations and sold one million seats as of December 2014. The airline went into liquidation on 25 November 2019 Malanga (2019). Fastjet is performing dismally in terms of customer relationship particularly at J.M. Nkomo Airport because it does not deal with customer issues quickly, also lack of knowledge and lastly it does not recognise its loyal, this research will examine the effectiveness of customer relationships customer. This is shown by customers switching to South African Airlink for international flights and Air Zimbabwe on domestic flights, thus lacking trust in Fastjet. Some customers/ passengers they send through emails complain about the type of service which they receive from the employees of Fastjet. About 40% of domestic passengers they shifted to other flights and 65% international passengers they shifted to S.A airlink flight. S.A airlink flights offers the best services in the airline industry world wild. Fastjet focus more on getting new customers, they also lack limited time discounts and offers, and they also lack segmentation and customer appreciation. Fastjet managers they employed new representative who are available throughout the day during operation hours so that they communicate with the customer. This created a two way communication with the customers but it was no vain because the representatives lacked knowledge about the company also some of them they had bad attitude. For fastjet to retain its customers it can come with different strategies such as activating service recovery option, kick starting the feedback machinery, providing a snag free flying experience and frequent flyer loyalty programs Falshchlehner (2019). Therefore for customer retention to occur in an organisation, customers

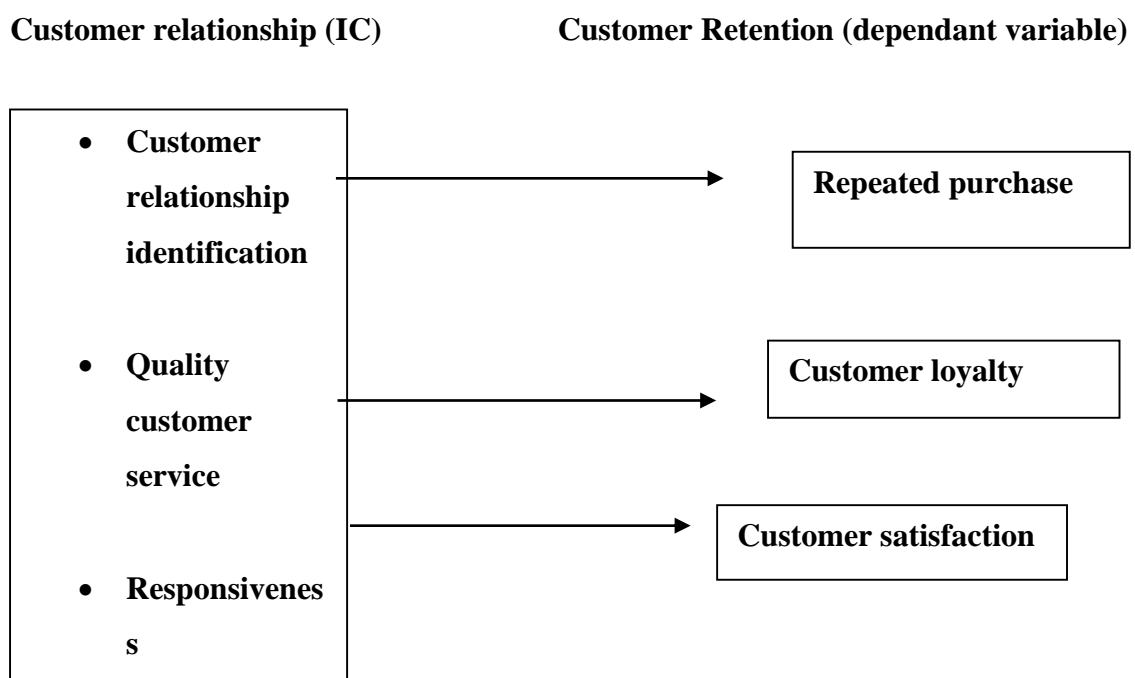
they have to be satisfied with the product or services which is being delivered by the organisation. When customers are satisfied they do what is called as repeated purchase which leads to customer loyalty. The CRM strategies are customer satisfaction customer relationship identification, responsiveness, enhancement of customer service as postulated by Binns (2021).

### 1.3 Statement of the Problem

The trend of customer attrition is alarming due to the Airline’s poor customer relationship management. Some complaints in Customers Log Books, indicate that customers are generally not satisfied with the service quality provided by Fastjet at JMNI Airport. Customers they complain about delayed response, delay in check area, poor service delivery, poor staff attitude and unnecessary delays by the airline. Several past studies were done in various sectors the likes Chetioui etal (2017) in their study on CRM focused on hospitality industry in Morroco, Ndyamukama and Machibya (2015) their study was on telecommunication in industry of Tanzania. Murimi and Jakachira (2017) studies CRM on hospital sector in Zimbabwe, Chiguvi Madombo and Dube (2019) in their study on CRM focused on Local Government Authorities in Zimbabwe. This research will seek to add relevant missing literature ON customer relationship management strategies on customer retention on Fasjet airline in Zimbabwe.

### 1.3 Conceptual Framework

The theoretical framework is the structure that can hold or support a theory of a research. The research framework depicted the independent and dependent variables. The independent concept is customer relationship management and the dependent variable is customer retention.



## FIG 1

Sources: Alkitbi, Alshurideh, Kurdi, Salloum (2020)

### 1.4 Main Objectives

The main purpose of this study is to investigate the effectiveness of customer relationship management on customer retention of Fastjet in the airline industry in Zimbabwe

#### 1.4.1 Research Objectives

To ascertain the effectiveness of customer relationship identification on customer loyalty.

- To explore the effectiveness on quality customer service on repeated purchase.
- To examine the effectiveness of responsiveness on customer satisfaction.

### 1.5 Research Questions

- What is the impact of customer relationship management on customer retention?
- How does customer relationship identification influence customer loyalty?
- Does quality customer service have an impact on repeated purchase?
- How does responsiveness affect customer satisfaction?

### 1.6 Significance to the study

The research is vital to a number of stakeholders that include:

- **Policymakers and Regulators-** this research project seeks to provide knowledge to both policymakers and regulators in the aviation fraternity in Zimbabwe so that the industry performance can be improved. Therefore, good comprehensions of passengers needs are necessary in making relevant developments that could raise service delivery that surpasses passenger expectations.
- **Managers in aviation industry** -the project seeks to provide insights to managers in aviation arena so that they can improve their customer relations management that will see those developing strategies that are crucial in attracting and retaining customers.
- **Airlines Passengers-** the research is an attempt to benefit the customers through customer retention strategies improvements and by increasing the service quality, responsiveness as well customer relationship identification.
- **Midlands State University:** the research acts as a benchmark for further studies on low cost airlines in Zimbabwe.
- **Future Researchers:** this project will assist future researchers as a platform for further exploration on low cost airline studies.

- **Community**- the results of this study will generate employment opportunities through the development of the aviation industry in Bulawayo.

## 1.7 Research Assumptions

In doing this study, the researcher is motivated or guided by the facts that:

- All the respondents to this research are going to answer the questionnaires honestly.
- The sample size used will accurately reflect the population being researched.
- Information to be provided by respondents is for educational purpose only and is considered confidential.
- The research results will be precise and applicable to the study.
- Instruments to be used is going to be supported to ensure measurement of validity and reliability.

## 1.8 Delimitation of the study

The boundaries of the study include the following:

### 1.8.1 Geography

The study was focused on Fastjet passengers exiting the JM Nkomo Airport. This was not part of the idea that prospective travellers were usually in a hurry to pack their bags and leave the airport,

### 1.8.2 Research design

The study adopted the survey design.

### 1.8.3 Time Horizon

The study will analyse passengers departing and arriving from JM Nkomo International Airport from 2018 to 2021.

## 1.9 Limitations to the Study

- **Respondents' Reluctance to Participate:** Reluctance to participate by some passengers and some were not at liberty to answer truthfully. The researcher mitigated the problem by adhering to business research ethics (confidentiality).
- **Confidentiality:** Some participants were not at liberty to divulge confidential information. To overcome this limitation, researchers explained the objective of the survey to the respondents and ensured that information received was confidential and used for educational purposes only.

- **Some respondents they did not manage completing the questionnaires**– The questionnaires were distributed online which was a barrier to other respondents to open them since it required data or Wi-Fi to answer the questionnaire.

Cultural and other type of bias – bias was avoided

### 1.10 Abbreviations and Acronyms

Air Zim	Air Zimbabwe
CAAZ	Civil Aviation Authority of Zimbabwe
CRM	Customer Relations Management
IATA	International Air Transport Association
JMNI	Joshua Mqabuko Nkomo International Airport
RGMI	Robert Mugabe International Airport
SA:	South African Airways
VFA	Victoria Falls International Airport

**Airline**- companies that provide air transport services to passengers or freight usually companies that have a certified driving certificate issued by a regulator authority.

**Customer satisfaction**- is the overall customer attitude towards a service provider.

**Customer Relations Management**- a process that addresses all aspects of identifying customers, creating customer knowledge, building customer relationships, and shaping their perceptions of the organization and its products (Peelen, 2015).

**Passenger Satisfaction** with services arises when an organization can provide its customers with benefits that exceed their original expectations, and this is perceived as value-added (Paramonovs and Ijevleva, 2015).

**Service Quality**- customers' general impression of the comparative efficiency of a business and the services which they offer.

**Tangibles**-it refers to substantial material, equipment which can be perceived through sense of touch.

### 1.11 Chapter Summary

The chapter introduced the background to the study, the research problem statement, research objectives and questions. The significance to the study touched on both theory and practice. The chapter also covered the research focus, geographical territory and time of the research. The research framework depicted the independent and dependent variables. The last part of the chapter described the study limitations, definitions and key terms.

## **CHAPTER 2**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter aim to give a general overview of customer relationship management on customer retention. This chapter seeks to provide an important information on literature from different authors and supply important insights provided by scholars within the topic being studied

through assessing key conceptualised models and hypothesis associated with the subject of customer relationship management strategies. Various sources of literature will be used such as text books, academic journals and websites.

## **2.2 Customer Relationship Management defined**

Stojkovic and Dubricic (2016) the customer relationship management philosophy consist of four activities namely knowledge discovery, marketing customer interaction and customer data analysis. Kangal (2015) identified CRM six dimensions which are consumers, relations, managers, company staff, technology and procedures Elkordy (2017) added that it is a process which consist the integrations of partial processes, technology and consumer oriented whereby its aim is to enhance the company capabilities to effectively manage the interactions with its customers profitable. Ashraf etal (2015) occurs by stating that the CRM concept is customer relationship management, which is based on an efficient flow of information and achieves an increase in the value provided to the firms' customers in addition to reducing company costs. Navimipour and Soltani (2016) suggest that the main purpose of the CRM systems is to enhance the effective implementation of the relationship management process that affects the effectiveness of the organisation's communication with its customers. Hassan etal (2015) in his studies pointed out three elements of customer relationship management which are consumers, relationship and managers. Kangal (2015) also identified six elements of customer relationship management which are customers, relations, managers, company staff, processes and technology.

