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Customer Relationship Management and Customer Retention in the Nigeria Broadcast Industry: The Mediating Influence of Customer Satisfaction

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Abstract

Studies on the CRM phenomenon have been approached from either the customer perspective or customer perspective. Evidence from literature however show that CRM is a management tool for engaging customers hence this study was based on CRM as a tool for involving and customers for better satisfaction and retention. Four independent variables: customer orientation, customer data, customer information processing; one mediator variable: customer satisfaction; and one dependent variable: customer retention were used in the study as gleaned from literature. To achieve the aim of this study, a cross-sectional survey was undertaken with the employees of broadcast firms in southeast Nigeria. All the staff of identified broadcast organisation in Southeast Nigeria: federal, state and private constitute the population which is unknown. Population of the study was unknown hence we used the statistical sample size formula for unknown population to arrive at a sample of 550 respondents. The primary information was collected with structured questionnaire distributed to the respondents physically and online via select employee platforms majorly the WhatsApp social media platforms in the select broadcast organisations. A total of 402 respondents returned valid and usable responses which amounted to approximately 73.1% response rate. The data collected were analysed with Mediation analysis with the aid of JASP software version 1.13.0.0, while the preliminary analysis was with the SPSS version 25 software. The results of the analysis showed that there is a direct statistically significant positive relationship between customer orientation, customer information processing, and ease of use and customer retention. Customer data relationship with customer. The analysis also show the four IVs have significant indirect relationship with customer retention. Based on the findings, we recommend that managers of broadcast organisations take necessary steps to utilise the various CRM techniques to enhance customer satisfaction and retention.

Keywords: CRM, customer, customer satisfaction, broadcast industry, customer retention, mediation.

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1. INTRODUCTION

1.1 Background to the Study.

Customer Relationship Management (CRM) is an enterprise-wide initiative that belongs to all areas (like human resources, finance, and production, marketing and sales) of an organisation. It is a comprehensive strategy and process of acquiring, retaining and partnering with selective customers in order to create a superior value for the company and the customer (Sofi, 2015). The implementation of CRM brings both tangible and intangible benefits to the business organisations. The tangible benefits include increased revenue and profitability and reduced costs. The intangible benefit includes increased customer satisfaction, positive word-of-mouth and improved customer service (Chen & Chen, 2004). Customer Relationship Management (CRM) is increasingly becoming an essential strategy which allows organisations to improve their profits through long term relationships with customers (Coltman et al., 2011). CRM is considered as the most important benchmark of competitive advantage which impact positively on organisational performance (Sin et al. 2005). Therefore, the success of any organisation links to its CRM. Customer satisfaction and loyalty are the measures of CRM. True loyalty is based on a partnership, which is based on mutual interest and shared goals. Loyalty ensures that the relationship is retained at all times. For loyalty, it is not only how satisfied you keep your customers, but how many satisfied customers you keep (Reichheld, 2001). One of the objectives of the CRM strategy has been to institutionalize customer loyalty.

Customer Relationship Management (CRM) is a wide-ranging application that encompasses many of the company's business, focuses on customers. It is a continuous effort and requires a redesign of core operations in the company's business, starting from the point of view of customers based on what the company receives from customer feedback (Aldaihani & Bin Ali, 2018). Therefore, the development of products and services based on this approach must necessarily match the needs of the customers (Al-Hawary & Aldaihani, 2016). Customer relationship management (CRM) is a new concept within businesses that has increased its importance dramatically over the last few years, and will continue to do so in the future. For Xevelonaki (2005), CRM exists to replace the traditional 'four Ps' of marketing (product, price, place and promotion). A number of authors propose that the 4Ps of marketing mix is no longer the dominant marketing logic and that Relationship Marketing may be a more appropriate new paradigm for marketing thought, theory and practice (Gura, 2003). CRM was born from relationship marketing and is simply the practical application of longstanding relationship marketing principles that have existed since the dawn of business itself (Gura, 2003). CRM provides management with the opportunity to implement relationship marketing on a company wide basis effectively. CRM is a tool and process that allows an organization to identify, understand and serve customers to improve customer service, retain valuable customers, and help provide analytical capabilities (Dimitriades, 2006).

The customer retention results in numerous benefits which include increased profits and customer retention (Bennett & Durkin, 2002). Effective and efficient CRM creates competitive advantage and improves customer retention and the profitability of organisations (Sin et al. 2005). Marketing Scholars (eg. Richard & Jones, 2008) Management, Information Technology (IT) and practitioners in these fields make numerous references to the impact of customer relationship management on business orientation and performance. Richard and Jones (2008) attributed the rapid growth of CRM to three factors: (a) fierce business competition for valuable customers, (b) economics of customer retention (i.e., life-time value) and (c) technology advances. Hence CRM has been applied in organisations to amongst others: increase customer satisfaction, reduce costs of sales, service and marketing; increased sales revenues. From the last two decades, there has been an explosion of interest in CRM both in the academic and business world (Becker et al., 2009).

CRM is the driving force that enables the characterization of customer and increases the customer value. In addition, CRM helps companies to retain customer loyalty. It is not only for managing customers and for monitoring their behaviour; it also has the potential to change and improve customer relationship with the service provider and increase business revenue (Dekimpe et al., 1997). Implementing CRM successfully can bring several benefits and profits to the companies and help to get mutual benefits from both parties. Almotairi (2008) indicates that CRM could bring many benefits for companies to enhance their ability in the competitive market, increase profits and profit rate, reduce costs, upgrade concentration of the market, reduce cycle times of implementation of new sales activities, increase times of small-sized target marketing and increase knowledge. Whereas, Fournier et al. (1998) indicate that several benefits might be derived from CRM, namely; increase customer loyalty, more effective marketing, improve customer service and support, and greater efficiency and cost reduction. A number of studies by different scholars in different countries and industries: telecommunications, banking, airline, tourism and automobile distribution, support the relationship between customer relationship management (CRM), satisfaction, loyalty and business performance. Rafiki (2019) investigated CRM practices in Indonesia using the variables: top management support, training orientation, customer orientation, customer data, customer information processing and integration of CRM. The first three are organisational factors while the last three are technological factors. Ibrahim and Abbas (2021) study relied among others on ease of use of tourist organisations website and information quality. CRM has been identified as a critical factor in customer satisfaction. Complete knowledge about the customer facilitates understanding of the exact needs and wants of the potential and existing customers (Gwinner et al., 2005). Thus, fulfilling the customer's expectations through listening to them will promote the customer-firm relationship. A better knowledge about customers' needs and wants helps to improve customer service which eventually help in achieving customer satisfaction and retention (Palmer et al., 2005). Though Rafiki (2019) study employed only descriptive analyses, our study took customer orientation, customer data, ease of use of broadcast organisation website and customer information from processing to explore customer retention with customer satisfaction (Alamgir & Shamsuddoha, 2015) as a mediating factor in the broadcast industry in Southeast Nigeria.

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1.2 Statement of the Problem

The problem that prompted or motivated this research is customer retention in the face of growing and fierce competition in the broadcast industry. The Broadcast industry is multiple and varied as there are categories of ownership ranging from Federal, State-owned media houses to the private broadcast stations. The liberalisation of the industry in 1992 ushered in intense competition hence private broadcast stations sprang to compete with government owned stations that had hitherto enjoyed monopoly. This research was motivated by the need to elaborate that improved focus on managing relationships and retaining customers in today's competitive market especially the broadcast industry made of radio, television stations. Customers were unable to find any replacement of their current vendors or may be the suppliers others were also deprived of quality and service aspects and the rapid growing market did not bother their customers and the utmost satisfaction of needs and wants of customers (Tauni et al, 2014). Increasing competitions and increase in competitive trends in today's market environment increases the likelihood to retain customers as to safeguard the company against the raising competitions. To achieve this goal customer retention is required.

Several studies have been conducted on impact of CRM on customer satisfaction and loyalty in the business sector but not many in the broadcast industry to the knowledge of the researcher. These studies have relied on several models and some constructs. It has been argued (e.g. Lombard, 2009) that companies are pushed by the market to retain customers where the possession of customers is low. When loyalty is diminishing and sales are declining customer retention becomes the most essential part of that business environment (Tauni et al., 2014). In such scenarios, if a key customer is shifted towards the competitor organization's profitability and growth would be considerably affected. Ramesh (2017) relied on customer retention and information communication technology (ICT) adoption; while Kristiana and Panjaitan (2014) utilised total customer service, customer satisfaction, customer relationship marketing. Sofi (2015) rely on personalisation, customer prospecting, CRM technology, managing knowledge, CRM organisation and key customer focus. Other studies like Basit and Arshad (2018) reviewed theories with constructs like organisational climate, CRM technology and technology infrastructure. This study relies on customer orientation, customer data, customer personalisation ease of use of broadcast organisation website and customer information processing impact on customer retention. Customer retention is considered significant for the company because of its positive effects on its long-term profitability. However, a few companies seem to succeed in creating customer loyalty and little is known about the mechanism of generating and retaining customers. It is more prudent for a company to retain its existing customers than attracting new customers. The costs associated with new recruitments and CRM advancements make it imperative to understand how CRM leads to customer retention and builds a strong loyal customer base. The aim of the study is to examine the influence of the Customer Relationship Management on Customer retention in the broadcast industry in Southeast Nigeria. This study is significant as it an attempt to confirm the importance of building close relationships and effective measures for customer retention and loyalty and shall contribute to the existing body of knowledge. The study is

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significant as it adds to literature and demonstrate how CRM constructs impact customer satisfaction and in turn customer retention. Hence operators of broadcast and other business outlets appreciate the import maintaining long term relationships with the customer with the aim of building customer loyalty and retention.

