EFFECT OF CUSTOMER SERVICE ON THE PERFORMANCE OF SELECTED DEPOSIT MONEY BANKS IN NIGERIA.

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ABSTRACT

This study investigates the effect of customer service on the performance of selected deposit money banks in Nigeria. It employed survey research design using questionnaire as the research instrument. The population of the study consists of the staff and customers of First Bank Plc, Fidelity Bank, Zenith Bank, Stanbic Bank, Access Bank, GTB Bank, United Bank for Africa and EcoBank in Lagos State. Stratified sampling technique was used to select two hundred and sixty-five (265) respondents among the staff and customers of the selected banks in Lagos state. One hundred and ninety-five (195) copies of the questionnaire were fully completed and returned. The study employed simple percentage to analyze the responses of the questionnaire and regression statistics to test the research hypotheses. The result showed that Service Quality and Customer Satisfaction have significant effect on the performance of selected deposit money banks in Nigeria. It was therefore recommended that Marketing efforts should focus on personalized outreach, financial literacy programs, and customer engagement initiatives that demonstrate value beyond transactional banking, and banks should leverage social media platforms and digital campaigns to reach younger demographics and new market segments.

Keywords: *Customer Service, Customer Satisfaction, Customer Retention, Bank Performance*

Section I.   INTRODUCTION

In contemporary business, the customer is considered the key to any business, and customer service has become a priority for every business's marketing strategy (Rahman et al., 2019). Therefore, relationship with customers is necessary for a firm's survival and success (Heinrich, 2020). All types of businesses spend a large amount of money every year on Customer Relationship Management (CRM); in 2022, around 3.6 billion dollars were being used globally to purchase customer service software which is increasing by 10.5 percent per year (Haenlein & Kaplan, 2019). Nowadays, organizations are much concern about their customers in order to keep effective customer relationship which assumed to give competitive edge. Thus, customer service is a technological explanation that arose in the 1970s as an instrument for businesses to automate the management of the business's inner sales force (Akhter, 2022).

Heinrich (2020) showed that constructing effective customer service allows an organization to improve its business portfolio and face intense competition from national and international competitors. It has also played strategic roles in the improving, managing, retaining and developing customers' loyalty (Chang, 2020). Therefore, banking organizations need to have a thorough understanding of who they are supposed to serve, what kind of services they should provide, and, in the case of this study, what they want their final product to be in order to provide customers with high-quality service in the modern era.
Bolaji (2019) opine that customer service is the ability of knowledgeable, reliable, skilled, and enthusiastic staff members to deliver goods and services with the goal of recognizing and meeting the requirements, desires, values, and expectations of clients.

The competitiveness of banking industry in Nigeria call for individual banking organization to strategize on how to serve, retain and maintain both the existing and potential customers. This fact has motivate companies to outperform competition. Recently, Nigerian businesses have struggled to meet customer

expectations. Consumers face numerous challenges, including service delays, inventory shortages, insufficient staffing at service locations, unprofessional behavior from banking personnel, inadequate record-keeping, and unfulfilled commitments (Ogunnaike & Ogbari, 2024).

Although the number of businesses in Nigeria continues to grow, their persistent service failures suggest a significant weakness in customer relationships. This disconnect highlights the need to explore effective strategies for building stronger customer connections. Modern banking institutions have become highly adaptive, frequently expanding their service offerings, consolidating services, opening new branches, or relocating to better serve customers and demonstrate their competitive advantage. Despite these expansions and service enhancements, customers still experience congestion and difficulties accessing services. Consequently, this study examines the effect of customer service on the performance of selected deposit money banks in Nigeria—specifically First Bank Plc, Fidelity Bank, Zenith Bank, Stanbic Bank, Access Bank, GTB Bank, United Bank for Africa, and Eco Bank in Lagos State. The research focuses on investigating how service quality and customer satisfaction affect the performance of these banks among their customers.

Two hypotheses were tested notably:
H_{01}: Service quality does not have significant effect of on performance of selected deposit money bank in Nigeria among bank staff.
H_{o2}: There is no significant effect of customer satisfaction on performance of selected deposit money bank in Nigeria among bank customers.

This study is significant because it will enable the bank executives, corporate managers and policy makers to adopt the strategy of customer service as a tool and solution for their service delivery to customer. The study will add to the pool of existing knowledge in customer service where various scholars, researchers, marketing executives as well as organizations seeking solutions could benefit.