Various authors agree that customer relationship management comprises of technology, employees, processes, relationships, information and customers. Companies need to develop strategies to stay profitable that better retain the customers. Every single view point of customer relationship can be argued to be unique. Soliman (2014) has shown that customer relationship management has a large direct and positive impact on marketing performance.

## **2.3 Customer Relationship Management dimensions**

Khodakarami and Chan (2015) divided customer relationship management into three areas namely collaborative systems, analytics systems and operating systems. Collaborative systems are put into use to control the information transmission process with the organisation with its customers. Analytical systems are put into for analysing data for customers and operational systems are for enhancing the efficiencies and effectiveness of customer relationship management processes. On this study the researcher uses customer loyalty in terms of customer

relationship identification, repeated purchase in terms of quality customer services and customer satisfaction as a measure to outlook the company customer retention.

### **2.3.1 Customer Relationship Identification**

Before a relationship starts two parties involved they have to know each other's identities so as to be able to form a comprehensive view of the other Ruff (2021). Chang et al (2015) viewed customer relationship identification as an important approach for business so as to build a long term relationship which are profitable relationships with the customers. While Khodokarami and Chan (2015) they defined customer relationship identification as a set of methods and organisational processes for attracting and retaining customers through identifying customers, satisfying them and creating loyalty. In this line Martin et al (2015) he pointed out that CRM identification is about the strategy for organisations which involves a process which is systematic to manage, initiate, maintain and ending the relationship with the customers through all window of contact so as to maximize the relationship value. Kotler and Keller (2016) concur that CRM identification as a process which carefully manage comprehensive detail about the discrete consumers and all the consumers (touch points) so that loyalty will be maximised. Customer contact is an opportunity for any customer to experience a brand or product or service from real or personal experience to person or media to extraordinary observations.

Ahmed (2016) states that heavy emphasis was placed more on character of information technology on customer relationship identification was being defined, for example Wei et al (2017) they described CRM identification as information technology adoption to develop new customers as well as retaining existing customers so as to keep long term relationships and closed relationships, with the aim to improve the customer relationship and increasing customer retention, customer loyalty and profitability. This is similar to Khodarami and Chan (2015) they viewed customer relationship management identification as a set of information systems which enables companies to communicate with the customers and collecting, storing, analyse data for customers so as to give a detailed sight of the organisation customers. In support of the above literature some scholars the likes of Santouridis and Tsachtani 2015 they shed some light on information and technology as they indicate that CRM identification it relies heavily on the gathering and processing of data so as to extract the information which will help in identifying the real or ideal customers so they the organization can customize their offerings, the results shows that information and technology they play an important role as an enabler of CRM successfulness in implementing it. In this study, it has been adopted that operational concept which define CRM identification as an approach for businesses which involves a group of

methodologies and information as well as the organizational processes to build a relationship which are for long term as well with relationships which are profitable with customers in creating competitive advantage and also achieving profit performance.

### **2.3.2 Quality Customer Service**

For organisations to be able to achieve customer satisfaction, there is need for businesses to depend on various offerings and to be different from other organisations as well as providing service which is of quality Kottler (2014). Service sectors is growing fast on all side of the world and it gives increased output to the universal world comparing with other sectors McMillan and Rodrik (2017). Zameer etal (2019) they concur that traditionally service organisation they do put more significance on key dimensions of quality service of the organisation so as to improve customer satisfaction and loyalty. In their studies they further explained on today's competitiveness of businesses environment as quality of a service has become the most powerful incomprehensible attacker for the organisation in service industry. Hang and He (2015) service sector organisation with a competitive focus they are able to facilitate performance which is better in long run. To add on Prakash, Somasundaram and Krishnamoorthy (2016) quality customer service it function as a spear point of service industry business and these businesses they can attain and manage competitive privileges over business competitors, as well concurrently satisfying customers with a service which better in terms quality. Schirmer etal (2016), when customers are satisfied they can be reliable customers. (Berry etal 2016: Prahalad 2017) argues that quality customer services it can predict the behaviour of customers because of its emphasis on the magnitude through the interaction between the customer and the organisation directly or indirectly. However with the dynamic of services firms and the competition which is intense between providers of services it has generated a lot of challenges for managers Zameer etal (2019). They further stated that management of service companies they are encountering different challenges in responding with the changes in customers' needs and wants while ensuring competitiveness of the organisation.

### **2.3.3 Responsiveness**

Letting the customers know exactly when the services sought to be performed doing their greatest to give rapid services to customers, constantly willing to assist customers ,never too occupied to attend to customers complains Mutototi (2019).Nawaz and Hassan (2016) responsiveness is the ability of those people who provide services to support clients as well providing timely service. It's the ability of the staff to provide programs efficiently and in a

timely manner. According to Shukri et al (2015) responsiveness is an ability and preparedness of a business to support its customers and giving them elicited service. This is supported by Liang et al (2018) as they also stated that service personnel they are supposed to have a sufficient responsibility, flexibility as well as willingness to support customers. (Shukri et al 2015; Parasuraman et al 1998) they both indicated that company employees' service behaviour has an ability to enhance and maintain the quality of service, which also helps the organisation to implement organisational service strategy.

Lokhamy (2015) considered the company performance measure system viewpoint indicates that rapid product delivery and time control notably influence customer responsiveness. Katz and Kahn (2016) argued that companies are supposed to control their internal resources to respond to environmental changes and threats. Reid (2016) indicated that the ways of enhancing organisational responsiveness is designing an integration marketing communication model from the customer side to company side. They further explained that in this model, organization, departments and customers can link with each other so that they shape organisational responsiveness positively. Anderson et al (2017) stated that service responsiveness consists of organisational culture support, willingness to train the company staff, constructive towards company failure as well as the positive service attitude when serving customers. Homburg et al (2017) observed that emotion and culture in service organisation, they discovered that service systems they are able to influence the behaviour response of the employees in internal firm's environments and it is also the key factor of organisational responsiveness. Deeter-Schemelz and Kennedy (2017) supported service responsiveness team work and internal environment they are able to enhance company staff cohesion and promote customer services.

#### **2.4 Customer Retention**

Dan et al (2016) defined customer retention as the ability of an organization to retain its customers over a specific period of time. Galetto (2015) stated that a successful business strategy today is not only developing cost effective and highly targeted ways to reach out to new customers, it is more about keeping the existing customers engaged in the company. Galetto (2015) acknowledged that bringing in new customers is expensive. Hurley (2018) also stated that acquiring new customers is six times higher than investing in existing customers. Increase in performance in customer retention strategies on the other hand it has been found that it creates five times more impact than a similar amount of discount or the cost

of capital, which leads into the more profitable customer relationship Dan et al (2016). According to Peppers and Rogers (2014) customer retention refers to the action that is done in order so as to keep the customer relationship alive and retain the profitability of the customers. Companies they want to satisfy their customers and to grow their value. Managing customer's retention is divided into three parts which are retained customers, at risk customers and lost customers Johnson (2021)

Retained customers these are customers who keep on re-buying the product or acquiring new services and referring the services to their inner circle compared to the other customers (Jonhson 2021, Peppers and Rodgers 2011). Retained customers activities are monitored and natured so as to lengthen the relationship with the customer. At risk customers are red flagged as a separate group where the re-activation programs are executed in order to stabilize the endangered relationship Peppers and Rodgers (2014). Lastly the lost customers they have a silently churned without the company being notified or without terminating their customership with the organization.

#### **2.4.1 Customer Retention Dimensions**

Kumar and Anjaly (2017) customer retention has been said to be a usual talk in organisation environment or surroundings since the central 1990s. However on the other hand, according to Canales (2016) limited study has been done on the management processes involved in implementing customer retention. According to Bambang (2017) companies they do exist because of customers who are supposed to be served, satisfy and to be retained in existence. Customer retention ideas are loyal employees and managers who have a common goal of developing a good number of loyal customers. Mfarinya (2018) organization which a successful customer retention they are profitable. Looking at this perspective poor customer retention it leads to customer churn thus is customers moving to the competitor. Bernard (2020) in his study they suggested that customer retention is successful when organizations they satisfy customer needs beyond customer expectations.( Zikmund etal 2002: Thompson 2004) they supported this view in their studies by noting that customer retention is about increasing the sales of the company through satisfying customers and serving so that there is repeat purchase. Nischal (2015) he further agreed in his studies by adding that customer they keep purchasing from the business when they receive satisfaction which is beyond their expectations. From the above studies one can conclude that for customer retention to be successful customers they need to be satisfied beyond their expectation as long organizations they keep maintaining the standards

### **2.4.2 Customer loyalty**

Kangul et al (2017) measures customer loyalty with a view to replicating purchases, new customer editing and programs for loyalty. According to ELKordy (2014) CRM theory takes into consideration customer loyalty as one of the key keys that a firm can use to increase its profitability and may be due to the fact that loyalty is associated with creating customer value (Anderson and Jacobsen 2000). Magatef and Tomalieh (2015) viewed customer loyalty as the attitude and behaviour of customer to desire one brand among other competitors due to the satisfaction with the product or services. Previous studies have provided different views in conceptualizing and the means of measuring customer loyalty, therefore all their perspectives are just different. Ammar et al (2015) concur that customer loyalty is an attitude by customers which occasionally leads to a relationship and their behaviour which they possess towards the organisation. In addition Magatef and Tomalieh (2015) identified loyalty as an attitude towards a particular product or service and the behaviour which is shown by the customers towards a product or service of an organisation. According to Macheke (2020) he stated customer loyalty is shown by the way customers feel and behave towards a product or service and it can be noted that customers whom are loyal they have tend to recommend it to other people at the same time repurchasing it. Ganiyu and Uche (2017) they gave a similar view by articulating that important attitude and behaviours which are communicated by loyal customers include the probability of recommending others and repeat purchase. However on the other hand this view it does not provide a complete understanding of loyalty, for example a customer they sometimes have a limited alternatives select from so they might what is there at the moment. Other scholars like Bau and Dick (2017) view loyalty as a commitment by customers towards a particular product or service. To add on Fournier (2018) agreed to this opinion by defining customer loyalty as a commitment and it affects relationships between the organisation and the customers.

Previous studies on customer loyalty they have concentrated on two aspects that is loyalty behaviours for more than other brands and mental loyalty Costabile (2015). Mental loyalty is the perception, beliefs and attitude which can determine various forms of loyalty. Blut et al (2016) debate that there are three conceptualisation of customer loyalty which is in existence that is loyalty as an attitude which create a relationship with the customers, revealed loyalty behaviour and buying arbitrate. Gawron (2017) argues that the conceptualisation did not look into consideration other factors such as alternative to choose and the income of customers and the nature of the economy since it is also a determinant of customer loyalty. There are two dimensions of customer loyalty which are attitudinal loyalty and behavioural loyalty.