1.3 Research Hypotheses

The following hypotheses are formulated for the study and they are stated in alternate form:

H_{1a}. There is a statistically significant positive relationship between customer orientation and customer retention in broadcast industry.

H_{1b}. Customer satisfaction would mediate the relationship between customer orientation and customer retention in broadcast industry.

H_{2a}. There is a statistically significant positive relationship between customer data and customer retention in broadcast industry.

H_{2b}. Customer satisfaction would mediate the relationship between customer data and customer retention in broadcast industry.

H_{3a}. There is a statistically significant positive relationship between customer information processing and customer retention in broadcast industry.

H_{3b}. Customer satisfaction would mediate the relationship between customer information processing and customer retention in broadcast industry.

H_{4a}. There is a statistically significant positive relationship between ease of use of website and customer retention in broadcast industry.

H_{4b}. Customer satisfaction would mediate the relationship between ease of use of website and customer retention in broadcast industry.

2. Review of current literature on customer relationship management

2.1 Conceptual Review

Customer Relationship Management (CRM) is a business strategy that is designed to reduce costs and increases the profitability by strengthening customer satisfaction and customer loyalty (Sofi, 2015). It is a technique that companies across industrial sectors have found useful in addressing business challenges and especially in improving their interaction with customers. It helps in understanding the customer better which enables organisations to effectively customize their products and service offerings according to the individual customer needs. In this age of competitiveness, the creation of positive customer relationship is not only a necessity but it is a key for differentiation (Sofi, 2015). Customer Relationship Management is one of the important business strategies to manage customer and it focuses on understanding customers as individuals instead of as part of a group (Lambert, 2010). The management of customer relationship is important and beneficial to the business organisations. The effective relationship between customer and organisation depends on understanding the different needs of customers at different stages. The ability of organisations to respond towards the customer's need make the customer feel like a valuable individual rather than just part of a large group of customers. Moreover, there is a necessity and alignment and integration of processes. Gartner Group (2001), found that more than 75% of enterprises engaged in CRM initiatives were incapable of putting together a comprehensive view of their customers. It also noted that market leadership would be attained by enterprises that achieve maximum value and customer satisfaction within each customer segment being served by them. Reinartz and Kumar (2002) pointed out that managers need to be careful in differentiating customer loyalty and customer profitability. The business establishments have to understand the fact that managing customers for loyalty is different from managing them for profits.

The CRM has its origin in the basic paradigm of marketing to satisfy customers with the best possible alternative through a relational exchange process. This can be due to the integration of four important components i.e., people, process, technology and data (Panda, 2003). Berndt et al., (2005), indicated that the customer service and relationship management are important to attain sustainable competitiveness in the market place. The customer is considered to be the central element of all marketing actions and had been a priority for firms marketing strategy (Karakostas et al., 2005). Academics and practitioners proclaimed that a customer's relation is necessary for the organisations to survive and for their success in contemporary business environment (Heinrich, 2005). Furthermore, CRM is considered as the most important benchmark of competitive advantage that has a positive impact on organizational performance (Sin et al., 2005). According to Mehta et al., (2010), the success of the business establishments depends on the efficiency of its CRM. The applications of CRM have become a serious marketing consideration due to several factors like continuous complexity of the customer, globalization of organisations, strong competition, low cost of retaining customers and the success of firms that have practiced CRM (Sofi, 2015). Gruen et al., (2000) pointed out that on average firms spend six times more on acquiring customers than their retention. There is global disposition in CRM that relates the transactional model towards the relationship model. In other words, satisfying customer needs as a result of on-time transaction is not sufficient today but increasing their loyalty in a long run is equally important. Gruen et al. further indicated that businesses that refuse to acknowledge this tendency in the market place would be risking their market share and growth prospects in future. Extant literature reveals that there has been increasing attention of practitioners to analyse how CRM affects business performances across industry sectors. Many companies now have extensive databases containing customer names; mail and e-mail addresses; geographic, demographic, and psychographic profiles; purchase patterns, media preferences, credit, and other financial information; and other relevant customer characteristics. Marketers use this information to target their current and prospective customers through a variety of direct-marketing methods such as direct mail, e-mail marketing, telemarketing, and others (Belch & Belch, 2021). These databases are an integral part of companies' customer relationship management (CRM) programs, which involve the systematic tracking of customer preferences and behaviours and modifying a product or service to meet individual needs and wants (Conners, 2013).

2.2 Common Objectives of CRM Systems.

The development and phenomenal growth and expansion of customer relationship management has been attributed to not just the boom in service but also to the development emergence of self-service and self-service technologies (cf. Kumar and Reinartz, 2018). Thus, service managers have understood for some time the power of CRM,

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and certain industries have applied it for decades (Wirtz & Lovelock, 2022). Examples include the corner grocery store, the neighborhood car repair shop, and providers of banking services to high net-worth clients. However, mention CRM and immediately, costly and complex information technology (IT) systems and infrastructure come to mind. But CRM actually signifies the whole process by which relationships with customers are built and maintained (Kumar & Reinartz, 2006). It should be seen as an enabler of the successful implementation of the Wheel of Loyalty. Many firms have large numbers of customers (sometimes millions), many different touchpoints (for instance, tellers, call center staff, self-service machines, apps, and websites), and in multiple geographic locations (Wirtz & Lovelock, (2022). At a single large facility, it's unlikely that a customer will be served by the same frontline staff on two consecutive visits. In such situations, managers historically lacked the tools to practice relationship marketing. Today, CRM systems are increasingly powered by artificial intelligence (AI) and allow customer information to be captured, analyzed, and actionable information delivered to the various touchpoints (Wirtz & Lovelock, (2022)). From a customer perspective, well-implemented CRM systems can offer a unified customer interface that delivers customization and personalization. This means that at each transaction, the relevant account details, knowledge of customer preferences and past transactions, or history of a service problem are at the fingertips of the person serving the customer; and this can result in a vast service improvement and increased customer value. From a company's perspective, CRM systems allow the company to better understand, segment, and tier its customer base; better target promotions and cross-selling; and even implement churn alert systems that signal if a customer is in danger of defecting.

According to Wirtz and Lovelock (2022) common CRM applications include:

• **Data collection.** The system captures customer data such as contact details, demographics, purchase history, service preferences, and the like.

• **Data analysis.** The data captured is analysed and the output is often used to tier the customer base and tailor service delivery accordingly.

• **Sales force automation and customer development.** Sales leads, customer lifetime value (CLV), and cross-sell and up-sell opportunities can be effectively identified and processed, and the entire sales cycle from lead generation to the closing of sales, provision of after-sales services, and personalization can be facilitated through a CRM system.

• **Marketing automation.** Mining of customer data allows the firm to target its market. A good CRM system enables the firm to achieve one-to-one marketing and cost savings, often in the context of loyalty programmes. This results in increased rate on investment (ROI) on its marketing expenditure. CRM systems also allow firms to assess the effectiveness of marketing campaigns through the analysis of responses.

• **Call centre automation.** Call centre staff have customer information at their fingertips and can improve their service levels to all customers. Caller ID, account numbers, and biometrics (e.g., voice recognition) also allow call centres to identify the customer tier the caller belongs to and tailor the service accordingly. For example, platinum callers get priority in waiting loops.

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2.3 The Broadcast Industry in Nigeria

The broadcast industry in Nigeria has come a long way. According to Ihechu and Okugo (2013) The coming of BBC Empire service in 1932 marked the beginning of broadcasting in Nigeria. The Empire service which utilized radio signal Re-diffusion Service, RDS, was designed to enhance economic, political and cultural relationship between Britain and its colonies. The outfit became Nigeria Broadcasting service, NBS, in 1951. Furthermore, ordinance No. 39 of 1956 enabled the conversion of NBS to Nigerian Broadcasting Corporation NBC, in April 1, 1957. The same act provided for the external service of NBC, the Voice of Nigeria, which began operation in January 1, 1962. However, the three regions established TV stations as follows: West (WNTV: 1959); East (ENBS-TV: 1960); and North (RKTV: 1962) (Ihechu & Okugo, 2013). In 1979, all the regional radio stations came under one umbrella: Federal Radio Corporation of Nigeria (Betiang 2006, p.1). Prior to that time the regional TV stations were harmonized to become Nigerian Television Authority, NTA, in 1976 (Owuamalam, 2006, p.10).