Section 11: Literature Review

The section reviews relevant literature under conceptual framework, theoreticalframeworkaswell as the empirical evidences on the effect of customer service on deposit money bank performance.

2.1   Conceptual Review

Customer Service

Customer service is defined as the creation, development, and improvement of individual relationships with customers in order to maximize their total life cycle value (Payan & Frow, 2019). It is a technology that aims at creating and maintaining the individual relationships with profitable customers through appropriate use of the information and communication technologies (Seeman & Hara, 2022). On the other hand, customer service is a systemic managerial process for creating, maintaining, and developing relationships with customers in every position in order to maximize relationship value (Richards and Jones, 2024). From the above views and definitions, we inferred that Customer service is a long term planning designed ` to attract new customers, retained and satisfied customer by enhanced and improved service delivery,

Service Quality

The quality of a service or product is the feeling or degree to which a product or service meets the customer's needs and expectations. Crosby, (2019) defined "quality as the conformance to requirements or specifications and also suggested that to manage quality adequately; it must be able to be measured".

The American Society of Quality (2024) opines that quality is the nature and ability of a product to meet a particular need. It is a state in which the goods or service meet the needs and requirements of the customers. Akindamola, (2024) define quality service "as a philosophy embracing all activities through which the needs and expectations of the customer and the community, and the objectives of the organization are satisfied in most efficient and cost effective way by maximizing the potentials of all employees in a continuing drive for improvement".

Customer Satisfaction

The National Business Research Institute (NBRI, 2009) opines that any of the following parameters can be used in measuring customer satisfaction: service quality, speed of service, pricing, complaints or problems, trust in employees, the closeness of the relationship with contacts in your firm, other types of services needed and positioning in clients' minds. Dietz (2014) says that theparadigm of expectancy disconfirmation recommends thatcustomers are satisfied if the products or services performbetter than their expectation (i.e., positive disconfirmation), dissatisfied if expectations of customers exceeded realperformance from the products or services (i.e., negativedisconfirmation), and neutral satisfaction if the performance of the products or services exactly matched theirexpectations (i.e. zero confirmation/ disconfirmation (Oliver, 2023). Therefore, customer satisfaction compares expectations and perceptions to experience. It evaluates the degree to which customers expectations are met by consuming a product. It is the ability of a product or service meets the customer's expectations. Therefore, Customer satisfaction is an indicator showing the degree to which customers are satisfied with the products or services of an organization.

Organizational Performance

According to Richard et al. (2019) Organizational performance encompasses three specific areas of firm outcomes: (a) financial performance (profits, return on assets, return on investment, etc.); (b) product market performance (sales, market share, etc.); and (c) shareholder return (total shareholder return, economic value added, etc). Organizational performance is based on the concept of effectiveness and efficiency, hence a. business must perform effectively by producing product in vogue with minimum wastage. Concept of performance in an organization is the actual output or results in comparison with its intended outputs (goals/objectives). It can be measure with these proxies; financial performance, shareholder value performance, market performance etc.

2.2   Theoretical Review

Relationship Marketing Theory

Relationship Marketing Theory was propounded by **Leonard Berry** (1983). He opines that successful relationship marketing is the outcome of cooperative relationships which invariably leads to successful relational exchanges. It seeks to **develop deeper, more meaningful connections** that lead to customer loyalty, retention, and long-term value. The theory states that successful relationship marketing is anchored on trust, relationship commitment, and communication; and that successful relationship marketing enhance stronger relational bonds, customer loyalty optimatly firm's performance through stronger relational bonds. Besides commitment, trust and communication; satisfaction, bonding, shared values, empathy, dependence and reciprocity have been identified as vital components of relationship marketing orientation (Palmatier et al., 2022).

Relationship Marketing Theory has limitations particularly around scalability, privacy, and measurement it is a powerful framework when combined with digital tools and a deep understanding of customer behavior

Commitment-Trust Theory

The commitment-trust theory was developed by Morgan and Hunt (1994). It states that relationship marketing is based on establishing, developing, and maintaining successful relational exchanges. They established that key to successful relationship marketing is commitment and trust. Based on the idea that their partners won't act opportunistically, the theory encourage marketers to be mindful of building and maintaining relationships by satisfying the exchange partners as well as resisting short-term temptation in favor of the anticipated long-term benefits of sticking with current partners. Therefore, when both commitment and trust, not just one or the other, are present, they produce outcomes that promote efficiency, productivity, and effectiveness (Morgan & Hunt, 1994). This theory fails to recognize service quality and customer retention as important component of relationship marketing.

