T.C.
ISTANBUL AYDIN UNIVERSITY
INSTITUTE OF GRADUATE STUDIES

RELATIONSHIP MARKETING, COMPANY PERFORMANCE AND CONSUMER RETENTION: EVIDENCE FROM TURKISH HOSPITALITY SECTOR

MASTER'S THESIS

MOHAMMAD ADNAN ABU RUMMAN

Department of Business

Business Administration Program

January, 2023

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APPROVAL PAGE

DECLARATION

I hereby declare with respect that the study "Relationship Marketing, Company Performance And Consumer Retention: Evidence From Turkish Hospitality Sector ", which I submitted as a Master thesis, is written without any assistance in violation of scientific ethics and traditions in all the processes from the Project phase to the conclusion of the thesis and that the works I have benefited are from those shown in the Bibliography. (.../.../20...)

MOHAMMAD ADNAN ABU RUMMAN

FOREWORD

First of all, my appreciation and thanks go to my dear thesis supervisor **Asst. Prof. Dr. Tarana Azimova** for giving me the strength and patience to be who I am today.

I want to thank my parents for their support through this period to finish my master's degree, and I thank them for their support and encouragement through this period. I thank all my friends who helped and supported me.

I would like to take the opportunity to thank all the professors of the Department of Business at Istanbul Aydın University, and the opportunities awarded.

January 2023   MOHAMMAD ADNAN ABU RUMMAN

RELATIONSHIP MARKETING, COMPANY PERFORMANCE AND CONSUMER RETENTION: EVIDENCE FROM TURKISH HOSPITALITY SECTOR

ABSTRACT

The research set out to answer the question, "How does relationship marketing affect firm performance in the hospitality industry in Turkey?" by focusing on the mediating impact of customer retention. This motivated us to investigate three related questions: I how relationship marketing affects business performance; (ii) how relationship marketing influences customer retention; and (iii) how customer retention influences the link between marketing relationship and company performance. Quantitative research was used to collect data from customers of hotels in Turkey. Total sample size was 230 and SPSS was used for descriptive analysis while PLS-SEM was used to test the hypothesis.

The findings of this study shows that relationship marketing has a substantial and significant impact on both the performance of companies and the retention of customers in the hotel sector of Turkey. The research indicates that hospitality businesses should prioritise relationship marketing and client retention strategies. Therefore, the hotel industry has to create integrated strategies for building consumer relationships and retaining their patronage. The majority of respondents in the study said they do not plan to stay a client of the Turkish hotel business for the foreseeable future, suggesting a potential issue with customer defection.

Keywords: Relationship marketing, trust, communication, saftisfaction, company performance, customer retention

ŞİRKET PERFORMANSI VE İLİŞKİ PAZARLAMASI, TÜKETİCİYİ ELDE TUTMA: TÜRK KONAKLAMA SEKTÖRÜNDEN ÖRNEKLER

ÖZET

Araştırma, "Türkiye'de konaklama sektöründe ilişkisel pazarlama firma performansını nasıl etkiler?" sorusuna yanıt bulmak için yola çıktı. müşteriyi elde tutmanın aracı etkisine odaklanarak. Bu, bizi birbiriyle ilişkili üç soruyu araştırmaya motive etti: İlişkisel pazarlamanın iş performansını nasıl etkilediği; (ii) ilişkisel pazarlamanın müşteriyi elde tutmayı nasıl etkilediği; ve (iii) müşteriyi elde tutmanın pazarlama ilişkisi ile şirket performansı arasındaki bağlantıyı nasıl etkilediği. Türkiye'deki otellerin müşterilerinden veri toplamak için nicel araştırma kullanılmıştır. Toplam örneklem büyüklüğü 230 olup betimsel analiz için SPSS, hipotezi test etmek için PLS-SEM kullanılmıştır.

Bu çalışmanın bulguları, ilişkisel pazarlamanın Türkiye otel sektöründe hem şirketlerin performansı hem de müşterilerin elde tutulması üzerinde önemli ve önemli bir etkiye sahip olduğunu göstermektedir. Araştırma, konaklama işletmelerinin ilişki pazarlamasına ve müşteriyi elde tutma stratejilerine öncelik vermesi gerektiğini gösteriyor. Bu nedenle, otel endüstrisi, tüketici ilişkileri kurmak ve müşterilerini korumak için entegre stratejiler oluşturmak zorundadır. Araştırmaya katılanların çoğunluğu, öngörülebilir bir gelecekte Türk otel işletmesinin müşterisi olarak kalmayı planlamadıklarını söyleyerek müşteriden ayrılmayla ilgili potansiyel bir sorun olduğunu öne sürüyor.