All along the ownership, control and operation of broadcasting in Nigeria were preserved exclusively for the various governments – Federal, Regional, and State (Media Rights Agenda, MRA, 2001, p.7). In 1992, the Deregulation of Broadcasting Decree No.38 was promulgated by the administration of General Ibrahim Babangida. The expression of that presidential ipse dixit which established the National Broadcasting Commission, NBC, also created a new pattern of ownership and control as well as injected competition in the broadcast industry. Corroborating, NBC (2009, p.2) submits that "as a result of the revolution in the Nigeria broadcast industry, the number of broadcasting stations in Nigeria has, at the last count, risen to 394, from less than 30 before deregulation. The phenomenal growth of broadcasting in Nigeria has been attributed to many factors: cultural diversity, technological explosion and multitude of languages among others. Beitang (2006, p.1) states that with the natural backdrop of three vegetation zones and a varied colourful topography, Nigeria has an impressive historical location, traditional festivals and durbars, which provide a rich tapestry and backdrop for television and radio production. He added that there is also a rich multi-cultural setting of about 400 indigenous cultures to fertilise creation and creativity in the area of programming.

2.4 Theoretical Review and Framework

CRM has evolved over the last few decades and has attracted considerable discuss from researchers, academic and practitioners alike. Buttle and Maklan (2019) listed and discussed five main schools of thought that offer differing and distinct perspectives on relationships between customers and suppliers. They maintain that though some schools are quite similar, they generally describe relationships in different terms and have different implications for relationship management. The major schools of thought they identified are the Industrial Marketing and Purchasing (IMP) school, the Nordic school, the Anglo- Australian school, the North American school, and the Asian (guanxi) school. Besides these schools of thought, many theories and models have also been developed to understudy the phenomenon. These are the CRM process

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model, the resource-based model and technology model among others. Several authors and researchers have also applied different models in their studies as we have already noted. Customer relationship management consists of behavioural dimensions (Sin et al., 2005; Yim et al., 2004) which are: key customer focus, CRM organisations, knowledge management and technology-based CRM. It is essential that all of these dimensions must work systematically in an organisation to guarantee its improved performance (Fox & stead, 2001; Sin et al., 2005). The other dimension of CRM includes trust, commitment, empowerment, personalization, customer prospecting etc. Therefore, it is of vital importance to go into details of CRM practices or dimensions that are; a) Key customer focus b) CRM Organisation c) Managing Knowledge d) Incorporating CRM based Technology e) Customer Prospecting and f) Personalization. The four dimensions used in this study are customer orientation, customer data, customer information processing and ease of website use. Customer retention customer retention was the dependent variable. This study relied majorly on the works of Rafiki (2019); and Ibrahim and Abbas (2021) and it is from these two studies that we took the constructs that form the independent variables for this study. The mediating variable customer satisfaction measures were taken from the work of Alamgir and Shamsuddoha (2015). The conceptual framework is given below in figure 2.1.

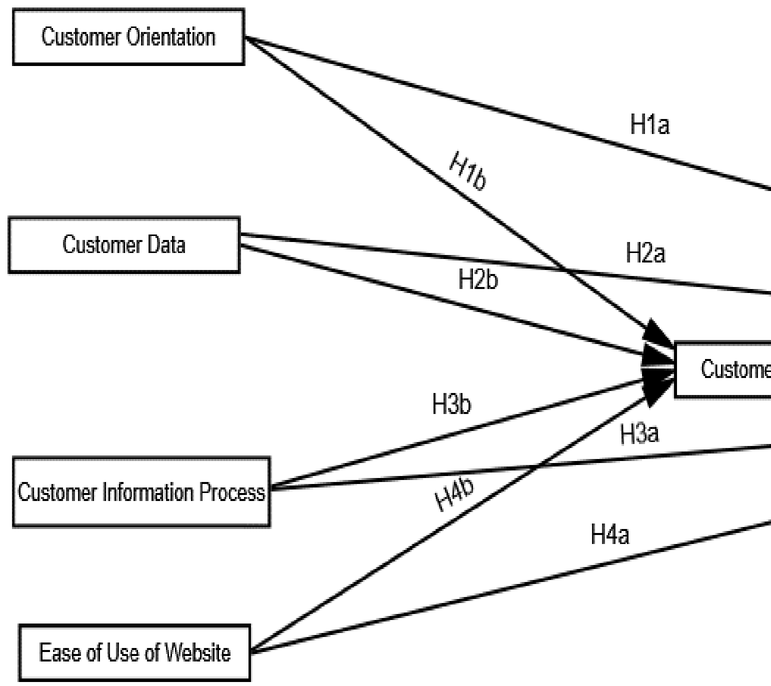

Figure 1: The Conceptual Framework

2.4.1 Customer orientation: Cai (2009) defined customer orientation as "the set of activities, behaviours and beliefs that place high priority on customers' interests and continuously create superior customer value." The customer orientation can be seen through the existence of social media and other ICT media and platforms that can be used to build sustainable relationships. The client-oriented companies have an emphasis and more attention to personal workers' initiatives, which generate unique values for customers. Those companies recognized the importance of client data handling activities and practices, which used to attain higher CRM performance. This is particularly important in a service industry like tourism where most of the offerings are intangible hence our research try to establish the effect of variable on tourists' loyalty. Sound and very strong customer orientation is very vital for any organization success as loyal

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customers will always serve as vital assets through their word of mouth (WoM) campaigns. In this present dispensation, ICT serve as vital tool for strong customer orientation and strategy. Thus, ICT are utilized as the instruments for communicating throughout organization, knowledge management, and strategies. The Tourist organisations in South east Nigeria adopt have to adopt the ICT as an important element to implement CRM. Technological factors refer to the factors that relate to the soft and hard aspects including ICT infrastructure, system evaluation, and selection criteria; vendor after sale support; software selection criteria; complexity; and integration (in Rafiki, 2019).

2.4.2 Customer data: CRM especially e-CRM cannot do without customer data which are used in profiling customers. With a complete data, the marketing or sales staff can execute the plan of approaching customers and maintain a relationship. The tourism industry can collaborate with other bodies formally and informally to get primary or secondary data that can be used for future actions. The danger of dirty, inaccurate, old data for the companies, which include the erroneous numbers, mistakes in spelling, and old contact information that has a high probability of infecting the system, must be avoided; as this will also incur huge costs to adjust any damages (Rafiki, 2019).

2.4.3 Customer information processing (CIP): Customer information processing is defined as relational information processing, which encompasses particular routines used by the organization to set up customer long-term relations (in Rafiki, 2019). It is also as a component that makes a clear picture of customer and market behaviours, which leads to suitable business actions required in the constantly unstable market environments (Roh et al. 2005). Kim (2008) stated that the effective CIP has become an emerging challenge for the firms due to the Internet and database technology's potential to assist the collection of comprehensive information on customers' needs, preferences, and behaviours; adding that the construct of CIP that consists of one activity after another such as acquisition/generation, analysis, interpretation, and storage of customer information. Accordingly, CIP is crucial for the tourism as it has to deal with the constantly changing of products' offerings as well as the increasingly knowledgeable customers hence this study included the CIP to check for its impact on loyalty.

2.4.4 Ease of use: Ease of use of tourism organisation website is considered as an important aspect of a satisfying online experience, as a smooth website leads to satisfaction and loyalty to the organization (Cai & Xu, 2006). Ease of use and navigation in tourism firms' website will leads to customer loyalty. In a study on The Use of CRM Features through Hotel' website to enhance customer loyalty and brand image, Ibrahim et al. (2021) found a strong positive relationship between ease of use and customer loyalty in the hotel industry in Cairo Egypt. Information quality on the tourism organisation has been mentioned in many research studies. Choi, et al., (2013) emphasise that if the operator of a website provides valuable information to customers, then customers will begin to trust the information they receive from the website. A site that offers expired and not accurate information may be viewed as inefficient (Gorla, et al., 2010). Hence, proper information quality on tourism firms' websites results in customer loyalty. Ibrahim et al. (2021) found a strong positive relationship between information quality and customer loyalty in the hotel industry in Cairo Egypt.