2.3   Empirical Review

Felix (2023) examined the connection between customer satisfaction and service quality in the branches of Banque Populaire du Rwanda in Kigali. Both cross-sectional and descriptive survey designs served as its foundation. When comparing aspects like customer loyalty with assurance, responsiveness, and dependability, the results demonstrated a strong and favorable correlation between service quality and customer satisfaction. The researcher suggested that businesses should be prepared to address consumer issues quickly and comprehend the unique requirements of each client.

Alli (2022) investigated the relationship between service quality delivery and deposit money banks' performance in Nigeria. Data used were collected from primary data using questionnaire. Descriptive statistics were used in analyzing the data, and the result of the multiple regression analysis showed that there is a positive but insignificant relationship between service quality delivery and financial performance of deposit money banks in Nigeria. The study recommend that banks should always consider the needs of their customers in their operations so as to attract and retain their loyalty.

Zewge (2021) in Ethiopia assesses the effect of E-banking service quality on customer satisfaction of Hibret Bank. Primary data were collected using questionnaire. A convenience sampling method was employed to select the necessary respondents from the study population. Out of a total of three hundred and ninety-six (396) distributed questionnaires, three hundred and sixty-three (363) were correctly completed and returned. The results from the correlation analysis between the dependent and independent variables, along with the causal effect findings, indicated a positive and significant relationship between the reliability dimension of service quality and customer satisfaction. In a related study, Ogunaike (2020) explores the connection between service quality and customer satisfaction in Nigerian banks. The study formulated two hypotheses and employed suitable statistical methods, including multiple regression and correlation, to test these hypotheses. The findings indicate that service quality has a significant impact on customer satisfaction.

Section 111:   Methodology

Research Design

This study employed a survey research design on population consisting of the staff and customers of First Bank Plc, Fidelity Bank, Zenith Bank, Stanbic Bank, Access Bank, GTB Bank, United Bank for Africa and Eco Bank in their respective Lagos headquarter office. The study focuses on the staff in Administrative and Marketing department because of their daily experience with customers patronising the organization products. The total population of study is six hundred and ninety-six (696).

Sampling Technique and Sample Size

Two hundred and sixty-five (265) respondents were chosen **among** the staff and customers of the eight banks in their respective Lagos headquarter office. The sample size was determined through the use of popular technique Krejcie and Morgan, (1970). The study utilized a multi-stage sampling technique; the first stage employed the stratified sampling method involving grouping the staff according to their department. Administrative and Marketing department were purposely selected for this study because of their knowledge about the topic. The second stage involved the use of purposive and accidental sampling of non-probability sampling technique to select customers at each bank, and lastly the third stage utilized simple random sampling method to select the respondents from the departments.

Source of Data

The study utilizes primary as well as secondary sources of data. The primary data was collected with the use of five-point Likert Scale structured questionnaire administered to the staff and customers of the eight banks in their respective Lagos headquarter office. The close ended questionnaire ranges from Strongly Agreed (6); Agreed (5); Partially Agreed (4); Partially Disagreed (3); Disagreed (2); and Strongly Disagreed (1). The secondary data for the study was obtained from published sources mainly relevant text books, journals and materials from the internet.

Model Specification

The independent variable (X) is measured using the following parameters:
(1)   Service Quality (SQ) – x_1
(2)   Customer Satisfaction (CusS) – x_2
Therefore; $x = f(x_1, x_2)$

The dependent variable (Y) is measured using the following parameters:
(1)   Deposit Money Bank Performance (EP) – Y_1
Hence, $y = f(x_1, x_2)$
x_1 = Service quality (SQ
x_2 = Customer Satisfaction (CusS)
y_1 = Deposit Money Bank Performance (DMBP)

The operationalization of the dependent and independent variables is based on the following equation:
$y_1 = ao + \beta_1 x_1 + \mu$ ……………………………. (i)

$y_2 = ao + \beta_2 x_2 + \mu$ ……………………………. (ii)

H_01: $SQ = ao + \beta_2\ OE + \mu$
H_02: $CusS = ao + \beta_4\ CS + \mu$

Analytical Tools

The study employed descriptive and inferential statistics, using simple percentages to analyze the bio-data information, research questions and in testing the hypotheses formulated. Simple linear regression statistics was used to accept or reject the hypotheses while multiple regression was employed to test the combined effect of the indicators of the independent variables on the dependent variable using statistical packages for social sciences (SPSS) version 20 as software package.