Anahtar Kelimeler: İlişki pazarlaması, güven, iletişim, memnuniyet, şirket performansı, müşteriyi elde tutma

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A. Background of the study

Customers are the lifeblood of service businesses, and they need to be nurtured in order to thrive. Marketing in service companies can have a huge impact on how well the company performs as well as how happy consumers are with their experiences with the services they receive (Kotler, & Keller, 2006).

To guarantee the complexity of client expectations after usage and marketing, it is a service management strategy, not a service itself (Gummerus et al., 2017). According to Lovelock and Patterson (2015), relationship marketing has proven effective in building lasting connections with consumers and earning their trust, which in turn encourages them to keep using the company and its products. A marketing approach that employs the most effective means to attract and keep the most valuable clients. Thus, the massive expansion of the services sector suggests the significance of marketing in terms of its various implications and opportunities, such as those afforded by the advent of cutting-edge technologies, the flexibility of franchising to capitalise on a less stringent regulatory environment for professionals, the servicing of tangible products, and the development of international markets (Alon et al., 2020). Because of the rapid rise of the service industry, the business climate has altered. Some believe that client retention is an easy and reliable way to boost productivity (Budianto, 2019). For most firms, the 80/20 rule states that 20% of customers account for more than 80% of revenue. However, a smaller percentage of clients can earn as much as 80% to 90% of a company's revenue. This is not uncommon. If a company gives each customer the same amount of resources, this is not a good idea.

There has been a lot of discussion about relationship marketing, in both marketing theory and practise. As an alternative to concentrating simply on one-time sales transactions, a substantial amount of research has been conducted on the dynamics of long-term relationship exchanges between buyers and sellers (Hunt &

Morgan, 1994; Yau, et al., 2000). It has been hypothesised that if a company prioritises customer relationships in its marketing strategies, they would have more success (RMO). The study into RMO's understanding has just recently started, following in the footsteps of the groundbreaking studies of the RMO researchers who came before them (Morgan and Hunt, 1994; and Sin et al., 2006).

In order to maintain long-term competitive advantage, commercial organisations are increasingly turning to relationship marketing, which emphasises the importance of consistently providing customers with the best value (Yulisetiarini, & Susanto, 2018). Customers' affection and, ultimately, loyalty can be gained through the use of relationship marketing. Customer service and high quality are the foundations of relationship marketing, which is rising in popularity. Traditional transactional marketing emphasises volume and short-term transactions, while relationship marketing focuses on building long-term ties with customers.

B. The Concept of Marketing

According to Achrol, Kotler, and colleagues' 1999 book on relationship marketing, the practise of developing long-lasting satisfying connections with important stakeholders, such as consumers, suppliers, and distributors, is known as "relationship marketing. Relationship marketing was first characterised as a branch of advertising that originated from direct response campaigns and put a large emphasis on customer delight and retention rather than a predominant focus on sales transactions. Relationship marketing, according to Gordon (1999), is a blend of marketing, sales, customer service, and communication. These methods not only strengthen the relationship, but they also significantly extend its life. Customers are more open to marketing when they realise the importance of connections. The aforementioned marketing approach ensures that customers remain and make repeat purchases in addition to concentrating on relationship building and enticing them to the offered products and services (Kottler, 2009).

It's particularly beneficial in instances when customers have a broad variety of alternatives for the same product or service and are so free to make a choice (Kottler, 2009). Neither you nor your customers are bound to buy from each other, and there is no loyalty. The best way for businesses to maintain their customers is to provide better products and exceptional service, which will lead to repeat business

and good assessments. They will be able to keep up with the competition and keep their consumers. As a result of providing consumers with information tailored to their unique requirements and interests, relationship marketing strives to build long-lasting relationships with its customers. Relationship marketing often leads to greater word-of-mouth activity, repeat business, and the willingness of a client to share information with the firm (Doyle and Stern 2006). For the first time in direct mail, relationship marketing has returned, allowing marketers to create one-of-a-kind items for each recipient based on the capabilities of digital, toner-based printing machines.