2.4.5 Customer Satisfaction: Customer satisfaction simply means giving the users or the final consumers of firms' products and services what they need or want with precision (Fleming, 2010). It involves mainly about meeting their demands and taste, that is, the input and the thru put must produce an output that meets up with the customers' expectations. Precisely, customer satisfaction denotes meeting customers' expectations and ought to be an ongoing and reviewed process for firm's acceptance and survival. Before marketing concept stage where needs and wants are put into consideration before actual production of goods and services are various stages through reliable research work (Evans, 2009). The rationale behind this exercise is to ensure seamless marketing and avoid marketing costs that are not necessary. One wonders why firms budget huge money for sale promotional activities, advertisement, customer relations, etc. while it is easier and cheaper in terms of time and money to go into research in order to ascertain what product(s) is/are next in the customers' minds. Put pointedly, it is an aberration for any firm to assume that customers will buy products that do not meet their taste or satisfy their needs or wants. In fact, there is a paradigm shift from the old satisfying product(s) to a new more satisfying product. For example, flat screen television used to be a satisfying product a decade ago, but currently, consumers are demanding for just a flat-screen television set but a more satisfying smart television set (Internet-enabled flat-screen television) (Oluwanisola, 2009). There is no breaking force as potent as breaking customers' loyalty when it comes to products that emanated through research and consider customers' image. It is a known fact that no business firm would like to manufacture products that do not satisfy the customers in the first instance; however, the modalities to follow is a major concern. It is expedient to put into consideration that the cogent point for satisfying a customer is that business organizations must maintain and sustain a personal and cordial relationship with the customers. Marinating personal and hitch free relationships do not only retain and keeps them satisfied with the organization's product(s) but it serves as a free source of a promotional tool for the organization (Fleming, 2010). It is an established fact that word-of-mouth is the most effective and efficient means of promotion because words from the loved ones and one's reference and peer groups are more trusted than any form of advertisement or sales promotion. So, it creates not only brand loyalty for the organization but also enjoying "free" publicity from the existing customers. Furthermore, it is necessary for business firms to monitor the satisfaction of their customers as it allows the managers to analyse the strengths, weaknesses, opportunities, and threats of the firm, areas of improvement in order to maximize the potentials of the business, and eventually maintain, sustain or increase its probability of success in the market. It is essential for organizations to gauge the satisfaction of its customers in the bid to retaining them, as well as attracting prospects via recommendations and positive word-of-mouth from existing satisfied customers. Concentrating on customer satisfaction also enables managers to appraise the development of a business firm as a going concern and serves as a yardstick to measure the performance of its workforce (Evans, 2009). Although, the majority of business owners strongly believe that customer satisfaction is germane, can

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they really support this for certain reasons? Some of them may respond causally that customer satisfaction is necessary "just because…" however, evident reasons abound why business firms need to make their customers happy (Fleming, 2010). First, do not forget that the large chunk of most business so, there is need for strong repeat business (purchase) base in order to cushion the effect of the comings and goings of new and short-term customers. Second, a satisfied customer is a happy customer; a happy is a good promoter. Customer satisfaction is important because it is an avenue for a happy customer to tell other people about the organization products. Happy customers buy more of the company products and the firm could gain or lose prospects based on words from another customer. In this present study, customer satisfaction is the mediating variable between the IVs and the dependent variable customer retention.

2.4.6 Customer Retention: CRM is a relationship orientation, customer retention and better customer value delivered through process management (Ryals & Knox 2001). Customer relationship management is also known as a managerial approach which works on a customer driven strategy in which different information systems provide all the necessary information which ultimately leads to superior customer satisfaction and loyalty. Customer relationship management helps companies to create customer-oriented strategies which results in customer retention. CRM is a customer retention strategy of using a variety of marketing tactics that leads to customer bonding or staying in touch with the customer after a sale is made. Creating one to one relationship with the customers help companies to retain their valuable asset that is customers. The utmost aim of all relationship marketing perspectives and customer relationship management is to create and sustain cooperative and mutual relationship among the organization and customers. These relationships are two-way relationships and are long-term oriented. Companies are now focusing on the adaption and integration of new technologies, new processes, people and relationship marketing to benefit them and to deliver value and satisfaction to their customers in order to retain them for life time. Previously, no proper attention was given to customers and customers were neglected. Customers were unable to find any replacement of their current seller/producer or may be the suppliers others were also deprived of quality and service aspects and the rapid growing market did not bother their customers and the utmost satisfaction of needs and wants of customers (Tauni et al 2014). Increasing competitions and increase in competitive trends in today's market environment increases the likelihood to retain customers as to safeguard the company against the raising competitions. To achieve this goal customer retention is required. Ramakrishnan, (2006) defines customer retention as the marketing goal of preventing customers from going to the competitor. Organizations make existing customers their focal point in order to put efforts to retain them and to carry on their business relationship with them through customer retention. (Mostert et al., 2009). However, the number of customers who continue their relationship with the service provider in the specific time duration such as a year is also referred to as customer retention. (Dawes, 2009). The success of businesses in today's competitive environment is mainly based on customer retention. Fluss (2010) observes that competitors are always looking for ways to capture customers by offering them better

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deals. Retention is the process of having close & long relationship of customers with service provider. Many studies report that it is more expensive for the organization to attract new customers as compared to adopting strategy to retain existing customers. (Kelley, & Mannicom, 2003). Reichheld and Schefter (in Tauni et al 2014) found that it is more economical to maintain relationship with existing customers because they are fewer prices responsive than new customers existing customers are not only less price responsive. Customer retention directly influences extended lifetime values and benefits which is more beneficial opportunity for organizations that look for enhancement and prolong business activities and those that are looking for ways to protect them from market decline which is the consequence of reducing economy. (Gee et al., 2008). In support of this argument, Lombard (2009) states that the companies are pushed by the market to retain customers where the possession of customers is low. When loyalty of customer is diminishing and sales are worsening the business environment, customer retention becomes the most essential part of that business environment. In such scenarios, if a key customer is shifted towards the competitor organization's profitability and growth would be considerably affected. In trying to draw a link between customer satisfaction and retention, Kumar and Reinartz (2018) state that given some of the difficulties associated with establishing unequivocal links between customer satisfaction and company performance, the 1990s witnessed many managers increasingly turning to customer retention as a long-term goal. By focusing on customer retention, managers moved closer to the ultimate dependent variable – profits (Reinartz & Kumar, 2018). In this study, customer retention is the second and final dependent variable.

2.5. The concept of customer retention in CRM

Customer retention is a challenge in nowadays organizations. Retained customers are generally more profitable than newly acquired customers. Based on Buttle and Maklan, (2019), the major strategic purpose of CRM is to manage, for profit, a company's relationships with customers through three stages of the customer lifecycle: customer acquisition, customer retention and customer development. A customer retention strategy aims to keep a high proportion of valuable customers by reducing customer defections (churn), and a customer development strategy aims to increase the value of those retained customers to the company. Customer retention is the maintenance of continuous trading relationships with customers over the long term. Customer retention is the mirror image of customer defection or churn. High retention is equivalent to low defection. Companies should focus on retaining customers that contribute value (Buttle, 2019). Sometimes this will mean that the focus is not on retention of customers, per se, but on retention of share of wallet. In the banking industry, for example, it may be more important for companies to focus on managing the overall downward migration of customer spending than managing customer retention. Many customers simply change their buying behaviour rather than defect. Changes in buying behaviour may be responsible for greater changes in customer value than defection. One bank, for example, lost 3 percent of its total balances when 5 percent of checking account customers defected in a year, but lost 24 percent of its total balances when 35 percent of customers reduced the amounts deposited in their checking accounts. The need to manage migration, rather than defection, is particularly important when customers engage in portfolio purchasing by transacting with more than one supplier. Improving customer retention is an important objective for many CRM implementations. Its definition and measurement need to be sensitive to the sales, profitability and value issues discussed previously. It is important to remember that the fundamental purpose of focusing CRM efforts on customer retention is to ensure that the company maintains relationships with value-adding customers. It may not be beneficial to maintain relationships with all customers; some may be too costly to serve, others may be strategic switchers constantly in search of a better deal. These can be value-destroyers, not value-adders. There is a strong economic argument in favour of customer retention. The argument goes as follows:

1. Increasing purchases as tenure grows: over time, customers come to know their suppliers. Providing the relationship is satisfactory, trust grows while risk and uncertainty are reduced. Therefore, customers commit more of their spending to those suppliers with whom they have a proven and satisfactory relationship. Also, because suppliers develop deeper customer intimacy over time, they can enjoy better yields from their cross-selling efforts.