Saifalddin et al (2018) defined attitudinal loyalty as loyalty due to customer's emotional attachment to a product or service of an organisation. Behavioural loyalty is the actual customer behaviour. Casid and Waymer (2016) in their studies on customer loyalty they advised marketing scholars to view it as a multi dimension construct which includes attitudinal and behavioural dimensions as it provides a better understanding on customer loyalty.

### **2.4.3 Repeated Purchase**

Schiffman et al (2015) defined repeat purchase as the act of repurchasing the same product or brand purchase earlier. These are often based on routine, habitual buying decisions, where the search for information around these purchases becomes limited over time Schiffman et al (2015). Some scholars claim that loyal customers come back to buy back goods and services, while others argue that high repurchase rates do not always indicate loyalty and low repurchase rates do not necessarily indicate disloyalty or unfaithfulness, claim not show. (Dick and Basu 2017, Rowley and Dawes 2000). Beranek et al (2015) viewed repeated purchase as the customer intention in acquiring a product or service for the second time, the main aim is to participate in future or upcoming projects with the organisation or to create a relationship between the organisation and the customer. Hume, Mort and Winzar (2017) argues that repeat purchase is a real action, repurchase intention is interpreted as the buyer's decision to engage in upcoming activities with the supplier or seller. However on the other hand Grewal et al (2018) they viewed repeat purchase as one of the most complicated demand pattern. Hsiang, Chang and Chuang (2015) in their study showed that trust, confidence and satisfaction are capable predictors of customers repeat purchases. In their study they revealed customer satisfaction have a positive impact on trust, whereas confirmation, and service quality has influence which is positive on perceived value. Finally perceived value has a strong effect on repeat purchases for consumers with high habituation, whereas trust and satisfaction have a strong influence on repeat purchases for customers with low habits.

### **2.4.4 Customer Satisfaction**

Copley (2017) states that customer satisfaction is a term for marketing that measures how services or products are provided by a business to meet or exceed the expectations of customers. Customers being satisfied is of great importance to companies since it gives marketers or company owners a metric which is very suitable, which can be used in managing as well improving their companies. Customer satisfaction is one of the key components in the competitiveness of a company Saeidi et al (2015). Krajnakova, Navikaite and Navickas (2015) in their studies they also show that satisfaction strongly influences the competitiveness of the

company, an increase in customer satisfaction leads to increase in competitiveness. This shows that it is necessary for organizations to know the actual satisfaction of its customers. Bateson and Hooffman (2018) defined customer satisfaction as the often effect of sufficient service quality. (Bowen and Chen 2016; Yang, Yang, Chang and Chien 2017) in their study they stated that there is a connection between customer relationship management, service quality and they often have a positive effect on customer satisfaction.

Oliver (2017) defines customer satisfaction as a consumer fulfillment response where consumers experience contentment with the product or service that they have purchased. Consumer satisfaction and retention is more profitable than acquiring new customers. Keiningham, Gupta, Aksoy and Buoye (2014) they argue that even though customers might be satisfied with the services and product which are available that does not necessarily mean that they will lead to an increase in consumer spending. In their study they further showed that companies they do not always retain a positive return on investment when they increase their funds for customer satisfaction. With the above definitions one can derive a conclusion on customer satisfaction that it is derived from consumers being fully content with their experience with the product or service

## **2.5 Customer relationship management and the Airline industry**

Several researches on CRM looked on service industry which include banking services the likes of Akroush et al (2011), hospitality, telecommunication by Ndyamukama and Machibaya(2015), educational sector Monogharan (2018) and hotel sector by Chetioui et al (2017). Some companies they appreciate CRM roles and its importance in improving the performance of the organization, customer retention. In the airline industry's the implication of of CRM remains limited. CRM in the airline industries they focus on interpersonal communication, Customer relationship management in the airline industry is becoming a major play because travelling by air is now increasing commoditized, customers/ passenger's loyalty is likely to differ from the past Dubos (2019). Passengers they do not consider a service which they obtain from airlines which are different when they are making their decision to purchase the service. Customer relationship management in the airline industry is of great importance when it comes to the airline being outstanding from the group or crowd. When airlines implement CRM strategies there is less administration and more sales, more accurate and effective marketing, improved customer problem resolution Dubos (2019). Changes in technology are changing the way managers manage passenger relationships, including

chatbots, artificial intelligence and big data analytics. These tools and technologies provide better personalized customer service and help retain customers in the long run. The CRM strategies include customer relationship identification, quality customer service and responsiveness, all these can be implemented so as to retain the customers/ passengers.

## **2.6 Customer Relationship Identification and Loyalty**

Sjahruddin et al (2019) customer relationship identification is one of the marketing strategies that are currently being popularly applied by managers in businesses so as to retain customers and creating loyalty. (Rahimi and Kozak 2017: Al-Qeed et al 2017) states that the application of customer relationship identification concepts provides a lot of benefits which included customer loyalty, knowing the customers, reduction in marketing costs and word of mouth communication. According to Sjahruddin et al (2019) shows that these relationships have been over looked to a larger extent in quality and relationship marketing research, which is mainly concerned with the direct relationships of relationship quality, value and customer engagement with customer loyalty. Petzer and Van-Tonder (2019) in their studied they further explained that researcher they has not provided a comprehensive account of the role , the relevance of relationship identification, value factors and customer loyalty. Empirical evidence it furthers shows that customer relationship identification, customer satisfaction and customer loyalty will increase significantly (Sjahruddin and Tahir 2015: Rahim and Kozak 2017: Al-Qeed et al 2017: Sari et al 2018: Wijaya and Sahetapy 2019). Customer loyalty is one of the outputs of marketing as well an indicator in measuring the success of the application of relationship marketing identification this is according to (Kennedy et al 2019: Thorsten et al 2017).

Sjahruddin et al (2019) postulate that loyalty is a proof that consumers will become customers who will have an attitude which will be positive towards the organisation. They further explain that each customer will have a loyalty base which is different depending on each customer perspective towards the organisation and their respective objective. According to Rowley (2015) loyalty is not about the number of customers who buy the organisation products or services, but according to how often consumers makes purchase with a certain period of time. Meyer and Schwager (2016) customer relationships identification has become a necessity strategy or tool which allows organisations to tailor their offerings to each customers to quench their individual tastes and facilitate the processing of customer orders.

## **2.7 Quality customer service and repeated purchase**

Kotler and Armstrong (2015) service providers they try to help customers by providing the information about everything which they need for instance through the provision of technology based services. Wu and Lu (2016) they postulate that in a highly competitive business environment, businesses have a need to improve the quality of services which they supply to in order for customers to repeat purchase and as well this create loyalty while at the same time attracting new segments. ( Olsen and Connolly 2015: Wang and Feng 2017) they add on by identifying that customers they repeat purchase when they enjoy the service being offered and this improve the profitability of the organisation. Lemy etal (2019) in their study results they prove that there is a positive relationship between quality customers services and repeated purchase.

Sjahruddin (2019) customers they repeat purchase because of they benefit from reduced risk of uncertainty, the performance of the product or service and also the reduction on search cost fo each product which they need. However they further explained that customers switch to other products or services because they are disappointed with the quality hence they will not influence others not to buy or repurchase that service. Other scholars they view quality customer services as service quality appraisal which precedes emotional responses such as satisfaction and repeated purchase. Furthermore Makanyeza and Chikazhe (2017) postulate that quality service have an effect on repeat purchase which is positive. This clearly indicate that services quality is a key factor which can make customers to repeat purchase. Customers will be satisfied and they keep purchasing that service if the quality of service provided by the company is in line with their expectations Sjahruddin (2019). The debate is found in Lemy etal (2019) that the relation between service quality and repeated purchase is negative. Taylor and Banker (2020) they identifies that the service literature reports empirical results which suggests that customers repeat purchase is an intervening variable which mediates the relationship between overall service quality perception and repeated purchase. Timjoto (2015) postulate that service quality is a subjective assessment by the customers, the assessment is determined with the perception of the customers towards the services. They further explained that perception towards a service changes due to various influences such as effective advertising reputation of a service, friends, and experience. Timjoto (2015) he further added that for customers to repeat purchase on a service, it is important for organisation to understand how the service is perceived by the customers and when the perception changes.

Markovic and Jankovice (2015) they propose that when an organisation offer greater quality service the more customers are satisfied and this lead to repeat purchase Literature from previous studies shows that service quality has an influence on repeated purchase Mutototi (2020). The relationship between service quality and repeated purchase was explored by various sectors and some showed that there is a both negative and positive relationship between the two Mutototi (2020).Selvakumar (2015) in his research on service quality and repeated purchase in private and municipal banks discovered that customers are not only influenced by assurance, tangibility, responsiveness for them to repeat purchase. In addition Mang'unvi and Govender (2016) in their study they found out that quality customers service have an impact of repeat purchase

## **2.8 Responsiveness and customer satisfaction**

Ramli and Sjahrudin (2015) the balance which is obtained by customers from the organisation responses and the value obtained by businesses from the customers is actually the main prerequisite for realising customer satisfaction and a long term loyalty. (Dagger and O'Brien 2015: Sheng and Lu 2015: Kasim and Asiah Abdul 2015) responsiveness is positive significantly affects the customer satisfaction. There has been a debate in explaining responsiveness on customer satisfaction. Komunda and Oserenkhoie (2016) provide evidence that responsiveness have a negative effect and an insignificant on customer satisfaction. Abu-ELSamen et al (2016) added that the dimensions of satisfaction they have no significant influence on responsiveness. In a study which was done by Shaikh and Khan (2017) it reviewed that responsiveness is more vital than tangibles in the restaurant sectors and they must rank responsiveness and put more effort on tangibles since it have effect on customer satisfaction.

However in study by Diab et al (2015) in an luxurious restaurants he gave emphases that reliability is the crucial dimension and that responsiveness it has no greater effect on customer satisfaction. More so, other scholars like (Salvakumar 2015: Yadav and Dabhade 2013) they also emphasized that a positive relationship exist between customer satisfaction and service quality magnitudes except responsiveness. Uyoga (2018) supports by stating that responsiveness is a central dimension of customer satisfaction which becomes the responsiveness of the organisation employees to attend customer, request, needs and helping customers promptly. In her study she further support this by taking on the direction of customer responsiveness having a positive effect on customer satisfaction supported by service performance on the perspective of the customer.