Benefits of Relationship Marketing O'Connor et al. (2005) found that organisations that excel in keeping and attracting customers also tend to have lower marketing expenses, a larger customer base, less price-sensitive customers, a lower customer churn rate, and a higher rate of repeat business.

C. Concept of Relationship Marketing

According to Achrol, Kotler, and colleagues' 1999 book on relationship marketing, the practise of developing long-term satisfying connections with key stakeholders, such as customers, suppliers, and distributors, is known as "relationship marketing. As a result of direct response campaigns, the term "relationship marketing" was coined to characterise an advertising strategy that prioritised customer satisfaction and retention over transactional goals.1 Relationship marketing, according to Gordon (1999), is a blend of marketing, sales, customer service, and communication tactics. These methods not only improve the connection, but they also significantly extend its life span. The more customers realise the importance of building relationships with others, the more open they are to the marketing efforts of companies. Client retention and repeat purchases are guaranteed through the use of the above marketing approach that focuses on customer relationship building as well as product and service promotion (Kottler, 2009).

Using relationship marketing when customers have a wide range of options for the same product or service in the market can be quite beneficial (Kottler, 2009). Customers are not required to buy from you, and there is no loyalty to your brand. Customer loyalty, which includes repeat business and positive assessments, can only be gained by providing exceptional products and outstanding service to existing customers. They will be able to keep up with the competition and retain clients as a

result of this strategy. As a result of providing customers with information tailored to their unique requirements and interests, relationship marketing strives to build long-term relationships with its customers. Customer referrals, recurring business, and the willingness of customers to share information with a company are all common outcomes of relationship marketing (Doyle and Stern 2006). For the first time in direct mail, relationship marketing has returned, allowing advertisers to craft one-of-a-kind items for each recipient based on the technology capabilities of digital, toner-based printing machines.

As a competitive business, you can reap the benefits of relationship marketing, such as keeping customers happy and attracting new ones, as well as keeping customers loyal and meeting their expectations. You can also save money by reducing customer price sensitivity and increasing customer identification with your business (Doyle and Stern, 2006).

D. Concept of Company Performance

Relationship marketing is critical to the long-term performance and viability of service companies. The success of relationship marketing in service firms has a substantial impact on both corporate performance and customer satisfaction with the services supplied (Kotler, & Keller, 2006).

When it comes to managing consumer expectations after the fact, relationship marketing is more of a service management approach than a service in and of itself (Gummerus et al., 2017). According to Lovelock and Patterson (2015), relationship marketing has proven effective in building trusting connections with consumers and keeping them as loyal patrons of a business's products and services as a result. A marketing approach that employs the most effective methods to guarantee the acquisition and retention of the most valuable clients. Thus, the massive expansion of the services sector suggests the significance of marketing in terms of its varied implications and opportunities, such as those afforded by advances in technology, the flexibility afforded to franchises by fewer regulations and restrictions placed on professionals, the necessity of servicing both tangible products and international markets (Alon et al., 2020). The services sector's rapid rise has had a profound effect on the corporate climate. Some believe that client retention is an easy and dependable way to boost performance. (Budianto, 2019). For most firms, the 80/20

rule states that 20% of customers account for more than 80% of revenue. However, a smaller percentage of clients may earn as much as 80% to 90% of sales. To pay each customer the same amount of money is not a good idea in these types of scenarios.

Relationship marketing has gotten a lot of attention in marketing circles, both theoretical and practical. Long-term relationship exchanges between buyers and sellers have been widely studied in literature rather than focusing just on one-time transactions (Berry et al., 2002; Blattberg & Deighton, 1991; Gummesson, 1994; Hunt & Morgan, 1994; Yau, et al., 2000). Having a relationship marketing strategy in place may help a company perform better, according to some (RMO). In spite of RMO's critical role in economic performance, systematic study into its understanding has only begun after the pioneering studies of the pioneering RMO researchers (Morgan and Hunt, 1994; and Sin et al., 2006).