2. Lower customer management costs over time: the relationship start-up costs that are incurred when a customer is acquired can be quite high. It may take several years for enough profit to be earned from the relationship to recover those acquisition costs. For example, it can take six years to recover the costs of winning a new retail bank customer. In the B2B context in particular, ongoing relationship maintenance costs such as selling and service costs can be low relative to the costs of winning the account. Therefore, there is a high probability that the account will become more profitable on a period-by-period basis as tenure lengthens. These relationship maintenance costs may eventually be significantly reduced or even eliminated as the parties become closer over time. In the B2B context, once automated processes are in place, transaction costs are effectively eliminated. Portals largely transfer account service costs to the customer. In the B2C context, especially in retailing, the assertion that acquisition costs generally exceed retention costs is hard to prove. This is in part because it is very difficult to isolate and measure customer acquisition costs.

3. Customer referrals: customers who willingly commit more of their purchases to a preferred supplier are generally more satisfied than customers who do not. They are therefore more likely to utter positive word-of-mouth and influence the beliefs, feelings and behaviours of others. Research shows that customers who are frequent buyers are heavier referrers. For example, online clothing customers who have bought once refer three other people; after ten purchases they will have referred seven. In consumer electronics, the one-time customer refers four; the ten times customer refers. The referred customers spend about 50 to 75 percent of the referrer’s spending over the first three years of their relationship. However, it is also likely that newly acquired customers, freshly enthused by their experience, would be powerful word-of-mouth advocates, perhaps more than longer-term customers who are more habituated.

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4. Premium prices: customers who are satisfied in their relationship may reward their suppliers by paying higher prices. This is because they get their sense of value from more than price alone. Customers in an established relationship are also likely to be less responsive to price appeals offered by competitors. These conditions mean that retained customers are generally more profitable than newly acquired customers. Drawing from their consulting experience, Dawkins and Reichheld (in Catalán-Matamoros, 2012) report that a 5 percent increase in customer retention rate leads to an increase in the net present value of customers by between 25 and 95 percent across a wide range of industries, including credit cards, insurance brokerage, automobile services and office building management. In short, customer retention drives up customer lifetime value. In regards to which customers to retain, according to Buttle (2019), it should be the customers who have greatest strategic value to your company are prime candidates for your retention efforts. These are the customers we defined as having high lifetime value or who are otherwise strategically significant as high-volume customers, benchmarks, inspirations or door openers. The cost of customer retention may be considerable. The most valued customers are also likely to be very attractive to competitors. If the costs of retaining customers become too great then they might lose their status as strategically significant. The level of commitment between customers and the company will figure in the decision about which customers to retain. If the customer is highly committed, they will be impervious to the appeals of competitors, and you will not need to invest so much in their retention. However, if you have highly significant customers who are not committed, you may want to invest considerable sums in their retention. Some companies prefer to focus their retention efforts on their recently acquired customers. They often have greater future lifetime value potential than longer tenure customers. There is some evidence that retention rates rise over time, so if defections can be prevented in the early stages of a relationship, there will be a pay-off in future revenue streams. A further justification for focusing on recently acquired customers comes from research into service failures. When customers experience service failure, they may be more forgiving if they have a history of good service with the service provider. In other words, customers who have been recently acquired and let down are more likely to defect or reduce their spending than customers who have a satisfactory history with the supplier. Retention efforts where there is portfolio purchasing can be very difficult. Should effort be directed at retaining the high-share customer with whom you have a profitable relationship, the medium-share customer from whom you might lose additional share to competitors or the low-share customer from whom there is considerable lifetime value potential? The answer will depend on the current value of the customer, the potential for growing that value, and the cost of maintaining and developing the relationship (Buttle, 2019).

2.5 Concept of Mediation

Mediation occurs when a third mediator construct intervenes between two other related constructs (Hair, et al. 2022). A situation in which one or more mediator variable(s) facilitate the explanation of the relationship(s) between two other variables/constructs (Hair, et al 2018). More precisely, a change in the exogenous construct causes a change in the mediator construct, which, in turn, results in a change in the endogenous construct in the PLS path model. Thereby, a mediator construct governs the nature (i.e., the underlying mechanism or process) of the relationship between two constructs. Substantial a priori theoretical support is a key requirement to explore a meaningful mediating effect. When that support is present, mediation can be a useful statistical analysis, if carried out properly. Direct effects are the relationships linking two constructs with a single arrow. Indirect effects are those relationships that involve a sequence of relationships with at least one intervening construct involved. This is the situation in this work since it involves one mediating construct, customer satisfaction. Thus, an indirect effect is a sequence of two or more direct effects and is represented visually by multiple arrows. According to Hayes (2013) answering questions about when or for whom are the domain of moderation analysis, questions that ask about how pertain to mediation. The simple mediation model and illustrate using OLS regression-based path analysis how the effect of an antecedent variable X on some final consequent Y can be partitioned neatly into two paths of influence, direct and indirect. Hayes (2013) show that the procedure one should follow to derive these paths of influence does not depend on whether X is dichotomous (as, say, in an experimental study) or continuous. I also discuss various approaches to making inferences about direct and indirect effects in this most simple of mediation models.

Mediation analysis is a statistical method used to help answer the question as to how some causal agent X transmits its effect on Y. What is the mechanism, be it emotional, cognitive, biological, or otherwise, by which X influences Y? Does framing an anti-smoking message in gain as opposed to loss terms (X) influence the likelihood of smoking cessation (Y) because the type of frame influences how much people counterargue, which in turn influences behaviour? Or maybe loss framing leads to certain negative emotional reactions, such as anxiety, which disrupt systematic message processing and elaboration, which in turn reduces the effectiveness of the message. The most basic of mediation models—the simple mediation model—is represented in conceptual framework. A simple mediation model is any causal system in which at least one causal antecedent X variable is proposed as influencing an outcome Y through a single intervening variable M. In such a model, there are two distinct pathways by which a specific X variable is proposed as influencing Y. These pathways are found by tracing every way one can get from X to Y while never tracing in a direction opposite to the direction an arrow points. One pathway leads from X to Y without passing through M and is called the direct effect of X on Y. The second pathway from X to Y is the indirect effect of X on Y through M. It first passes from antecedent X to consequent M and then from antecedent M to consequent Y. The indirect effect represents how Y is influenced by X through a causal sequence in which X influences M, which in turn influences Y. In a mediation model, M is typically called a mediator construct/variable, although the term intermediary variable has been used, and different fields use different terms, such as a surrogate variable or an intermediate endpoint. I will stick with the term mediator because it is probably the most widely-used and recognized term. Once X exerts its effect on M, then M's causal influence on Y produces variation in Y.

3. METHOD

3.1 Research Design

According to Okeke et al. (2022), research design is the plan for research project. It provides guidelines which direct the researchers towards solving the research problem and it may vary depending on the nature of the problem being studied. For the purpose of this study, we adopted survey research design, which is directly and specifically related to the descriptive, diagnostic and hypothesis-testing research studies. This research design was adopted because it allows testing of hypothesized relationships between the independent variables and the dependent variables, which is one of the objectives of this study. Also, survey research design was adopted for this study because it is concerned with the designing and administering of research instrument for collecting primary data from statistically determined sample size of an identified population. The information used in this study came from two major sources: primary and secondary. Primary source of information was adopted for this study and this came from structured questionnaire administration which were questionnaire was then structured and copies administered to the respondents. Secondary information relates to materials already in existence and were from textbooks, journals, periodicals and other published materials.

3.2 Population and Sample

This study is the mediating influence of customer satisfaction on the role of customer relationship management and customer retention in the broadcast industry in southeast Nigeria. as already mentioned, customer relationship management is a strategic management tool for creating, managing ang maintaining customers. Thus, the population for this study consists of staff of the broadcast organisations both radio and TV found in or that exit and operate within the southeast geopolitical zone of Nigeria. the broadcast organisation in Nigeria in general and southeast in general are multiple and varied hence this kind of population is infinite because the investigator cannot obtain a sampling frame for such group of respondents in the south-east Nigeria. These persons were identified by on-the-spot assessment at the designated staff platforms. Furthermore, the choice of this kind of population (infinite) was adopted due to absence of database of active broadcast staff in Nigeria in general and south-east Nigeria in particular.

Sample size is the determined whole number of sampling units (elements that are available for selection during the sampling process) needed to be the representative of the defined population. It is also the total number of element (animate or inanimate) that have to be added into a drawn sample to ensure appropriate representative of the defined target population. Given that the universe of the present study is infinite, the sample size was calculated using an appropriate formula for sample size estimation where the population is infinite (uncertain). Accordingly, this study adopted the procedure in finding a sample size given a confidence interval and error margin for an unknown population standard deviation (See. StatisticsHowto.com). Utilising the procedure from the statisticshowto.com, we arrived at a sample size is 550 respondents from the broadcast organisations from southeast Nigeria.