Reliability and Validity of Research Instrument

The content validity of the research instrument was done by experts in business administration and banking, and the result confirmed its accuracy, adequacy, relevance and overall worthwhileness of the instrument (face and content).

Similarly, the reliability of the research instrument was done by selecting ten percent (10%) of the sample size amounting to thirty (30) respondents and apply Cronbach's Alpha to determine the reliability of the variables. The result gave a coefficient of 75% which is considered acceptable and good indication of construct reliability (Nunnally, 1978).

Section 1V: Discussion of Results

This section is concerned with analyses of data collected; a total of two hundred and sixty-five (265) copies of questionnaire were administered among the respondents. One hundred and ninety-five (195) were fully completed and returned on time for the analyses. The study employed simple percentage to analyze the responses of the questionnaire and regression statistics to test the research hypotheses at 5% level of significance. Computer based Statistical Packages for Social Science (SPSS) were used.

Descriptive Statistics

Personal Data of Respondents

Descriptive analyses of the returned questionnaire show that out of the one hundred and ninety-five respondents that were administered questionnaires 83.6% were male while 16.4% were female. This implies that more male participated in this study. Similarly, the respondents were matured to answer the questions as 32.3% of the respondents were within 21-30 years, 13.8% were within 31-40 years and 3.1% were within 41-50years while 50.8% were 51years and above. In the same vein, 67.2% of the respondents were single while 32.8% were married which implies that most of the respondents in the study were single.

The educational qualification of the respondents recveal that 9.7% of the respondents had SSCE/NECO/GCE O/L as their educational qualification, 24.6% had ND/NCE/ GCE A/LEVEL and 62.6% had HND/BSC/BA while 3.1% had Post graduate. Thus, the respondents were all literate and competent to complete the questionnaire. The working experience of the respondents shows that 87.7% of the respondents had work with the organization for 1-5years, 9.7% had work with the organization for 6-10years while 2.6% work for 11-15years. Similarly, 11.8% of the respondents were top management staff, 41.5% were middle level staff while 46.7% were lower level staff. All these further support the competence and capabilities of the respondents.

Analysis of Research Questions on Service Quality

The analysis of research questions on service quality shows that adoption of technology in customer's communication affects the performance of the organizations as 37.4% of the respondents strongly agreed, 42.6% agreed, 13.8% were partially agreed, 3.1% disagreed while 3.1% strongly disagreed to the assertion.

Similarly, the respondents opines that there are factors opposing effective customer communication relationship management (CRM) in an organization; as 53.3% of the respondents strongly agreed, 29.7% agreed while 16.9% were partially agreed to the assertion. On the impact of service quality management on organization's performance, 41% of the respondents strongly agreed, 48.2% agreed while 10.8% were partially agreed to the assertion.

As to whether the management of organization train their employees for effective customer service delivery, 56.4% strongly agreed, 40% agreed while 3.8% were partially agreed to the assertion.

Similarly, 56.4% of the respondents strongly agreed that they consider their relationship with customers to be excellent because they maintain genuine partnerships with them, and 40% agreed while 3.8% were partially agreed to the assertion.

Additionally, 40% of the respondents strongly agreed that they have long-term partnerhip relationships with their customers, 50.8% agreed, 3.1% were partially agreed while 6.2% disagreed to the assertion.

The respondents also opine that they involve their customers in their research and development processes, as revealed by their response as follows: 14.4% strongly agreed, 56.9% agreed and 22.6% were partially agreed while 6.2% disagreed to the assertion.

Also, 23.6% of the respondents strongly agreed that their organization maintains a customer database to track preferences and purchase history, 56.4% agreed and 13.8% were partially agreed while 6.2% disagreed to the assertion. The study confirmed that customers agreed that increased emphasis on marketing a wide array of financial services in order to survive in the competitive market as 28.2% of the respondents strongly agreed, 54.4% agreed and 11.3% were partially agreed while 6.2% disagreed to the assertion. Finally, the study also asserts that there is a regular communication with customers through calls, emails, or social media as 56.4% of the respondents strongly agree, 40% agreed while 3.8% were partially agreed to the assertion.