In order to maintain long-term competitive advantage, commercial organisations are increasingly turning to relationship marketing, which emphasises the need of consistently providing consumers with the best possible value (Yulisetiarini, & Susanto, 2018). Customers' love and, ideally, loyalty may be gained via the use of relational marketing. Marketing connections is becoming more popular as a consequence of relationship marketing's focus on excellent customer service and a high level of product quality. Traditional transactional marketing emphasises volume and short-term transactions, whereas relationship marketing focuses on the long-term connection.

E. Concept of Consumer Retention

Retaining customers is a set of operations designed to improve the transaction experience and increase the likelihood of repeat purchases. Because simply a little 5% improvement in retention may enhance firm profitability by more than 86%, retention methods are most effective when the company retention level is already high. Additionally, long-term client retention techniques are cost-effective since they boost income and minimise expenses. When it comes to customer happiness, loyalty, and restraint, customers may distinguish between the two options (Katende, 2018). A client's declared intention to continue doing business with the company is referred to as "customer retention" (Climis, 2016).

Retaining customers is the selling organization's strategy for preventing customers from leaving. Keeping customers as clients for the long haul starts with the first contact and continues through all following phases. For most companies, the cost of acquiring a new customer far outweighs the cost of maintaining a relationship with an existing one (Magasi, 2015). According to a number of studies, client retention is an important factor in the banking business (Filip, & Voinea, 2012). Arguments in favour of consumer loyalty are not difficult to formulate. Maintaining current consumers is more cost-effective in the long run than acquiring new ones. Getting new consumers to "replace" the ones you've lost is an expensive proposition. Because client acquisition costs are only spent at the beginning of a business relationship, this is the case (Sharmeela-Banu et al., 2012).

As an added bonus, contented repeat customers are more inclined to buy more and advocate for the company. Customer retention, as defined by Ramakrishnan et al. (2016), is the process of preventing existing customers from defecting to rival businesses. In order to keep their present clientele, businesses often use retention strategies (Tauni, Khan, Durrani, & Aslam, 2014). Customer retention, on the other hand, might refer to the number of consumers that stick with a supplier for a certain amount of time, such a year (Musa, & Nasiru, 2021). A company's long-term customer lifetime value (LCV) is directly affected by how well it retains customers, making it a more lucrative strategy for companies looking to expand and endure in a shrinking market (Simanjuntak, Putri, Yuliati, & Sabri, 2020).

According to Thomas (2013), customer retention occurs when a customer repeatedly buys a company's product or service over time. According to Jeffs & Huit (2015), the process through which customers understand pricing and attach value to a product or service is known as "customer retention." Customer retention has emerged as a key tactic for businesses in today's cutthroat marketplace. It's crucial to have an awareness of the factors that affect customer retention and how they play a part in determining desired outcomes.

F. The Research Problem

It is commonly accepted that client relationship management is best handled via relationship marketing (Morgan & Hunt, 1994). Although a number of studies have shown that relationship marketing helps increase customer retention (Alrubaiee

& Al-Nazer, 2010), there are many who contend that it is not sufficient on its own. Relationship marketing has been criticised by (Zineldin, 2000). Relationship marketing and customer retention may not be connected in other situations, researchers are investigating (Ranaweera & Prabhu, 2003). Social performance management, for example, may have a significant impact on corporate performance metrics like client retention (Dahlsrud, 2008).

There was a gap in the existing marketing literature about the role of indirect variables in influencing the initial relationship, which has now been filled. For this reason, a conceptual model was developed that postulated the importance of social performance management and firm-IT characteristics in mediating the relationship between relationship marketing and customer retention, with the expectation that the sum of these influences would be greater than the effect of relationship marketing alone.

With the help of a developing nation and the hotel industry, this study was able to overcome this problem. What impact does customer retention have as a mediating effect on the success of a firm as a whole as a result of relationship marketing? To answer this issue, we looked at the links both direct and indirect between the different variables.

G. Research Objectives

The purpose of this research was to investigate the extent to which relationship marketing has an impact on business performance in Turkey's hotel industry, with a particular focus on the role that customer retention plays as a moderating factor. As a consequence of this, the following were some of the particular aims of the study:

- Establish the influence of relationship marketing on company performance

- Examine the effect of relationship marketing on customer retention

- Examine the mediating effect of customer retention between the relationship of marketing relationship and company performance

II. LITERATURE REVIEW

A. Theoretical Framework

Several hypotheses were discussed in this part in order to enhance the research. In-depth studies have been conducted to determine why clients choose a certain financial institution over others, and how that choice impacts the organization overall performance. Many hypotheses have been proposed, despite the lack of a single, broadly accepted model for customer retention It will help managers have a better understanding of client behaviour if they are familiar with these notions. Product life cycle theory, customer satisfaction theory, social exchange and theory of product differentiation were some of the ideas that were examined.