3.3 Instruments for Data Collection

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Research instrument is referred to as the various tools for primary data collection (Okeke et al., 2022). For the purpose of this study, we adapted questionnaire as our research instrument. The purpose was to elicit necessary information from the respondents on the issue under investigation. The questionnaire contains multiple-choice questions and 5-point Likert scale questions: strongly agree, agree, undecided, disagree, strongly disagree. The study adopted multiple measurements hence each of the four IVs, the mediating variable as well as the DV were measured with a number of items. The questionnaire comprises two sections. Section A consists of the respondents' demographic variables and section B consists of questions on the constructs of the study. The copies of the questionnaire were distributed to respondents/tourists in the staff platforms of the select broadcast organisations in South east Nigeria. The researcher used online platforms like the social media groups to reach the respondents.

3.4 Validity and Reliability of the Instrument

In order to establish validity of the designed research instrument, both face and content validity methods was adopted. Some copies of the instrument were given to some experts in measurement and evaluation such as the researcher's supervisor, senior professors in marketing and psychology departments to ensure that the research instruments were in line with the variables of the study. Reliability is multiple and varied but we are concerned with internal consistency reliability analysis. First, we used the factor analysis to check internal consistency by looking at the communalities, the KMO test and the variance extracted. To further check internal reliability consistency, Cronbach's alpha coefficient was adopted to test the internal consistency (reliability) of the multiple-item scales with a value over 0.70 indicating acceptability, over 0.80 indicating good and excellent when over 0.90 (Hair et al. 2019).

3.5 Statistical Method of Data Analysis

According to Hayes (2022), the goal of mediation analysis is to establish the extent to which some IVs, influences some outcome variables or DVs, through one or more mediator variables. Mediation analysis is used to quantify and examine the direct and indirect pathways through which an antecedent/causal variable (X) transmits its effect on a consequent variable (Y) through one or more intermediary or mediator variables. This study has four IVs, one mediator variable and one dependent variable. Indirect effects refer to the situation in which one variable affects another through a mediating or moderating variable. The analysis was done with aid of JASP software version 1.13.0.0, while the preliminary analysis was with the SPSS version 25 software.

4. ANALYSIS AND DISCUSSION

This study was based on a sample of 550 respondents, that is, 550 copies of the research questionnaire were distributed to the respondents across the select broadcast organisation in south-east Nigeria. out of this number, 402 respondents returned complete and duly filled copies of the questionnaire. This represents approximately 73.1 per cent response rate which is acceptable and well okay for a marketing research study of this nature and was informed by the multiple methods employed by the researcher in distributing the instrument.

4.1 Socio-Demographics

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On gender responses, analysis of our data show that 136(33.8%) of the respondents are females while the remaining 266(66.2%) are males. 39(9.7%) of the respondents are less than 36 years of age, majority of 321(79.9%) of the respondents are within the 36 – 55 years age bracket which is the active working years, and the remaining 42(10.4%) of the respondents are above 55 years of age. The implication here is that majority of the respondents are within active working age. 379(94.3%) of the respondents are married while the remaining 23(5.7%) are single. This implies that majority of those who responded to our study questionnaire are married men and women. 125(31.1%) of our respondents have ND/NCE educational qualifications, 114(28.4%) of the respondents are holders of HND/BSc educational qualifications, while the remaining 163(40.5%) are holders of postgraduate qualifications. None of the respondents answered or ticked basic education status. The implication of this is that all our respondents have tertiary education qualification and thus appreciate the import of the study to give valid responses. 160(39.8%) of the respondents earn below ₦150,000 a month, 127(31.6%) of the respondents earn between ₦150,000 and ₦300,000 a month while the remaining 115(28.6%) of the respondents earn above ₦300,000 a month.

4.2 Descriptive Statistics

In this section we analyse the descriptive statistics produced in the course of the data analysis of the primary data collected in the course of our study and in the course of the data analysis. Descriptive statistics show the behaviour of data and help in choosing the inferential statistics especially where parametric statistics are involved or will be used in analysing the hypotheses. The output from the descriptive analysis of our data is shown in table 4.12.

Table 4.12: Descriptive Statistics (Summated Scale)

	CO	**CD**	**CIP**	**EU**	**CS**	**CR**
Valid	402	402	402	402	402	402
Mean	4.309	3.230	3.861	3.401	3.595	3.915
Std. Deviation	0.507	0.744	0.575	0.628	0.631	0.572
Skewness	-0.550	-0.188	-0.472	-0.608	-0.225	-0.463
Std. Error of Skewness	0.122	0.122	0.122	0.122	0.122	0.122
Kurtosis	-0.512	-0.919	0.299	-0.343	-0.202	-0.232
Std. Error of Kurtosis	0.243	0.243	0.243	0.243	0.243	0.243
Shapiro-Wilk	0.937	0.963	0.955	0.943	0.973	0.957
P-value of Shapiro-Wilk	< .001	< .001	< .001	< .001	< .001	< .001
Minimum	3.000	1.800	2.000	2.000	2.143	2.429
Maximum	5.000	4.600	5.000	4.571	4.857	4.857

Table 4.12 show the descriptive statistics for the summated scales items. Again, the mean and standard deviation show that the respondents are in agreement with the various dimensions of our research model. The skewness values are all negative for the

five constructs showing that the data are largely skewed to the left. All the kurtosis values except CIP are equally negative showing that the data are not peaked but rather flattened.

4.3 Reliability Analysis

Reliability refers to consistency in measuring instrument as well as the dada. In this section we are concerned with internal consistency reliability which were measured with the Cronbach alpha statistics. The Cronbach's Alpha coefficient has become by far the most popular measure of internal consistency. The Cronbach's Alpha coefficient generally varies from 0 to 1, whereas a generally agreed lower limit for the coefficient is 0.70 (Sarstedt & Mooi, 2019). However, in exploratory studies, a value of 0.60 is acceptable, while values of 0.80 or higher are regarded as satisfactory in the more advanced stages of research (Hair et al. 2011). A total of thirty-seven items (37) were used to measure the six constructs used in this study and these constructs items were used to further check internal consistency reliability using Cronbach alpha correlation. We ran the Cronbach analysis once with the 37 items and the result as shown above reveal a Cronbach Alpha coefficient of .941 which is well above the recommended thresholds. We also ran inter-item analysis to check whether any of the items need to be eliminated in further analysis. The lower part of the output as shown above indicated that no item has a correlation coefficient of more than .941. All the items are above .9 indicating that the items have internal consistency reliability and that all items merit further analysis. We now look at the validity analysis with Pearson correlation coefficient.

4.4 Collinearity Analysis

The last data requirement is that no or little collinearity should be present especially when regression is used in data analysis. Collinearity is a data issue that arises if two independent variables are highly correlated. The problem with having collinearity is that it tends to regard significant parameters as insignificant. Substantial collinearity can even lead to sign changes in the regression coefficients' estimates (Sarstedt & Mooi, 2019). When three or more variables are strongly related to each other, we call this multicollinearity. Fortunately, collinearity is relatively easy to detect by calculating the variance inflation factor (VIF). The VIF indicates the effect on the standard error of the regression coefficient for each independent variable. Specifically, the square root of the VIF indicates you how much larger the standard error is, compared to if that variable were uncorrelated with all other independent variables in the regression model. Generally, a VIF of 10 or above indicates that (multi) collinearity is a problem (Hair et al. 2019).

Correlation

The correlations matrix above contains information on the collinearity analysis. High correlation

Pearson's Correlations

Variable		CO	CD	CIP	EU	CS	CR
1. CO	Pearson's r	—					
	p-value	—					

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Pearson's Correlations

Variable		CO	CD	CIP	EU	CS	CR
2. CD	Pearson's r	0.392	—				
	p-value	< .001	—				
3. CIP	Pearson's r	0.486	0.660	—			
	p-value	< .001	< .001	—			
4. EU	Pearson's r	0.261	0.603	0.581	—		
	p-value	< .001	< .001	< .001	—		
5. CS	Pearson's r	0.371	0.620	0.625	0.703	—	
	p-value	< .001	< .001	< .001	< .001	—	
6. CR	Pearson's r	0.623	0.477	0.602	0.308	0.561	—
	p-value	< .001	< .001	< .001	< .001	< .001	—

Coefficients

							95% CI		Collinearity Statistics	
Model		**Unstandardized**	**Standard Error**	**Standardized**	**t**	**p**	**Lower**	**Upper**	**Tolerance**	**VIF**
H_0	(Intercept)	3.915	0.029		137.317	< .001	3.859	3.971		
H_1	(Intercept)	0.350	0.176		1.986	0.048	0.004	0.696		
	CO	0.435	0.043	0.386	10.175	< .001	0.351	0.519	0.741	1.350
	CD	0.042	0.037	0.054	1.131	0.259	-0.031	0.114	0.466	2.146
	CIP	0.289	0.049	0.291	5.878	< .001	0.192	0.386	0.435	2.300
	EU	-0.246	0.045	-0.270	-5.516	< .001	-0.333	-0.158	0.445	2.248
	CS	0.355	0.046	0.392	7.701	< .001	0.264	0.446	0.411	2.431

between a DV and an IV is acceptable and proper but high correlation between two IVs is an indication of collinearity, which is bad in the analysis. IVs with correlation of .7 indicates collinearity while IVs below are acceptable. Except for CD and CIP that has correlation of .660, other IVs have correlations well below the threshold hence collinearity is not a serious issue in our data. We further tested collinearity with the VIF and Tolerance as shown in the lower part of the analysis and the values are within acceptable threshold which is a further indication that collinearity is not a serious problem is our study. We now proceed to mediation analysis and hypotheses testing/validation.