Analysis of Research Questions on Organizational Performance

The analysis of research questions on Organizational quality shows that 37.4% of the respondents strongly agreed that sales revenue has improved due to better customer relationships, 42.6% agreed, 13.8% were partially agreed, 3.1% disagreed while 3.1% also strongly disagreed to the assertion.

Similarly, the respondent opines that there is increased in the organization productivity over the years, as 53.3% of the respondents strongly agreed, 29.7% agreed while 16.9% were partially agreed to the assertion. The respondents also agreed that the organization has retained their customers and maintained customers satisfaction as 41% of the respondents strongly agreed, 48.2% agreed while 10.8% were partially agreed to the assertion.

The response from the questionnaire reveals that there is efficiency in the quality of work among the staff as 56.4% of the respondents strongly agreed, 40% agreed while 3.8% were partially agreed. The study also reveal that there is correlation between recruitment and staff retention in the organization. 40% of the respondents strongly agreed, 50.8% agreed, 3.1% were partially agreed while 6.2% disagreed to the assertion. In the same vein on employees job satisfaction, 40% of the respondents strongly agreed that the organization employees are satisfied with their job, 50.8% agreed, 3.1% were partially agreed while 6.2% disagreed to the assertion.

The total quality approach to competition employed by the organization gives them an edge among their competitors in the market, as 14.4% of the respondents strongly agreed, 56.9% agreed and 22.6% were partially agreed while 6.2% disagreed to the assertion. It was established that organization's quality practices agree with the standard set by the industry and regulatory authorities. 23.6% of the respondents strongly agreed to this, 56.4% agreed and 13.8% were partially agreed while 6.2% disagreed.

It was also confirmed that the organization take sample of competitors products and services with a view to study and improve on them in order to give bneir customers the best as 28.7% of the respondents strongly agreed 64.6% agreed while 6.7% partially agreed to the assertion. Similarly, the study shows that the organization rely on their quality products and services to win customers and Competitions. This is revealed by 23.6% of the respondents who strongly agreed, 56.4% and 13.8% who agreed and partially agreed respectively and 6.2% who disagreed.

Analysis of Research Questions on Customer Satisfaction

The analysis of research questions on Customer Satisfaction shows that 42.1% of the respondents strongly agreed that the bank quickly responds to customer inquiries and complaints, 44.6% agreed while 13.3% were partially agreed to the statement. Similarly, 38.5% of the respondents strongly agreed that issues raised are resolved in a timely and satisfactory manner, 57.4% agreed while 4.1% were partially agreed to the assertion.

Additionaly, 43.1% of the respondents strongly agreed that they are kept informed about the status of any complaints they make while 56.9% agreed to the statement. Furthermore, the study shows that the bank's environment (e.g., cleanliness, seating) is comfortable and professional as 52.8% of the respondents strongly agreed while 47.2% agreed to the assertion. The respondents confirm that the bank provides prompt and efficient service as 40% of the respondents strongly agreed, 50.8% agreed, 3.1% were partially agreed while only 6.2% disagreed to the assertion.

It was also affirmed from the respondents that the bank give them personalized services. 14.4% of the respondents strongly agreed to this assertion, 56.9% agreed and 22.6% partially agreed while 6.2% disagreed. In like manner, 23.6% of the respondents strongly agreed that they feel secure using the bank's digital services, 56.4% agreed and 13.8% were partially agreed while 6.2% disagreed to the assertion. Similarly, the bank's digital services meet customers expectations as 28.7% of the respondents strongly agreed to this assertion, 64.6% agreed while 6.7% partially agreed.

The study also shows that 37.4% of the respondents strongly agreed that bank communication (SMS, email, etc.) is relevant and easy to understand while 42.6% agreed, 13.8% partially agreed, 3.1% disagreed and 3.1% strongly disagreed to the assertion. In addition, the study revealed that the bank provides clear and timely information about new products or services as 53.3% of the respondents strongly agreed, 29.7% agreed while 16.9% partially agreed.

4.2   Test of Hypotheses

Hypothesis One

Ho₁: There is no significant effect of service quality on performance of selected deposit money bank in Nigeria among bank staff.

The analysis of the coefficients indicated that a one-unit increase in service quality will result in an enhancement of performance in the chosen deposit money bank in Nigeria by 581.937. In fact, the R-squared value of 0.685 demonstrates that 69% of the factors being examined accounted for the performance of the chosen deposit money bank in Nigeria, while other factors outside the variables contributed to the remaining 31%. Furthermore, the Durbin-Watson value is 1.515, suggesting that there is the presence of autocorrelation, which indicates consistency in the data gathered. The statistical significance of the model estimate was determined using simple regression analysis at a five percent level of significance. The analysis revealed that service quality has a significant impact.