1. Customer Satisfaction Theory

Even though customers rate a firm highly on their level of happiness, this does not imply that they are loyal to that organisation. Customers' behaviour shows whether or not they are loyal; even if they are completely happy, they may not remain so. According to Peter (2013), when a new entry enters the market and the novelty wears off, clients start looking elsewhere, which means loyalty is not a product of monopoly. It's also not the result of a price reduction. The brand is an essential tool for establishing and controlling the connection between relationship marekting, which is where true loyalty originates. The expectation disconfirmation model is the most widely accepted explanation of consumer satisfaction. Perceived performance and perceived disconfirmation both have a role in how satisfied people are with their lives, according to this idea. Perceived disconfirmation is influenced by the perceived performance and the standard of comparison used to evaluate it. Expectations, ideals, rivals, other service categories, marketing claims, and industry standards may all be used as benchmarks for comparison. Negative disconfirmation occurs when a customer's perception of performance is much lower than the comparison standard. No matter how the service provider sees the task completed, it is not relevant. Company service managers must be alert for negative

disconfirmation since it is the single biggest threat to customer loyalty, recommendations, repeat purchases, and other positive customer behaviours and relationship marekting.

2. Product Life Cycle Theory

Product Customer retention in the business is heavily influenced by the life cycle of a product. As opposed to factor proportions, Vernon's (2013) research focused on product (rather than nation or technology). Product life cycles must be understood in order to build a product and launch it into the relationship marekting.

Introduction: This is a great opportunity to make a big investment and show your customers that you care.

Growth: As a consequence of increased demand, costs will fall, which will in turn lead to even greater growth. During this time, the sales curve begins to flatten and income is mostly produced by sales to current customers, rather than new customers, rather than new customers.

Maturity: Crowding occurs when there are too many players.

Falling out of favor with suppliers is a sure sign that the product is on its way to extinction. The understanding of the aforementioned cycle enables commercial banks to utilize it for comparative, advising, and dynamic purposes. Therefore, it is important to know the product's primary phases in order to establish where it is at this point in time (Kinnear, 2015).

It's thus important to identify and target the appropriate consumers with the proper value offer in order to establish a good connection, implement customer advocacy into day-to-day service and build relationships in order to boost stickiness throughout the customer experience life cycle. Analysis of how new product innovation contributes to corporate success will be facilitated by the study's theoretical framework.

B. Relationship marketing

Keeping existing customers happy and building a long-term connection with them is just as important as attracting new ones and closing sales with them. Furthermore, they have come to realise the importance of keeping customers, and

that losing one client may cost them thousands of dollars over the course of their lifetimes, or even just a few months. In other words, businesses want to maximise the value of each client for as long as possible. The term "relationship marketing" encompasses all of a company's efforts aimed at better recognising and serving its most important clients. Identifying and creating new values for consumers is a constant process in relationship marketing where mutual interests are central and this interest is shared with the client over his or her whole life. Relationship marketing relies heavily on the notion of exchanging value. A major part of marketing is the exchange of values that takes place across many forms of communication, according to Steinhoff, Arli, Weaven, and Kozlenkova (2019). When it comes to a business transaction, parties' power of trade is not equal. In order to start a relationship, there are two prerequisites: first, both parties must hope to benefit from it. It's also important to note that the partnership is a long-term one. Vendors may wish to build a stronger connection with customers via relationship marketing, while buyers may desire to build a network of reliable suppliers (Lo, & Campos, 2018). Relationship marketing requires the following to maintain a long-term relationship:

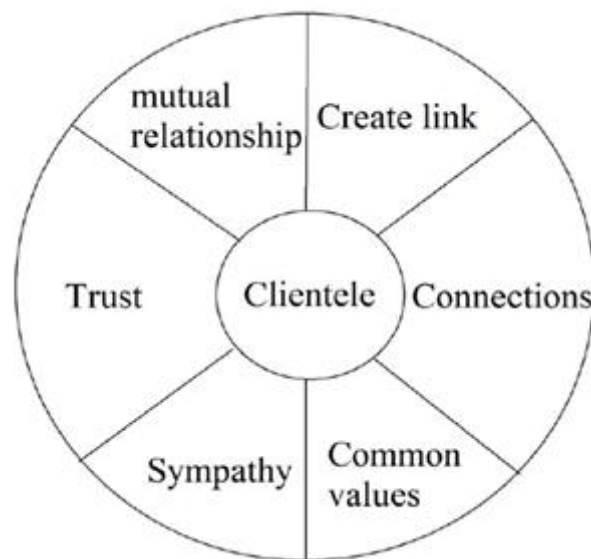Figure 1: Relationship marketing components

Source: Isimoya, & Olaniyan, (2020)

Commercial relationships are built on trust, which specifies the degree to which one party may depend on the promise of the other. In long-term relationships, trust is a key factor. As part of the relationship marketing approach, Morgan and Hunt (1994) examined trust as a foundational component. Increased efficiency and

more long-term partnerships are created when the buyer and seller have more confidence in one another (Chiu, Chih, Ortiz, & Wang, 2018).

In order to reach a common objective, two parties (the buyer and the seller) form a bond as part of their business relationship. This bonding contact is essential to the transaction's success. In the context of relationship marketing, the presence of this element contributes to increased customer loyalty and growth as well as a sense of belonging to the relationship as a whole. It has been shown by Gashti (2017) that a more solid connection between buyers and sellers increases the likelihood of both parties committing to the relationship in the long term (Chen, & Myagmarsuren, 2011). Information exchange occurs as a result of the buyer and seller exchanging relevant and important information, both formally and informally. Anderson and Nurse (1990) believe that trust is built via effective communication. A study conducted by Morgan and Hunt (1994) found that a pleasant and casual connection between the major seller and the retailer in the automobile business resulted in a strong commitment (Bahare, 2010). In marketing interactions, it's easy to forget the importance of communication. This is a pity, since all of the other aspects of the experience may be enjoyed via conversation. By resolving problems and meeting expectations, timely communication strengthens confidence (Hoffmann, & Birnbrich, 2012).

Sharing values: Sharing values is the shared views of the persons involved in the connection, regardless of their relevance, inappropriateness, or correctness. There is a greater level of commitment when there are shared values and objectives in place.

Empathy: When it comes to relationship marketing, this component helps both sides to see things from the other person's point of view. A knowledge of another person's needs and goals is what empathy is all about. Empathy is a precondition for a transaction's participants to improve their relationship (Bowen & Chen, 2007).

When two parties have a reciprocal relationship, each party gets particular attention or facilities from the other, and each party reciprocates by providing special amenities for the other at a later date. Relationship marketing, according to Elise and Jones (1993): "It is characterized by mutual influences and long-term commitments" (Liu, Guo, & Lee, 2011). According to the Chinese, consumers' personal information

may be used to influence interactions so that the service provider (supplier) can provide advantages for customers to compete with other market sectors via specific services (competitors) (Khan, 2012).

1. Relationship Stages

According to the concept, once a corporation starts to think about individual customers, it must acknowledge that various consumers are at varying phases of relationship growth. Moreover, it recommends that each client category (e.g., prospect, customer) should be addressed in a distinct manner like unique focused messaging and various value propositions. When it comes to RM, there is an idea that a higher level of development leads to more profitability for a corporation.

As suggested by Dwyer et al., there are five stages to a relationship, each of which marks a significant shift about how partners see one another (Dwyer et al., 1987). A list of them follows: (Figure 1.2):

- Awareness occurs when one party knows the other side is a 'feasible trade partner.' Interaction between the parties has not yet occurred, although they may be 'positioning' themselves.

- When we say "exploration," we mean "the stage of investigation and experiment. The exchange's duties, rewards, and liabilities are considered by the partners.