## **2.9 Empirical Literature**

Current business situation which is distinguished by competitiveness and financial challenges more in the service market, where organisations their aim is to excel for competitive advantages, there is a shift in CRM paradigm it has shown some changes from service centred viewpoint to customer centred viewpoint. CRM has shown a rapid growth and it has become a controversial issue and focus of attention in literature and business this can be shown by various studies the likes of (Moreno et al 2016; Tzokas et al 2015; Volmohammadi and Beladpas 2016). Sarmaniotis et al (2015) in their study on CRM in an Islamic bank they emphasised that providers of services which fail to match the needs of customers and keeping in track with customer preferences changes they put the business existence into danger. Similar to that Moreno et al (2016) viewed CRM as a strategic tool used in managing relationships with customers in creating shareholder and customer value. This has been argued by Chang et al (2017) that long-term customers they are the ones that bring profit to organisations and is always a contradiction inherent in customer relationship management implementation. This has been concluded by various authors in support for example Sivaraks et al (2018) in their study they viewed customer relationship management as the pointer to profitability in an expanding dynamic industry and most companies are implementing CRM hoping that it will enable to segment target and profitable customers as well as increasing financial performance of the company. The research seeks to find the effectiveness of customer relationship management strategies on customer retention at Fastjet airline in Zimbabwe. The independent variable is customer relationship management and the dependent variable is customer retention. The variables for customer retention are customer satisfaction, repeated purchase and customer loyalty, while for customer relationship management are customer relationship identification, responsiveness and quality customer services.

## **2.10 Chapter Summary**

The chapter analysed and explained related literature to customer relationship management strategies while attempting to answer the study objectives. The chapter also provided clear information which links customer relationship management and customer retention. The chapter that follows looks on the research methodology which the researcher used in research.

## CHAPTER 3

### RESEARCH METHODOLOGY

#### 3.1 Introduction

This chapter outlines how the research on customer relationship management strategies increases or maximizes customer retention. It also outlines the methodology which was used to obtain the data used in coming up with the information about the research. The research used quantitative data due to Covid 19 regulations. This chapter also defined the research design, target population, sampling techniques, the instruments that were used to gather data, data processing analysing and presentation.

#### 3.2 Research design

According to Kirumbi (2018) the research design is a group of methods and procedures used to collect and analyse the dimensions of variables specified in the research problem. The research design used by the researcher helped create a study plan that provides an accurate assessment of the cause and effect between dependent and independent variables. Overall there are three research design types which are exploratory research, descriptive and casual research design. The researcher made use descriptive research design.

#### 3.3 Descriptive research

Furthermore, the scholar engaged descriptive research design to gather information, review and interpret the information for the research issue or purpose. Descriptive research aims to accurately systematically describe a population, situation or phenomenon McCombes (2019). The descriptive research design answers what, where, when and how questions. Descriptive research design helped the scholar in getting the actual information which is needed to assess the effective customer relationship management in retaining customers. Also this type of research concludes naturally and it helps in explaining and measuring the current situation. This research design it gave the scholar the access to get the actual information on determining the effect of customer relationship management on customer retention. The instruments to be used will be survey research for a sample size of 109. Descriptive research design suited this research design due to Covid 19 regulation in collecting data

### 3.4 Target population

Target population is the total group of individuals from which a sample might be drawn McLeod (2019). The target population of the study included the customers and the employees as well as the management team of Fastjet. Due to covid 19 regulations there researcher only managed to get a population of 130 customers, also 22 employees were included in this research. This targeted population is retrieved from the company's customer database which shows the lists of trade customers/ passengers, and the Sales and Planning Book which state the sales estimates per customer. The targeted population is believed that it will provide all information which is necessary pertaining customer relationship management strategies and customer retention. The researcher targeted those who are in Bulawayo and those who are nearby

**Table 1 Target Population**

Category	Population
Customers	150
Total	150

### 3.5 Sampling methods and sampling techniques

It is not practical to research the whole population whence it is required to sample a representative of the whole population so as to be able to research conclusions which are characterized by a large number of a population. In this study the researcher made use of non-probability sampling and probability sampling methods these included convenience sampling, stratified sampling, and judgemental sampling in developing a sample size which were selected from the targeted population.

#### 3.5.1 Sample size

Sample size as a subdivision of the people that is targeted by the scholar Kumar (2016).The sample size influences two statistical properties the precision of the estimate as well as the power of the study to draw conclusions. Also a sample size can be referred as the total number of participants or observation that is included in the study. To calculate sample size for customers/ passengers, the researcher used De Vaus (2002) formula.

$$n = \frac{N}{1 + N(\alpha^2)}$$

n = sample size

N= population

α= margin of error

According to Weiers (2016) he stated that there is 95% level of confidence therefor leaving a margin of error of 5%.The sample for customers is shown below:

N= 150

α= 0.05

$$n = \frac{150}{1 + 150(0.05^2)}$$

$$n = 109$$

### 3.5.2 Sample composition

Sample Frame	Target Population	Sample Size
Customers/ Passengers	150	109
Total Sample Units	150	109

Source company data base

### 3.5.3 Sample procedures

Researchers they can choose from the two sampling techniques when they are doing a research which are non-probability sampling and probability sampling. According to Weiers (2016) in order to have unbiased results it is important to use both probability sampling procedures. In this study the researcher made use of both probability sampling and non-probability sampling. Probability sampling based on fact that every member of the population has a known and equal chance of being selected Levine (2014). Whereas non-probability it is a technique whereby a researcher selects samples based on the subjective judgment of the researcher rather than random selection. There researcher used convenience sampling, stratified sampling method and judgemental sampling in determining the sample size.

### 3.5.4 Convenience and stratified sampling

McCombes (2019) a convenience sample it simple incudes those individuals who happen to be the most accessible to the researcher. This sample method was more convenient to this research because of the lockdown restriction therefore the researcher had to use those who were accessible. In this study the researcher used convenience sampling to select customer population mostly in Bulawayo and near Bulawayo. This sampling technique was used due to limited resources because of the pandemic hence it allowed the study to collect which will be effective because of the limited resources and it was also quick to collect.

Stratified sampling was then used on customers based in Bulawayo and nearby. This is whereby the population chosen are put into a subgroups namely a strata and these samples are then selected randomly from the strata. This procedure is done into two steps. Firstly, corporate customers were divided into two exclusive groups in terms of service category which they normally purchase that is baggage allowance and priority boarding (flexi-flyer). Random sampling was done from each strata. This sampling technique was done because of the differences in customers in their service purchase choices and there was a random distribution of questionnaires. The researcher used proportional stratification whereby each stratum had a sampling fraction which was the same (55/150 for baggage allowance and 75/150 for priority boarding ie flexi-flyers). The sample size of each strata is shown by the Table 3.3

Computation:

$$\text{Baggage allowance} \quad \left(\frac{65}{150}\right) * 109 = 47$$

$$\text{Priority boarding (flexi-flyer)} \quad \left(\frac{85}{150}\right) * 109 = 62$$

**Table 3. 1: Sample size for each strata.**

Strata	Population	Sample size
Baggage allowance	65	47
Priority boarding (flexi-flyer)	85	62

Source: Company database.

### **3.5.5 Judgemental sampling**

Judgmental is a non-probability sampling technique whereby sample sizes are chosen basing on the knowledge of the researcher and judgment. Fey (2018) postulate that judgmental sampling is performed when units are chosen to be part of a study, basing on the professional judgement of the investigator. It is often used when the population of interest is small or when the targeted characteristics of units are very rare, making probabilistic sampling infeasible. Judgmental sampling is easy to use because the researcher simple selects the samples based on the researcher knowledge.

### **3.6 Data source**

In this study the researcher used both primary and secondary data. A data source can be a file or a data base.

#### **3.6.1 Secondary data**

Secondary data is data collected from primary sources and is available for researchers to use for their research Allen (2017).Types of secondary data include diaries, web information, newspapers, books, magazines and government reports, company financial reports and previous research. The researcher will use secondary research to collect data where the data is made available by Fastjet pvt limited. Thereafter customer retention was investigated.

Secondary data was achieved quickly because much information already existed in documented form and it also saved time and the effort of collecting data. The use of secondary data was so convenient looking at the covid 19 regulations in the country. The use of secondary data helped the scholar to be able to see the gaps and deficiencies and the additional information that needed to be collected. It helped in the improvement of understanding the problem.

#### **3.6.2 Primary data**

It is data which is gathered by a researcher from the first hand sources like experiments and surveys. The data never existed in any form. The researcher used set of structured questionnaire, case study and observations to collect data. Primary data gives relevant, reliable and accurate information which helps in coming up with accurate conclusion and recommendation of the topic. However due to the current situation in the country which is the pandemic corona virus it limited the source because of travelling restriction due to the lockdown hence the use of emails and online questionnaires. The data to be gathered will be analysed quantitatively. This was done so as to gather information on the effectiveness of customer relationship strategies that are used by Fastjet to retain its customers

### **3.6.3 Data collection instruments**

Research instruments are instruments that are intended in obtaining data on the research topic. Its main focus is finding out all there is to a particular subject matter. There are two mainly types of data collection which is the questionnaires. In this research questionnaires were used which consisted a series of questions and prompts to receive a response from individuals it is administered to.

#### **3.6.3.1 Questionnaire**

McLeod (2018) note that the questionnaire is a research tool that includes a series of questions to gather information from the defendants. A questionnaire is a fast and effective tool to collect large amounts of information from a large sample of people. In this research study both unstructured and structured questionnaire were used. The scholar was very clear about the research questions on the dependent and independent factors that were being investigated.

The scholar made use of a pilot study during the questionnaire development in order to understand better how people think about customer relationships. The questionnaire questions were posed as closed ended questions so as to collect quantitative data. As for closed ended questions the respondents were asked to tick the answers which they think it suited the question. A 5 likert scale was used in relative to each objective. The respondents show the extent in which they disagree or agree on the likert scales.

### **3.7 Ethical consideration**

Ethical conditions were practiced were respondents were not allowed to write down their names or any security details on the questionnaire for their information to be confidential. The researcher made a priority to respect the company agreements and procedures. The researcher did not pay respondents to avoid information which is biased.

### **3.8 Data collection procedures and administration**

The researcher was able to give hand-outs to those nearby respondents and some of them were sent through emails due covid 19 restrictions. Questionnaires most of them they were sent online due to Covid 19 regulations as people were not allowed to travel.. It was easy for those nearby because they were able to be assisted and to be clarified were it needed clarification.

- Questionnaires- The samples were sent to the organisation through email for management to verify before being sent to employees and corporate customers so as to ensure confidentiality. Questionnaires were sent online through emails and some through websites. It only took a maximum of 15 minutes to complete the questions

since the questionnaire were not complicated. The researcher made follow ups on respondents through phone calls and emails.

### **3.9 Data presentation and analysis**

The researcher utilized Statistical Packages for Social Sciences in examining the data. The researcher utilized SPSS because of the capabilities of the software to offer a wide range of data handling capabilities. In the study, the researcher made use of the Multiple linear regression in analysing the cross sectional data which was collected.

#### **3.9.1 Coding**

Coding involves identifying as well assigning a character symbol so as to arrange information easily. The researcher made use of codes in questionnaire development that were used in grouping respondents into a homogeneous groups so as to be able to count and tabulate data. In this study the researcher used the Standard Package for Social Sciences (SPSS) for data presenting and analysis.