Hypothesis Two

Ho₂: There is no significant effect of customer satisfaction on performance of selected deposit money bank in Nigeria among bank customers.

The analysis for the coefficients, depicted that a unit increase in customer satisfaction will lead to an increase in performance of selected deposit money bank in Nigeria by 907.578. Indeed, the R-squared value 0.685 shows that 69% of the factors under consideration were responsible for performance of selected deposit money bank in Nigeria while other factors outside the variables account for the remaining 31%. More so, the Durbin Watson value is 1.746, meaning that there is presence of auto correlation that depicts consistency in data collected. The statistical test of significance of the model estimate is obtained

by employing the simple regression analysis at five per cent significance level. The result showed that there is significant effect of customer satisfaction on the performance of selected deposit money bank in Nigeria.

4.3   Discussion of Findings

A critical examination of the results collated from the questionnaire administered to the respondents in the selected banks in Lagos state revealed that from hypothesis one, there is significant effect of service quality on performance of selected deposit money bank in Nigeria. This finding corroborates with Felix (2023) that examines the relationship between service quality and customer satisfaction in Banque Populaire du Rwanda, Kigali branches. Similarly, Observation from hypothesis two revealed that there is significant effect of customer satisfaction on performance of selected deposit money bank in Nigeria.

This concur with Bashir et al., (2023) in Bangladesh who investigated the Mediating Effect of Customer Perceived Value on the Relationship of Customer Satisfaction of E-Banking in Bangladesh.

Section V: Summary, Conclusion and Recommendations

Summary of Findings

The summary of the findings from this study revealed that there is significant effect of service quality on the performance of selected deposit money bank in Nigeria. Similarly, hypothesis two also showed that there is significant effect of customer satisfaction on the performance of selected deposit money bank in Nigeria.

Conclusion

This study examined the effect of customer service on the performance of selected deposit money banks in Nigeria, with specific focus on First Bank Plc, Fidelity Bank, Zenith Bank, Stanbic IBTC Bank, Access Bank, Guaranty Trust Bank (GTB), United Bank for Africa (UBA), and EcoBank, using their Lagos headquarter offices as reference points. The study specifically investigated service quality and customer satisfaction as variables to proxy customer service and their influence on organizational performance. Findings reveal that customer service is a critical determinant of bank performance in the Nigerian banking sector. Service quality emerged as a vital factor in sustaining relationships, as customers are more likely to remain loyal when they experience efficient, reliable, and personalized banking services. Similarly, customer satisfaction significantly contributes to overall performance, as satisfied customers not only remain loyal but also serve as brand ambassadors through positive word-of-mouth referrals.

In conclusion, the study establishes that customer service practices strongly influence the performance of deposit money banks in Nigeria. Banks that prioritize high service quality and focus on satisfying their customers are more likely to achieve sustainable growth, profitability, and competitive advantage. For the Nigerian banking industry, particularly in the dynamic Lagos financial hub, customer service is not merely a support function but a strategic imperative that directly shapes organizational success and long-term viability.

Recommendations

Based on the findings of this study on the effect of customer service on the performance of selected deposit money banks in Nigeria, the following recommendations are proposed:

Banks should foster a customer-centric culture where customer satisfaction is treated as a strategic goal rather than a support activity. Regular surveys and service evaluations should be conducted to monitor

customer satisfaction levels and identify areas for improvement and long waiting times in banking halls and service delays should be minimized through improved process automation and staffing efficiency.

Organizations must recognize the critical importance of regular employee training and development. Customer service representatives should approach customer inquiries with empathy and attentiveness, addressing concerns promptly and confidently. Representatives from manufacturing organizations should provide personalized attention to each customer. Companies should maintain close relationships with their customers and strive to establish themselves as industry leaders rather than followers, thereby creating competitive advantages. Employees need to develop a deep understanding of their customers' specific requirements.

Organizations should implement various customer relationship strategies to extend and enhance the customer lifecycle. Communication between employees and customers should be conducted in the customer's preferred language rather than using a standardized approach. Additionally, employees should proactively inform customers about additional packages and services offered by the company, highlighting their benefits and value.