4.5 Mediation Analysis and Hypotheses Testing

Mediation models are popular because of the capability of estimating direct and indirect effects in a model simultaneously. Indirect or mediated effects are comprised of two (or more) one-headed arrows aiming in the same direction wherein one arrow is pointed toward the mediator and the other arrow is stemming from the mediator (Pituch & Stevens, 2016). Our study has four IVs, one mediating variable and one DV. These lead us in the study to have four direct and four indirect hypotheses tested with the aid of JASP 0.13.0.0 software. We first look at the summary statistics, in this case the coefficient of determination, R-Squared. The R-Squared at customer satisfaction (CS) is 0.589 which

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means that 58.9 per cent of the variation in CR are accounted for by the four IVs. The R-Squared at customer retention is 0.578 which means that 58.9 percent of the variations in the customer retention are accounted for by the combined effect effects of the four IVs and the mediator variable. The other outputs, both the direct, indirect effects are shown below.

Mediation Analysis
Parameter estimates

R-Squared

	R^2
CR	0.578
CS	0.589

Direct effects

							95% Confidence Interval	
			Estimate	Std. Error	z-value	p	Lower	Upper
CO	→	CR	0.435	0.042	10.251	< .001	0.352	0.518
CD	→	CR	0.042	0.036	1.139	0.255	-0.030	0.113
CIP	→	CR	0.289	0.049	5.923	< .001	0.193	0.385
EU	→	CR	-0.246	0.044	-5.557	< .001	-0.332	-0.159

Note. Delta method standard errors, normal theory confidence intervals, ML estimator.

Indirect effects

									95% Confidence Interval	
					Estimate	Std. Error	z-value	p	Lower	Upper
CO	→	CS	→	CR	0.037	0.017	2.187	0.029	0.004	0.071
CD	→	CS	→	CR	0.054	0.015	3.472	< .001	0.023	0.084
CIP	→	CS	→	CR	0.078	0.021	3.719	< .001	0.037	0.120
EU	→	CS	→	CR	0.163	0.026	6.305	< .001	0.112	0.213

Note. Delta method standard errors, normal theory confidence intervals, ML estimator.

Total effects

							95% Confidence Interval	
			Estimate	Std. Error	z-value	p	Lower	Upper
CO	→	CR	0.472	0.045	10.445	< .001	0.384	0.561
CD	→	CR	0.095	0.038	2.483	0.013	0.020	0.171
CIP	→	CR	0.367	0.051	7.175	< .001	0.267	0.468
EU	→	CR	-0.083	0.042	-1.985	0.047	-0.165	-0.001

Note. Delta method standard errors, normal theory confidence intervals, ML estimator.

4.5.1 Hypotheses Validation

We used the tables: direct and indirect effects to validate the hypotheses. The part CO→CR

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coefficient/estimate (β = 0.435, z-value = 10.251, p = < 0.001), the 95 per cent confidence interval (0.352, 0.518) straddle/has no zero in-between hence alternative hypothesis one (H_1a) is accepted and validated. Thus, we conclude that there is a statistically significant positive relationship between customer orientation and customer retention in broadcast industry. The part CO→CS→CR coefficient/estimate (β = 0.037, z-value = 2.187, p = 0.029), the 95 per cent confidence interval (0.004, 0.071) straddle/has no zero in-between hence indirect alternative hypothesis one (H_1b) is accepted and validated. Thus, we conclude that customer satisfaction would mediate the relationship between customer orientation and customer retention in broadcast industry.

The part CD→CR coefficient/estimate (β = 0.042, z-value = 1.139, p = 0.255), the 95 per cent confidence interval (-0.030; 0.113) straddle a zero in-between hence direct alternate hypothesis two (H_2a) is rejected while the null is accepted. Thus, we conclude that there is no statistically significant positive relationship between customer data and customer retention in broadcast industry.

The part CD→CS→CR coefficient/estimate (β = 0.054, z-value = 3.472, p = <0.000), the 95 per cent confidence interval (0.023; 0.084) straddle/has no zero in-between hence indirect alternative hypothesis two (H_2b) is accepted and validated. Thus, we conclude that customer satisfaction mediated the relationship between customer data and customer retention in broadcast industry. The part CIP→CR coefficient/estimate (β = 0.289, z-value = 5.923, p = <0.001), the 95 per cent confidence interval (0.193; 0.385) straddle a zero in-between hence direct alternate hypothesis three (H_3a) is rejected while the null is accepted. Thus, we conclude that there is a statistically significant positive relationship between customer information processing and customer retention in broadcast industry. The part CIP→CS→CR coefficient/estimate (β = 0.078, z-value = 3.719, p = <0.000), the 95 per cent confidence interval (0.037; 0.120) straddle/has no zero in-between hence indirect alternative hypothesis three (H_3b) is accepted and validated. Thus, we conclude that customer satisfaction mediated the relationship between customer information processing and customer retention in broadcast industry.

The part EU→CR coefficient/estimate (β = 0.435, z-value = 5.557, p = <0.001), the 95 per cent confidence interval (0.159; 0.332) straddle a zero in-between hence direct alternate hypothesis four (H_4a) is accepted and validated. Thus, we conclude that there is a statistically significant positive relationship between ease of use of website and customer retention in broadcast industry.

The part EU→CS→CR coefficient/estimate (β = 0.163, z-value = 6.305, p = <0.000), the 95 per cent confidence interval (0.112; 0.213) straddle/has no zero in-between hence indirect alternative hypothesis four (H_4b) is accepted and validated. Thus, we conclude that customer satisfaction mediated the relationship between ease of use of organisation website and customer retention in broadcast industry.

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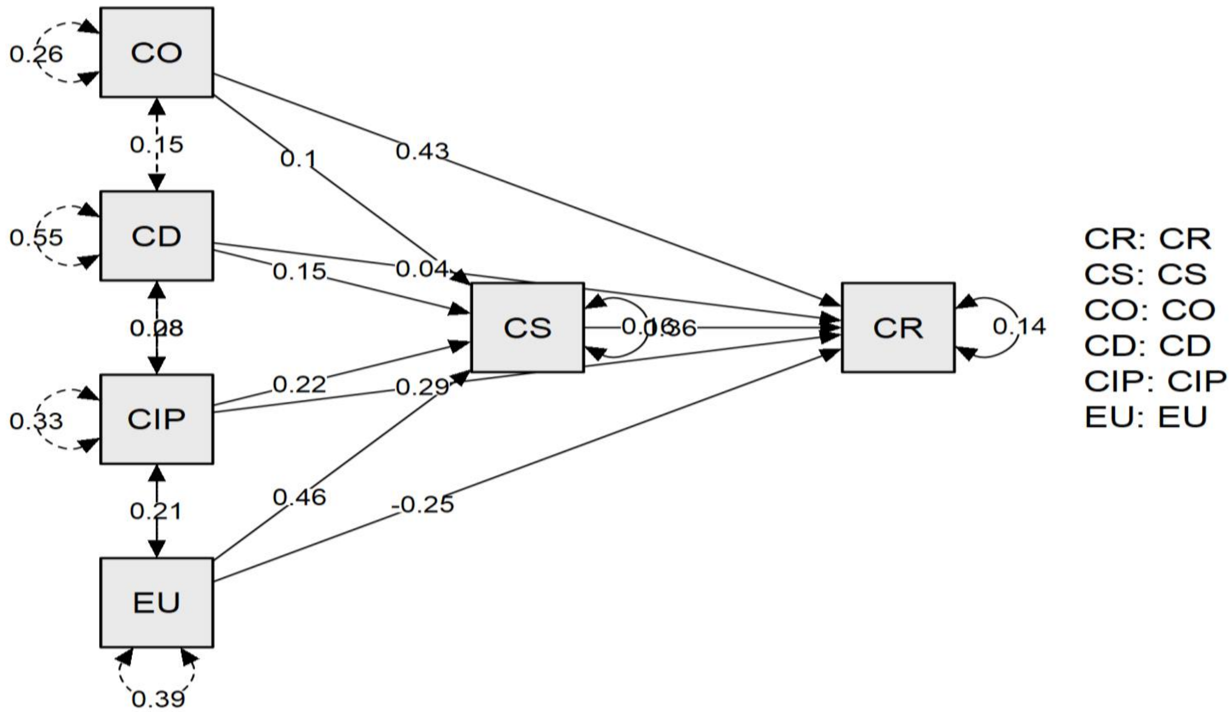

Figure 2: The mediation path plot

The path plot and diagram are shown on figure 2 which shows the coefficients, the direct and the indirect effects that result from the analysis.