Other methods used by the researcher are:

- Percentage calculations- this implies that the data is postulated as a fraction of the total and then multiplied by 100 in order to make a data which is comprehend
- Cross tabulation- it will be used in analysing the relationship between the variables. The data collected about the variables will be recorded in a table or a matrix

### **3.10 Reliability and Validity**

According to Middleton (2019) reliability refers to how consistency a method measures something. If the same results are able to be achieved consistently by using the same method under the same situation, the measurement is said to be reliable Middleton (2019) defines validity to how accurately a method measures what it is intended to measure. If the study has a validity which is high, it means that it produces results that correspond to real characteristics, properties and variations in the social or physical world. To test the reliability of the study the researcher used the Cronbach test. According to Chinomona and Surujalala (2017) stated that for data to be reliable the Cronbach alpha should be more than 0.6

### **3.11 Chapter summary**

In this chapter, the methodologies which were used in the study were discussed. Also the details on the research design and design instrument were presented. The target population and the

sampling technique used were discussed. Data sources, the instruments used for data collection and procedures were also discussed in this chapter. Data which was collected in this chapter was presented in the next chapter after it was analysed from the software.

## CHAPTER FOUR

### DATA ANALYSIS, PRESENTATION AND DISCUSSION OF FINDINGS

#### 3.12 Introduction

The study sought to investigate the effectiveness of Customer Relationship Management Strategies on Customer Retention. The results of the analysis as well as the interpretation of the results were presented in this chapter. SPSS and Excel packages were used to analyse data.

#### 3.13 The response rate

From the sample population targets of 120 respondents, 115 respondents responded and returned the questionnaires, constituting 91% response rate.

*Table 4. 1 response rate*

<b>Instruments</b>	<b>Respondents</b>	<b>Issued</b>	<b>Returned/ Responded</b>	<b>Percentage of return</b>
Questionnaire	Customers	109	104	95.4%
	<b>Total</b>	109	104	95.4%

As shown by the table above the overall response rate was high with 95.4% and this allowed the researcher to get contribution which is valid to the effectiveness of customer relationships management strategies on customer retention. 109 questionnaires were distributed to the corporate customers and 104 returned the questionnaire giving a customer response rate of 95.4%. The response rate in overall it was 95.4% this gave a positive impression with results which were accurate and reliable in obtaining the effectiveness of CRM strategies on customer retention. Some did not respond because the questionnaires were distributed online which

required data or wifi to open. According to Richardson (2015) he postulated that for a business research to be desirable the response rate is supposed to be 70% and if the response rate is high the data which is collected will have a confidence rate which is high.

### 3.13.1 Response Rate According to services

The researcher also found out that the dissemination of customers according to the service purchased and found that the customers of Fastjet they purchase both priority boarding (flexi-flyer) and baggage allowance services. The results have been presented on the table 4.3 below. The results below shows that many customers are interested in purchasing the two products which gave a percentage of 55. However the data base of the company shows that in reality t customers they buy only one service which shows that there are some issues which makes them not to buy all the products this proves that there is CRM strategies problems at Fastjet.

*Table 4. 2 response rate according to services*

Product/ Service	Frequency	Percentage
Baggage allowance	8	20%
Priority boarding (flexi-flyer)	10	25%
Both	22	55%

### 3.14 Demographic characteristics of:

#### 3.14.1 Age of respondents

The study investigated the age of respondents. The data distribution of age of respondents is shown below on table 4.2

**Table 4. 3 Age**

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than 20 years	9	4.1	4.1	4.1
	20 to 30 years	138	62.4	62.4	66.5
	30 to 40 years	40	18.1	18.1	84.6
	over 40 years	34	15.4	15.4	100.0
	Total	221	100.0	100.0	

The results indicated that 4.1% respondents are aged less than 20 years, 62.4% respondents are between 20 and 30 years, 18.1% respondents are between 30 and 40 years and 15.4% respondents are over 40 years.

### **3.14.2 Gender**

The gender distribution of the respondents who managed to answer and retain the questionnaires to the researcher is shown in figure below 4.4.

**Table 4. 4 Gender**

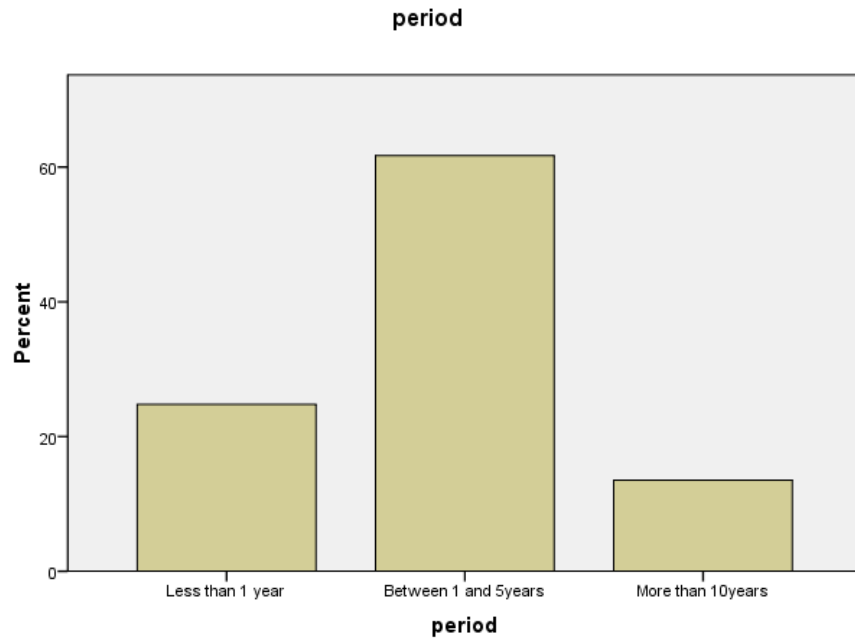
		GENDER			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MALE	144	64.9	64.9	64.9
	FEMALE	78	35.1	35.1	100.0
	Total	222	100.0	100.0	

The study found that 35.1% of the respondents were female and 64.9% were male

### **3.14.3 Period of using Fastjet**

The study found that in terms of the period using Fastjet services, 23% have been using Fastjet for less than a year, 60 % for a period between 1 and 5 years, 17 % for a period of more than 10 years. The period of using Fastjet distribution of the customers is shown in table 1 above.

*Figure 4. 1 period using Fastjet*

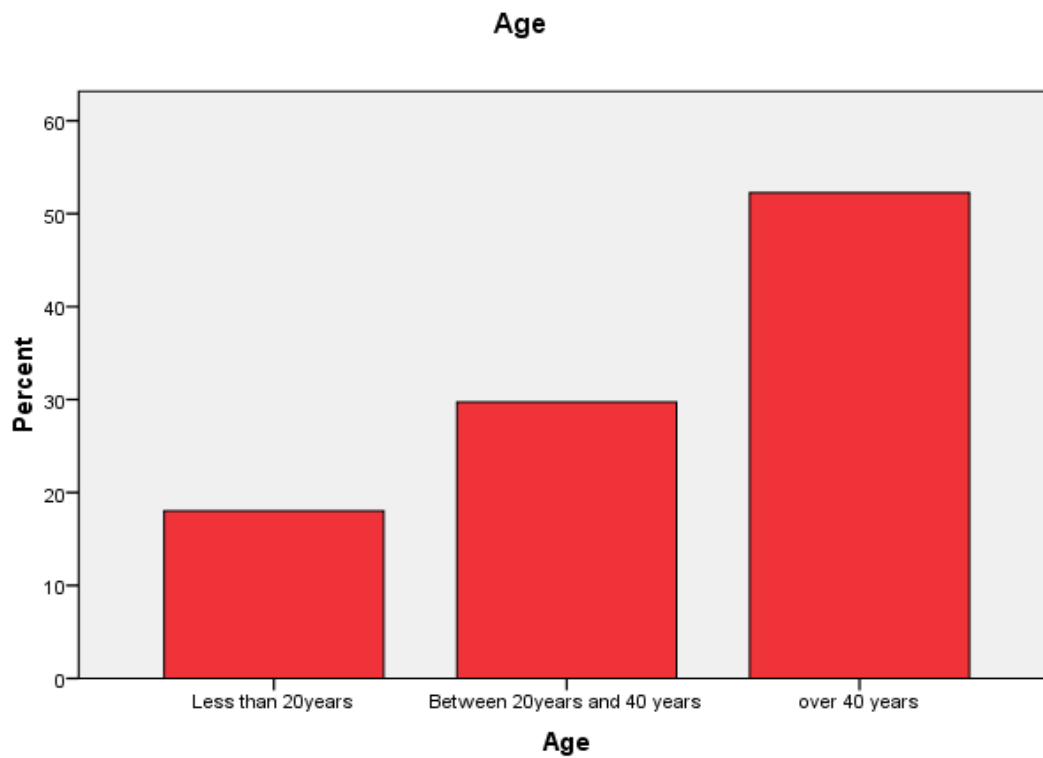


The results indicate that majority of the customers have been using Fastjet for a period between 1 and 5 years. This therefore means Fastjet is making significant strides to keep their customers.

#### **3.14.4 Age of Customers**

On the Age of clients, the study found that 30% of the clients are aged between 20 and 40 years, 52% aged over 40 years and 18% are customers aged below 20 years. The customer age distribution is shown in figure 2 below.

*figure 4. 2 Age*



The results indicate that most of the clients at Fastjet are aged over 40 years. The results above implies that most clients who travel using fastjet are mature in age. These results further implies that these clients have been loyal from their early ages.

#### **4.3.4 Customer relationship identification analysis**

##### **3.14.4.1 Reliability test**

The tables below indicate the results from the test for reliability using the cronbach Alpha.

**Case Processing Summary**

		N	%
Cases	Valid	115	100.0
	Excluded <sup>a</sup>	0	.0
	Total	115	100.0

a. Listwise deletion based on all variables in the procedure.

**Table 4. 5 reliabilty test for customer identification**

**Reliability Statistics**

Cronbach's Alpha	N of Items
.987	5

The results indicate that the data collected was reliable as the value for Alpha is above the 0.6 threshold.

**3.14.4.2 Descriptive statistics**

As was mentioned in the first chapter, one the variables to studied in this study was customer relationship identification. To proffer a foundation for this, the following information that was collected from the respondents. The distribution on table below indicate the descriptive statistics for customer relationship identification.

**Table 4. 6 descriptive statistics for customer relationship identification**

**Statistics**

		I always get enhancement on services which I get from Fastjet	Fastjet managers always communicate with me frequently	I always get customer rewards offer	I always attend fastjet special events	I associate with Fastjet airline and I intend to be a loyal customer
N	Valid	115	115	115	115	115
	Missing	0	0	0	0	0
Mean		2.9043	2.5043	2.0348	2.6783	2.6087
Median		3.0000	2.0000	2.0000	2.0000	2.0000
Mode		2.00	2.00	1.00	2.00	1.00
Std. Deviation		1.41405	1.32038	1.28371	1.37361	1.45515
Variance		2.000	1.743	1.648	1.887	2.117
Minimum		1.00	1.00	1.00	1.00	1.00
Maximum		5.00	5.00	5.00	5.00	5.00

Table shows descriptive statistics relating to customer relationship identification surveyed for the period under study. It is shown that, on average (mean), clients are neutral on always getting

enhancement services from Fastjet, on Fastjet management always communicating with them, attending Fastjet special events and associating with Fastjet airline as indicated by the mean of 2.9043, 2.5043, 2.6783 and 2.6087 respectively .However on average the clients agree to always get customer rewards as indicated by the mean of 2.0348.

### 3.14.4.3 Correlation analysis

The Pearson correlation is a two dimensional analysis that measures the strength of the relationship between two variables and the direction of the relationship. The results have a value which is between -1 and 1. Where a -1 represents perfectly negative relationship, 1 will be perfectly positive relationship and 0 represents there is no relationship between variables the results showing the correlation between the independent variable and the independent variable are shown in the table below

*Figure 4. 3customer relationship identification and customer retention*

		Customer relationship identification	Customer retention
Pearson Correlation	Customer relationship identification	1.000	<b>0.785</b>
	Customer retention	<b>0.785</b>	1.000
N		115	115

Table 4.1 reveals the Pearson Correlation Coefficient that indicates the nexus between relationship identification and customer retention as indicated above is positive and significant. The calculated ‘**r**’ (the correlation coefficient) for the two variables is **0.785** where customer relationship identification is the independent variable and customer retention is the dependent variable. Tana (2019) customer relationship identification provides improved service through knowing the customers and their needs which leads to customer retention. Taylor (205)

customer relationship identification improves responsiveness as well understanding customers better and segmenting them according to their needs by doing so it improves satisfaction which leads to retention.

#### 3.14.4.4 Regression results

Regression was utilized to measure the impact of customer relationship identification on customer retention.

##### 3.14.4.4.1 Anova

The analysis of the variance through ANOVA that is the F test was used to determine the overall fit of the model at 5% level of significance.

**Table 4. 7 Anova for customer relationship identification**

ANOVA <sup>b</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.152	1	.152	.267	.002 <sup>a</sup>
	Residual	64.370	113	.570		
	Total	64.522	114			

a. Predictors: (Constant), Customer relationship identification

b. Dependent Variable: Customer retention

The p value was highly significant at 1% percent level of significance. This indicates that at customer relationship identification causes customer retention.

##### 3.14.4.4.2 Regression coefficients

The regression coefficients were utilised to determine the significant of customer relationship identification as an independent variable and the magnitude of the impact. Table below indicate the distribution.

**Table 4. 8 Coefficients for customer relationship identification**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.750	.162		10.775	.000
	Customer relationship identification	.049	.094	.049	.517	.000

a. Dependent Variable: Customer retention

The results indicate a positive and statistically significant impact of customer relationship identification on customer retention at 1% level of significance. The magnitude of the coefficient explains that a unit increase in customer relationship identification will result in 0.193 unit increase in customer retention.

### 3.14.5 Customer loyalty analysis

#### 3.14.5.1 Reliability test

**Table 4. 9 Case processing summary for customer loyalty**

		N	%
Cases	Valid	115	97.5
	Excluded <sup>a</sup>	3	2.5
	Total	118	100.0

a. Listwise deletion based on all variables in the procedure.

**Table 4. 10 Reliability statistics for customer loyalty**

Cronbach's Alpha	N of Items
.944	6

The value of the cronbach alpha of 0.944 indicate that data collect was reliable.

#### 3.14.5.2 Descriptive statistics

Another component of variable that was sought to be explored is customer loyalty. The descriptive statistics distribution is indicated on the table below.

**Table 4. 11 Descriptive statistics for customer loyalty**

Descriptive Statistics						
	N	Minimum	Maximum	Sum	Mean	Std. Deviation
I show my loyalty to an organisation through purchasing without considering price	115	1.00	5.00	297.00	2.5826	1.38274
My loyalty to an organisation is based on my relationship with the staff	115	1.00	5.00	302.00	2.6261	1.39209
My loyalty to a company is based on the tiered loyalty programs and premium programs	115	1.00	5.00	287.00	2.4957	1.25917
I show my loyalty to a company through my dedication to purchase the service repeatedly	115	1.00	5.00	331.00	2.8783	1.43971
I become loyal to an organisation from my previous service experience	115	1.00	5.00	323.00	2.8087	1.26973
When am loyal to an organisation I do not consider the competitor's actions	115	1.00	5.00	324.00	2.8174	1.53087
Valid N (listwise)	115					

Table above exhibits the descriptive statistics pertinent to customer loyalty of fastjet . It is revealed that, on average clients were neutral on showing their loyalty through purchasing without considering price , loyalty based on relationship with staff, loyalty through dedication to purchase the services repeatedly , loyalty based on previous service experience and not considering the competitor's actions as indicated by the mean of 2.5826, 2.6261 ,2.8783, 2.8087 and 2.8174 respectively. However on average some agreed that loyalty based on the tiered loyalty programs and premium programs as indicated by a mean of 2.4957.

### 3.14.5.3 Correlation analysis

**Table 4. 12 Correlations for customer loyalty**

Correlations			
		Customer loyalty	Customer retention
Customer loyalty	Pearson Correlation	1	.719**
	Sig. (2-tailed)		.000
	N	115	115
Customer retention	Pearson Correlation	.719**	1
	Sig. (2-tailed)	.000	
	N	115	115

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

Table above divulges the Pearson Correlation Coefficient that indicates the nexus between customer loyalty and customer retention. The calculated ‘r’ (the correlation coefficient) for the two variables is **0.719**.

### 3.14.5.4 Regression analysis

The regression analysis results to determine the impact of customer loyalty on customer retention are indicated on the anova table and the coefficients table below.

#### 3.14.5.4.1 Anova

The distribution from the anova is indicated on the table below.

**Table 4. 13 Anova customer loyalty**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	44.992	1	44.992	120.653	.000 <sup>a</sup>
	Residual	42.138	113	.373		
	Total	87.130	114			

a. Predictors: (Constant), Customer loyalty

b. Dependent Variable: Customer retention

The p value of the Anova (0.000) is less than 1% the level of significant, this implies that customer loyalty have an influence on customer retention.

### 3.14.5.5 Regression coefficients

The regression coefficients results distribution is indicated on table below.

**Table 4. 14 Coefficients for customer loyalty**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.588	.133		4.409	.000
	Customer loyalty	.794	.072	.719	10.984	.000

a. Dependent Variable: Customer retention

The results indicate that customer loyalty have a significant impact on customer retention (pvalue 0.000). The beta of the coefficient indicates that a unit increase in customer loyalty will result in 0.719 units increase in customer retention.

### 3.14.6 Quality customer services analysis

**Table 4. 15 Case processing summary for quality customer services**

		N	%
Cases	Valid	115	97.5
	Excluded <sup>a</sup>	3	2.5
	Total	118	100.0

a. Listwise deletion based on all variables in the procedure.

**Table 4. 16 Reliability statistics for quality customer services**

Cronbach's Alpha	N of Items
.844	5

The value of the cronbach alpha of 0.844 indicate that data collect was reliable.

#### 3.14.6.1 Descriptive statistics

The other component that was considered is quality customer services.

**Table 4. 17 Descriptive statistics for quality customer services**

	N	Minimum	Maximum	Sum	Mean	Std. Deviation
All fastjet employees are patient and empathetic	115	1.00	5.00	305.00	2.6522	1.32482
Fastjet employees are friendly and yet professional	115	1.00	5.00	323.00	2.8087	1.32384
I always get a thorough and detailed oriented information	115	1.00	5.00	328.00	2.8522	1.25826
Fastjet sales representative are good listeners	115	1.00	5.00	391.00	3.4000	1.38792
I always get good communication whether telephone, online or in person	115	1.00	5.00	332.00	2.8870	1.18296
Valid N (listwise)	115					

Table above dispatches descriptive statistics relating to quality customer services for the period under study. It is shown that, on average, the clients were neutral on employees being patient

and empathetic , employees being friendly and professional , getting a thorough and detailed oriented information and getting good communication whether telephone , online or in person as indicated by mean of 2.6522, 2.8087 , 2.8522 and 2.8870 respectively.

### 3.14.6.2 Correlation

*Figure 4. 4 Quality customer services and customer retention analysis*

		quality	Customer retention
Quality	Pearson Correlation	1	0.859*
	Sig. (2-tailed)		.000
	N	132	132
Customer retention	Pearson Correlation	0.859*	1
	Sig. (2-tailed)	.000	
	N	132	132

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

Table 2 divulges the Pearson Correlation Coefficient that indicates the nexus between the quality and customer retention is positive. The calculated ‘r’ (the correlation coefficient) for the two variables is **0.859** where quality is the independent variable and customer retention is the dependent variable. Reed (2015) customers retain to an organisation twice or more basing on the quality of service being provided by the company. Most customers become loyal when they are receiving a service which is beyond their expectations and they tend to tell others about the service experience if it’s positive they will advise other to buy the service or product but if its negative they discourage others to buy Hayes (2018).

### 3.14.6.3 Regression results

#### 3.14.6.4 Anova

The distribution from the anova is indicated on the table below.

**Table 4. 18 Anova for quality customer services**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	30.756	1	30.756	68.005	.000 <sup>a</sup>
	Residual	51.105	113	.452		
	Total	81.861	114			

a. Predictors: (Constant), quality serves

b. Dependent Variable: Customer retention

The p value of the Anova (0.000) is less than 1% the level of significant, this implies that quality customer services have an influence on customer retention.

### 3.14.6.5 Coefficients

**Table 4. 19 Coefficients for quality customer services**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.755	.160		4.735	.000
	quality serives	.682	.083	.613	8.246	.000

a. Dependent Variable: Customer retention

The results indicate that quality customer services have a significant impact on customer retention (pvalue 0.000). The beta of the coefficient indicates that a unit increase in quality customer services will result in 0.613 units increase in customer retention.

### 3.14.7 Responsiveness analysis

#### 3.14.7.1 Reliability

**Table 4. 20 Reliability for responsiveness**

		N	%
Cases	Valid	115	100.0
	Excluded <sup>a</sup>	0	.0
	Total	115	100.0

a. Listwise deletion based on all variables in the procedure.

**Table 4. 21 Reliability statistics for responsiveness**

Cronbach's Alpha	N of Items
.984	5

The results indicate that the data is reliable; the value of the cronbach alpha is 0.984.