4.6 Discussion of Findings

This study was concerned with customer relationship management (CRM) and customer retention in the Nigeria broadcast industry: the mediating influence of customer satisfaction. the study was based on four IVs of customer orientation, customer data, customer information processing, and ease of use of organisation website. The DV is customer retention while customer satisfaction is the mediating variable. The mediation analysis was done with the aid of JASP version 1.13.0.0 software. This study found that there is a statistically significant positive relationship between customer orientation and customer retention in broadcast industry. This result is in line with Cai (2009) who saw CRM as the set of activities, behaviours and beliefs that place high priority on customers' interests and continuously create superior customer value. The client-oriented companies have an emphasis and more attention to personal workers' initiatives, which generate unique values for customers. Those companies recognized the importance of client data handling activities and practices, which used to attain higher CRM performance. This is particularly important in a service industry like tourism where most of the offerings are

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intangible hence our research try to establish the effect of variable on tourists' loyalty. Sound and very strong customer orientation is very vital for any organization success as loyal customers will always serve as vital assets through their word of mouth (WoM) campaigns. We also found that customer satisfaction mediated the relationship between customer orientation and customer retention in broadcast industry (Rafiki, 2019).

Our study found that there is no statistically significant positive relationship between customer data and customer retention in broadcast industry. However, we equally found that that customer satisfaction mediated the relationship between customer data and customer retention in broadcast industry. The no significant relationship between customer data and customer retention could be explained by the near collinearity, as shown in the correlation matrix above, between customer data and customer information processing. This implies that while there is no direct effect between customer data, there is a statistically significant indirect effect between customer data and customer retention. This is in line with Pearce (2021) a key output is a map of the IT network for currently managing customer data, which also details any external suppliers and contracts involved in the support and maintenance of any component part of the network. However, the first part of the finding, that is, the direct effect finding contradicts Adebanjo (2003) that requires new business process to refine customer-facing practices to increase loyalty and profitability.

We equally found that there is a statistically significant positive relationship between customer information processing and customer retention in broadcast industry. Our study equally established that customer satisfaction mediated the relationship between customer information processing and customer retention in broadcast industry. This finding agrees with Roh et a. (2005) that customer information processing measures makes a clear picture of customer and market behaviours, which leads to suitable business actions required in the constantly unstable market environments. The finding also agrees with Kim (2008) who stated that the effective CIP has become an emerging challenge for the firms due to the internet and database technology's potential to assist the collection of comprehensive information on customers' needs, preferences, and behaviours; adding that the construct of CIP that consists of one activity after another such as acquisition/generation, analysis, interpretation, and storage of customer information.

Ease of use of tourism organisation website is considered as an important aspect of a satisfying online experience, as a smooth website leads to satisfaction and loyalty to the organization (Cai & Xu, 2006). Our study established that there is a statistically significant positive relationship between ease of use of website and customer retention in broadcast industry. We equally established that customer satisfaction mediated the relationship between ease of use of organisation website and customer retention in broadcast industry. Ease of use and navigation in tourism firms' website will leads to customer loyalty. In a study on The Use of CRM Features through Hotel' website to enhance customer loyalty and brand image, Ibrahim et al. (2021) found a strong positive relationship between ease of use and customer loyalty. Information quality on the tourism organisation has been mentioned in many research studies. Choi, et al., (2013)

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emphasise that if the operator of a website provides valuable information to customers, then customers will begin to trust the information they receive from the website. A site that offers expired and not accurate information may be viewed as inefficient (Gorla, et al., 2010). Hence, proper information quality on tourism firms' websites results in customer loyalty. Ibrahim et al. (2021) found a strong positive relationship between information quality and customer loyalty.

The findings from this study further show that the mediation analysis produced four statistically significant indirect effects. This implies that customer satisfaction significantly and positively mediated the relationships between customer orientation, customer data, customer information processing measures and ease of use of organisation websites; and customer retention in the Nigeria broadcast industry. This result brings to the forefront the central position of customer satisfaction in customer retention in the services industry especially the broadcast industry. CRM implementation has both tangible and intangible benefits that includes increased customer satisfaction, positive word-of-mouth and improved customer service (Chen & Chen, 2004).

5. 1 Conclusion

Based on the data collected and the study conclude that there is a statistically significant positive relationship between customer orientation and customer retention in broadcast industry. Based on mediation analysis, we conclude that customer satisfaction mediated the relationship between customer orientation and customer retention in broadcast industry. The study concluded that there is no statistically significant positive relationship between customer data and customer retention in broadcast industry. However, the mediation analysis we conclude that customer satisfaction mediated the relationship between customer data and customer retention in broadcast industry.

We conclude that there is a statistically significant positive relationship between customer information processing and customer retention in broadcast industry. Based on the mediation analysis, we also conclude that customer satisfaction mediated the relationship between customer information processing and customer retention in broadcast industry. Based on our analysis, we equally conclude that there is a statistically significant positive relationship between ease of use of website and customer retention in broadcast industry. From the mediation analysis and the results of the indirect effects, we equally conclude that customer satisfaction mediated the relationship between ease of use of organisation website and customer retention in broadcast industry.

5.2 Recommendations

The study established that customer orientation has a statistically significant effect with customer retention and that customer satisfaction mediated the relationship between customer orientation and customer retention. Based on the finding, we recommend that broadcast organisation enhance their customer orientation practices. Customer orientation exists among others through the existence of social media and other ICT media and platforms that are used to build sustainable relationships. Customer-oriented organisations have an emphasis and more attention to personal workers' initiatives, which generate unique values for customers. Those organisations should recognise the importance of client data handling activities and practices that contribute to attain higher CRM performance.

Our study found out that customer data has no statistically significant influence on customer retention in the broadcast industry. The mediation show that customer satisfaction significantly mediated the influence of customer data and customer retention. Based on this it is recommended that broadcast organisations deploy the requisite technologies to compile and process the customer data in order to facilitate analysis. Mining of customer data allows the firm to target its market. A good CRM system enables firms to achieve one-to-one marketing and cost savings, often in the context of loyalty and retention programmes.

The present study found out that customer information processing measures has significant and positive relationship with customer retention in the broadcast industry. it also established that customer satisfaction mediated the relationship between customer information processing and the customer retention. We therefore recommend that organisations should deploy adequate mechanisms to process customer information for enhanced CRM practices. Customer information processing is a component that makes a clear picture of customer and market behaviours that leads to suitable business actions required in the dynamic and unstable market environments. Effective and efficient customer information processing remain an emerging challenge for the firms due to the internet and database technology's potential to assist the collection of comprehensive information on customers' needs, preferences, and behaviours. Customer information processing consists of one activity after another such as acquisition/generation, analysis, interpretation, and storage of customer information and broadcast and similar organisations must explore this activity very effectively to remain in business.

Finally, our study showed that there is a statistically significant and positive relationship between ease of use of website and customer retention in broadcast industry. The mediation analysis showed that customer satisfaction mediated the relationship between ease of use of organisation website and customer retention. Ease of use and navigation in firms' website leads to customer loyalty and retention. Use of CRM Features through organisations websites and this enhances customer retention as well as brand image. Information quality on the organisation are very import hence if the operator of a website provides valuable information to customers, then customers will begin to trust the information they receive from the website and will remain loyal and retained customers.

5.3 Limitations of the Study and Recommendations for Further Research

The research embodied in this dissertation has some limitations. First was that data for the study were collected on cross-sectional basis. Further studies could explore the option of longitudinal studies to ascertain whether there will be change in the process more especially as customer retention is a process. Demographic studies used in the study related to a particular but socio-demographics are dynamic hence requires regular updated researches. The study was limited to four IVs, one DV and one mediating variable. Many other variables/constructs like personalisation are components of CRM hence should be incorporated in further researches. The study was quantitative in nature as the sample was statistically determined, and the analysis was also statistically done as we employed the regression mediation analysis. Further studies could employ qualitative or mixed methodology in exploring the influence of CRM on customer satisfaction and retention. Interview method could as well be used in further research as against the questionnaire used in the present one. The study was based on the broadcast industry in Nigeria. Further studies will be necessary in the other services and tangible goods industries. CRM is a management strategy for involving customers and this study was based on management approach to CRM. Further studies could explore the CRM from customer experience and experience management. In spite of the limitations, the study is a significant contribution to knowledge in this emergent phenomenon of CRM.

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