**3.14.7.2 Descriptive statistics**

**Table 4. 22 Descriptive statistics for responsiveness**

Descriptive Statistics							
	N	Minimum	Maximum	Sum	Mean	Std. Deviation	Variance
I always get my response quickly	115	1.00	5.00	260.00	2.2609	1.27105	1.616
I understand all responses from Fastjet	115	1.00	5.00	234.00	2.0348	1.28371	1.648
I always get good response from the fastjet sales representatives	115	1.00	5.00	295.00	2.5652	1.30539	1.704
Overall I am satisfied with the type of response that I receive from the company	115	1.00	5.00	288.00	2.5043	1.32701	1.761
Fastjet sales representatives they always give full detailed response	115	1.00	5.00	340.00	2.9565	1.45332	2.112
Valid N (listwise)	115						

Table above relays the descriptive statistics of responsiveness. It is shown that, on average, the clients agree that they always get their responses quickly and they understand all responses from fastjet as indicated by the mean of 2.2609 and 2.0348 respectively. However the clients were neutral on getting good response from fastjet sales representatives, satisfied with the type of response they receive from the company and full detailed response from sales representatives as indicated by 2.5652 , 2.5043 and 2.9565 respectively.

**figure 4. 5 Responsiveness and customer retention**

		responsiveness	Customer Retention
Respo nsiven ess	Pearson Correlation	1	0.657*
	Sig. (2-tailed)		.000
	N	115	115
Custo mer retenti on	Pearson Correlation	0.657*	1
	Sig. (2-tailed)	.000	
	N	115	115

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

Table 4.7 divulges the Pearson Correlation Coefficient that indicates the nexus between responsiveness and customer retention is positive. The calculated ‘r’ (the correlation coefficient) for the two variables is **0.657** where responsiveness is the independent variable and customer satisfaction is the dependent variable. Newman (2016) responsiveness makes an organisation popular on both current and old customer through providing positive responses which retain them and it leads to healthy and strong relationship which is of long term.

### 3.14.7.3 Anova

The distribution for the regression anova is indicated below.

**Table 4. 23 Anova for responsiveness**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	28.337	1	28.337	105.596	.000 <sup>a</sup>
	Residual	30.324	113	.268		
	Total	58.661	114			

a. Predictors: (Constant), Responsiveness

b. Dependent Variable: Customer retention

The results indicate that responsiveness affect customer retention, the p value of 0.000 is less than 1 % level of significant.

### 3.14.7.4 Regression coefficients

The distribution of regression coefficients is indicated in table below.

**Table 4. 24 Coefficients for responsiveness**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.460	.124		3.701	.000
	Responsiveness	.751	.073	.695	10.276	.000

a. Dependent Variable: Customer retention

The results indicate that responsiveness has a positive and significant impact on customer retention. The beta of the coefficient indicates that a unit increase in responsiveness will result in 0.695 units increase in customer retention.

### 3.14.8 Repeated purchases analysis

#### 3.14.8.1 Reliability

**Table 4. 25 Case processing summary for repeated purchase**

		N	%
Cases	Valid	115	97.5
	Excluded <sup>a</sup>	3	2.5
	Total	118	100.0

a. Listwise deletion based on all variables in the procedure.

**Table 4. 26 Reliability statistics for repeated purchase**

Cronbach's Alpha	N of Items
.838	5

**Table 4. 27 Descriptive statistics for repeated purchase**

	N	Minimum	Maximum	Sum	Mean	Std. Deviation
I have used fastjet several times	115	1.00	5.00	275.00	2.3913	1.51423
I always travel from Harare to Bulawayo by Fastjet	115	1.00	5.00	296.00	2.5739	1.49303
Every festive season I use Fastjet to travel	115	1.00	5.00	328.00	2.8522	1.25826
My friend I often use Fastjet to Victoria Falls	115	1.00	5.00	339.00	2.9478	1.48586
I always recommend my friends and family to use Fastjet all the time	115	1.00	5.00	332.00	2.8870	1.18296
Valid N (listwise)	115					

Table above relays the descriptive statistics of repeated purchase. It is shown that, on average, the clients agree that they have used Fastjet several times as indicated by the mean of 2.3913. However the clients were neutral on always travelling to Bulawayo from Harare by Fastjet, using Fastjet to travel every season and always recommending friends to use Fastjet all the time as indicated by 2.5739, 2.8522, 2.9478 and 2.8870 respectively.

### 3.14.8.2 Correlations

**Table 4. 28 Correlation for repeated purchase**

		Repeated purchase	Customer retention
Repeated purchase	Pearson Correlation	1	.613**
	Sig. (2-tailed)		.000
	N	115	115
Customer retention	Pearson Correlation	.613**	1
	Sig. (2-tailed)	.000	
	N	115	115

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

Table above reveals the Pearson Correlation Coefficient that indicates the interconnection between the repeated purchases and customer retention. The calculated ‘r’ (the correlation coefficient) for the two variables is **0.613**.

### Regression analysis

#### Anova

The distribution from the anova is indicated on the table below

**Table 4. 29 Anova for repeated purchase**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	30.756	1	30.756	68.005	.000 <sup>a</sup>
	Residual	51.105	113	.452		
	Total	81.861	114			

a. Predictors: (Constant), Repeated purchase

b. Dependent Variable: Customer retention

The p value of the Anova (0.000) is less than 1% the level of significant; this implies that repeated purchases have an influence on customer retention.

### 3.14.8.3 Coefficients

**Table 4. 30** Coefficients for repeated purchase

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.755	.160		4.735	.000
	Repeated purchase	.682	.083	.613	8.246	.000

a. Dependent Variable: Customer retention

The results indicate that repeated purchases has a positive and significant impact on customer retention. The beta of the coefficient indicates that a unit increase in responsiveness will result in 0.613 units increase in customer retention.

### 3.14.9 Customer satisfaction analysis

**Table 4. 31** Reliability test

Reliability Statistics	
Cronbach's Alpha	N of Items
.928	5

The value of the Cronbach`s alpha of 0.928 indicated in table 5 above shows that the data is reliable.

### 3.14.9.1 Descriptive

**Table 4. 32 Descriptive for customer satisfaction**

Descriptive Statistics							
	N	Minimum	Maximum	Sum	Mean	Std. Deviation	Variance
I am satisfied with the baggage allowance of Fastjet	115	1.00	5.00	260.00	2.2609	1.27105	1.616
My first experience with fastjet was satisfying	115	1.00	5.00	234.00	2.0348	1.28371	1.648
I am satisfied with the overall service which I get at check in points	115	1.00	5.00	295.00	2.5652	1.30539	1.704
I am satisfied with the prices or charges of Fastjet	115	1.00	5.00	288.00	2.5043	1.32701	1.761
I am satisfied with the quality of the service I am getting at Fastjet	115	1.00	5.00	340.00	2.9565	1.45332	2.112
Valid N (listwise)	115						

Table above relays the descriptive statistics of customer satisfaction. It is shown that, on average, the clients agree that they were satisfied with baggage allowance and their first experience with fastjet. The other clients on average were neutral on being satisfied with overall services at check in points , prices or charges of fastjet and the quality of services.

### 3.14.9.2 Regression analysis

**Table 4. 33 Regression analysis for customer satisfaction**

ANOVA <sup>b</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.000	1	.000	.000	.000 <sup>a</sup>
	Residual	58.661	113	.519		
	Total	58.661	114			

a. Predictors: (Constant), Customer satisfaction

b. Dependent Variable: Customer retention

The p value of the Anova (0.000) is less than 1% the level of significant; this implies that customer satisfaction have an influence on customer retention

**Table 4. 34 Coefficients for customer satisfaction**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.636	.170		9.630	.000
	Customer satisfaction	.000	.086	.000	.006	.014

a. Dependent Variable: Customer retention

The results indicate that customer satisfaction has a positive and significant impact on customer retention. The beta of the coefficient indicates that a unit increase in customer satisfaction will result in 0.613 units increase in customer retention.

### **3.15 Discussion of results**

The results indicated a positive and statistically significant impact of responsiveness on customer retention. Responsiveness concerns the willingness or readiness of employees to provide service. This dimension is concerned with dealing with the customer's requests, questions and complaints promptly and attentively. A firm is known to be responsive when it communicates to its customers how long it would take to get answers or have their problems dealt with. To be successful, companies need to look at responsiveness from the view point of the customer rather than the company's perspective. The findings concur from findings by Kamakura et al. (2017).

The results indicated a positive impact of a positive and statistically significant impact of quality on repeated purchase. It implies that quality is considered a key factor that plays an important role when a transaction takes place. The process is expected to make customers get satisfaction and the commitment of the Commitment so that customers will repeat the purchase again. According to Parasuraman et al., (2018), service quality is seen as the difference between customers' expectations and perceptions of service with the view of building a competitive advantage. This indicates that delivering quality service means conforming to customer expectations on a consistent basis and could be assessed by probing whether perceived service delivery meets, exceeds or fails to meet customer expectations. The results concur with findings from Davies (2003), Sahadev (2015), and Anggraini (2014) whose results established that quality is considered as an important factor in making customers maintain further relationships with service providers and for customers to repeat purchase.

Furthermore customer relationship identification has a positive and significant impact on customer loyalty. Customer relationship identification has become one of the most important issues in marketing because of its crucial role in sustaining customers and maximizing profit. Therefore businesses need to maintain a positive relationship with their customers and to plan a good customer relationship management that helps them satisfying their customers and create

value for their business and customer loyalty. Hence it is critically significant for business to retain customers and to keep them loyal, especially in a service industry such as airlines. This was greatly supported by Kotler (2015).

### **3.16 Chapter summary**

This chapter of the research brought forth the findings as well as results of the study. The study made use of primary and secondary data to come up with answers. The study made use of correlation analysis and multiple regression models to depict the nexus between responsiveness, quality and customer relationship identification and customer retention. The next chapter shall form the culmination of the study wherein a summary on the findings, conclusions and recommendations to various study stakeholders is made.

## CHAPTER 5

### SUMMARY, CONCLUSION AND RECOMMENDATIONS

#### 5.0 Introduction

The chapter outlines all the chapters' summary and provide conclusion and recommendation on previous chapters that were presented analysed and interpreted. The main goal of the research was to examine the effectiveness of customer relationship management strategies on customer retention a case study of Fastjet airline at J.M.Nkomo airport, also to make recommendations to managers on how to improve customer retention based on the results of this research.

#### 5.1 Summary

The main purpose of this research was to investigate the effectiveness of customer relationship management strategies related to customer retention.. Independent variables understudy include customer relationship identification, responsiveness, customer interaction, quality customer service while the dependent variables under study include customer loyalty, customer satisfaction, repeated purchase with a case of Fastjet in the airline industry. Chapter one it looked at the study background, research objectives and theoretical framework that formed the basis of the research.

To understand customer relationship management strategies and methods, different literature from different scholars was reviewed that can be used to improve customer retention. The concepts and variables understudy were explained. The literature used was taken from books, articles and magazine, taking into account the suggestions, opinions and discussions of previous authors. Various authors agree that customer relationship management strategies impact customer retention.

The researcher used descriptive study design to collect quantitative data. Secondary and primary data were used. Surveys were used as a means to collect primary data and journals were used to collect secondary data.

The study made use of correlation analysis and multiple regression models to depict the nexus between responsiveness, quality and customer relationship identification and customer retention

Major Findings:

The results showed that customer's relationship management has an effect on customer retention. Customer Relationship identification is crucial to the organisation since it facilitates customer loyalty which leads to the increase of profits or margins.

- Customer are retained in organisation when the products or services that are offered they satisfy them beyond their expectation.
- CRM strategies they strengthen the relationship between the organisations the customers and gaining better knowledge about customers.
- Quality customer services leads to repeated purchase
- Responsiveness have an impact on customer satisfaction.

## **5.2 Conclusion**

### **5.2.1 The effect of customer relationship identification on customer loyalty.**

The research results indicated that customer relationship identification has an impact on customer loyalty thereby increasing customer retention. The previous chapter indicates that the nexus between relationship identification and customer loyalty as indicated by customer retention is positive and significant. The calculated the correlation coefficient for the two variables is **0.785** where customer relationship identification is the independent variable and customer loyalty is the dependent variable. In support to that Khan et al (2020) stated that customer relationship identification creates more personalized experience for customers and it can go a long way in building customer loyalty.

### **5.2.2 The effect of quality customer services on repeated purchase**

The results indicated that quality customer services has an effect on repeated purchase. The findings from the previous chapter showed that the correlation coefficient for the two variables is **0.859** where quality is the independent variable and repeated purchase is the dependent variable. The results indicate a positive and statistically significant impact of quality customer services on repeated purchase at 1% level of significance. The magnitude of the coefficient indicates that a unit increase in quality customer service will result in 0.017 unit increase in repeated purchase. This is supported by Durant (2021) satisfaction from the quality customer services which the company offers keep some customers back even if the price is not best possible in that industry thus leading to repeated purchase.

### **5.2.3 The effectiveness of responsiveness on customer satisfaction.**

According to results on previous chapter it indicated responsiveness has an effect on customer satisfaction. . The calculated correlation coefficient for the two variables is **0.657** where responsiveness is the independent variable and customer satisfaction is the dependent variable. the results indicate that responsiveness have a positive and significant impact on customer satisfaction as indicated by a coefficient of 0.685 , this implies that a unit increase in responsiveness will result in 0.685 unit increase in customer satisfaction. Newman (2016) when organisation engage with its customers clearly and easier it is a determinant on where the company is going since they will be satisfied. Engaging with customers and providing in depth knowledge satisfies customers.

## **5.3 Recommendations**

After analysing the results and drawing conclusions, the researcher managed to make recommendations for Fastjet airline management to improve customer retention, Suggested recommendations are as follows:

### **5.3.1 Customer relationship identification**

The customer relationship identification strategy determines how an organisation improve customer services relationships and assist in customer retention and it also drive sales growth. According to Sin et al (2015) if a company is to employ a successful customer relationship management strategies to improve customer retention, it must adopt more favourable designs as possible by identifying customer relationships. Fastjet can focus on identifying their real customers thus reducing marketing costs, it creates more effective campaign and increases engagement as well building stronger relationships.

### **5.3.2 Quality customer services**

All business activities they need to be given attention which is equal and also they have to be provided with enough resources to ensure quality products or services are achieved. To ensure quality customer services are met manages should train their employees, respond quickly to customers, treated employees well and understand the needs of customers. Quality customer services is made possible if there are enough resource and suitable employees for the job. Therefore management at Fasjet must prioritize resources towards the quality of services being provided by the organisation. According to Scout (2020) quality customer services it gives consumers a complete memorable experience which is in alignment with the company purpose. When good quality customer services is delivered consistently customers they acquire more of it which leads to customer retention and loyalty.

### **5.3.3 Responsiveness**

Organisations who adapt effectively to change are way better to be able to manage disruption and meet their customers' expectations consistently. Fast jet is supposed to identify and effectively adapt to the ever changing changes in the airline industry and in their customer's preferences. Also it can increase the speed and quality of providing customer services and communication. Customers they want to be replied in a fast way so that they can be satisfied with the type of service that they are offered. Hiles (2015) responsiveness is important in an organisation since it is among the key ingredient in improving the image of the company through the response which they give to its customers and how the response is delivered

### **5.4 Suggestions**

According to the conclusion given above, the researcher suggests Fastjet pvt limited to implement customer relationship strategies so as to improve its current customer retention. The researcher suggest that the organisation should carefully implement customer relationship identification strategies to ensure customer loyalty, also to adopt quality customer services carefully so as to improve customer repeated purchases. Lastly Fastjet should carefully adopt responsiveness as a way of improving customer satisfaction. These all strategies will help the organisation in having a good customer retention.

### **5.5 Further Study**

In this study the researcher's aim was to investigate the effectiveness of customer relationship strategies on customer retention. However on the other hand another study can be done on the same study topic but the researcher can emphasise more on qualitative data so that different results can be gathered so as to cultivated new insights and understandings of customer relationship management.

## **APPENDIX 1: QUESTIONNAIRE FOR CUSTOMERS**

My name is Sharon Chikara. I am currently at Midlands State University doing my final year studies in Marketing Management. My wish is to attain an honours degree in this field. I am carrying out a research bases on the effectiveness of customer relationship management strategies on customer retention on Fastjet airline at J.M.Nkomo airport. I will be so grateful if you can help me by sparing a moment of your time and answer some questions provided below. The information which will be gathered will be confidential and private and it will be used for academic purpose only. This will also help customers in familiarizing with themselves with customer relationship strategies that are undertaken by Fastjet.

**Phone Number: 0778492517**

**Email: sharonchikara97@gmail.com**

### **General instructions**

1. Do not write your name.
2. Attempt all questions.
3. Only one answer should be ticked

### **➤ Section A - Demographic Information**

**Tick in the appropriate box below**

#### **1. Gender**

1	Male	
---	------	--

2	Female	
---	--------	--

**2. Age**

1	Less than 20 Years	
2	20- 30 Years	
3	30- 40Years	
4	Over 40 Years	

**3. Profession**

1	Business	
2	Student	
3	Housewife	
4	Professional	
5	Employee	

**4. Period using Fastjet**

1	1 year	
2	1 -5 years	
3	More than 10 years	

**SECTION B: Customer Relationship identification**

6. In this section please tick where applicable and rate your answer on the scale. The scale ranges from: strongly disagree, disagree, neither agree nor disagree, agree, and strongly agree.

<b>Code</b>	<b>Customer Relationship Identification</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
<b>CRI</b>						
CRI 1	I always get enhancement on services which I get from Fastjet					
CRI 2	Fastjet managers always communicate with me frequently					
CRI 3	I always get customer rewards offer					
CRI 4	I always attend fastjet special events					
CRI 5	I associate with Fastjet airline and I intend to be a loyal customer					

*Note: 1 SA-Strongly Agree, 2 A-Agree, 3 N-Neutral, 4 D-Disagree, 5 SD- Strongly disagree.*

### **Section C: Customer Loyalty**

7. In this section please tick where applicable and rate your answer on the scale. The scale ranges from: strongly disagree, disagree, neither agree nor disagree, agree, and strongly agree.

<b>Code</b>	<b>Customer Loyalty</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
<b>RP</b>						
CL 1	I show my loyalty to an organisation through purchasing without considering price					

CL 2	My loyalty to an organisation is based on my relationship with the staff					
CL 3	I show my loyalty to a company through my dedication to purchase the service repeatedly					
CL 4	My loyalty to a company is based on the tiered loyalty programs and premium programs					
CL 5	I become loyal to an organisation from my previous service experience					
CL 6	When am loyal to an organisation I do not consider the competitor's actions					

*Note: 1 SA-Strongly Agree, 2 A-Agree, 3 N-Neutral, 4 D-Disagree, 5 SD- Strongly disagree*

## Section D: Quality Customer Service

8. In this section please tick where applicable and rate your answer on the scale. The scale ranges from: strongly disagree, disagree, neither agree nor disagree, agree, and strongly agree.

Code	Quality customer service	SA	A	N	D	SD
QCS						
QCS 1	All fastjet employees are patient and empathetic					
QCS 2	Fastjet employees are friendly and yet professional					
QCS	Fastjet sales representative are good listeners					

3						
QSC 4	I always get a thorough and detailed oriented information					
QSC 5	I always get good communication whether telephone, online or in person					

*Note: 1 SA-Strongly Agree, 2 A-Agree, 3 N-Neutral, 4 D-Disagree, 5 SD- Strongly disagree*

### **Section E: Repeated purchase**

9. In this section please tick where applicable and rate your answer on the scale. The scale ranges from: strongly disagree, disagree, neither agree nor disagree, agree, and strongly agree.

<b>Code</b>	<b>Repeated Purchase</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
<b>RP</b>						
RP 1	I have used fastjet several times					
RP 2	I always travel from Harare to Bulawayo by Fastjet					
RP 3	My friend I often use Fastjet to Victoria Falls					
RP 4	Every festive season I use Fastjet to travel					
RP 5	I always recommend my friends and family to use Fastjet all the time					

*Note: 1 SA-Strongly Agree, 2 A-Agree, 3 N-Neutral, 4 D-Disagree, 5 SD- Strongly disagree*

## Section F: Responsiveness

10. In this section please tick where applicable and rate your answer on the scale. The scale ranges from: strongly disagree, disagree, neither agree nor disagree, agree, and strongly agree.

Code	Responsiveness	SA	A	N	D	SD
RP						
R 1	I always get my response quickly					
R 2	I understand all responses from Fastjet					
R 3	I always get good response from the fastjet sales representatives					
R 4	Overall I am satisfied with the type of response that I receive from the company					
R 5	Fastjet sales representatives they always give full detailed response					

*Note: 1 SA-Strongly Agree, 2 A-Agree, 3 N-Neutral, 4 D-Disagree, 5 SD- Strongly disagree*

## Section G: Customer Satisfaction

11. Please tick the box that represents your answer. The scale ranges from very satisfied, somewhat satisfied, neutral, somewhat dissatisfied and very satisfied.

Code	Customer Satisfaction	VS	SS	N	SD	VD
CS	I am satisfied with the baggage allowance of Fastjet					

1						
CS 2	My first experience with fastjet was satisfying					
CS 3	I am satisfied with the overall service which I get at check in points					
CS 4	I am satisfied with the prices or charges of Fastjet					
CS 5	I am satisfied with the quality of the service I am getting at Fastjet					
CS 6	I enjoy using Fastjet airline					

Note: 1 VS-Very Satisfied, 2 SS-Somewhat Satisfied, 3 N-Neutral, 4 SD-Somewhat Dissatisfied, 5 VD- Very Dissatisfied.

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