- Expansion refers to the span of time in which partners get more and more advantages and become more dependent.
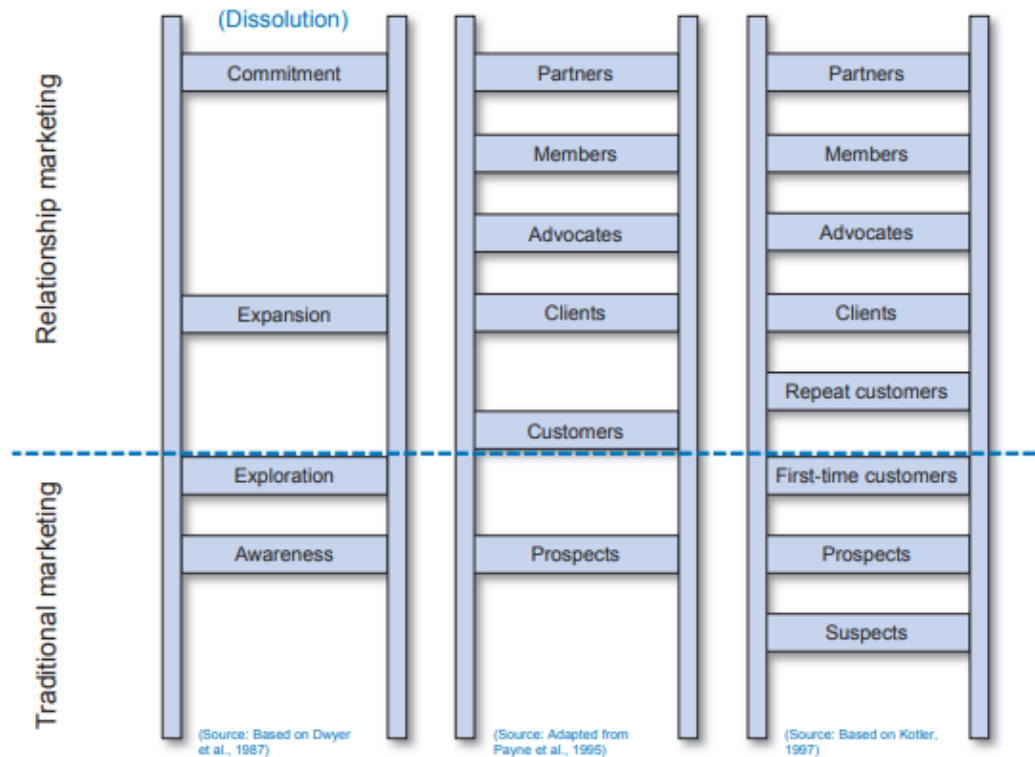
Figure 2: Relationship ladder and stages

Source: Adapted from Egan, 2008

The terms "commitment" and "dissolution" refer to different aspects of a relationship: the former describes a mutual promise of continued interaction between the partners, while the latter suggests that either partner may choose to end the bond at any time.

Customer development is shown in relationship phases in other models. Loyalty ladders have been around for some time, but they've been updated by Payne, Frow, and Eggert to develop an entirely new kind of relationship ladder (Payne, Frow, and Eggert, 2017). In addition, Kotler suggests a model based on phases. To underscore this point, the three models shown in Figure 1.12 reinforce the concept that RM focuses on more than just sales; rather, it is focused on long-term client relationships. The first step in the Kotler approach is to identify the suspects. " At this point in the sales process, potential customers have shown a greater degree of interest in the products and services being offered. Kotler makes a distinction between 'first-time' and' repeat customer' customers.'

Consumers are more likely to continue making purchases if they have first-hand knowledge of the product. Marketers that focus on building long-term

relationships are perceived as departing from the typical single-transaction model of marketing. As a relationship marketer, your primary goal is to master the art of moving clients from one stage of relationship to the next, with each level signifying a strengthening of your company's connection with your customers (Kotler, 1997). The Kotler model says that the firm is aiming to convert repeat consumers into 'clients'.. A customer's role shifts from passive to active when they reach the position of 'advocate,' frequently via word-of-mouth recommendations. Finally, the term "partnership" connotes a connection that is so high-level that the client is included in the process of creating value for the firm as "members."

2. Relationship Drivers

Relational approach has previously been presented and explored in prior parts, such as high customer acquisition costs and departure obstacles. Other factors that seem to influence the choice to use a relationship marketing strategy will also be examined in this section:

- Risk, Salience and Emotion

- Trust and Commitment

- Customer Satisfaction (Egan, 2008)

- Customer Gratitude (Palmatier et al., 2009)
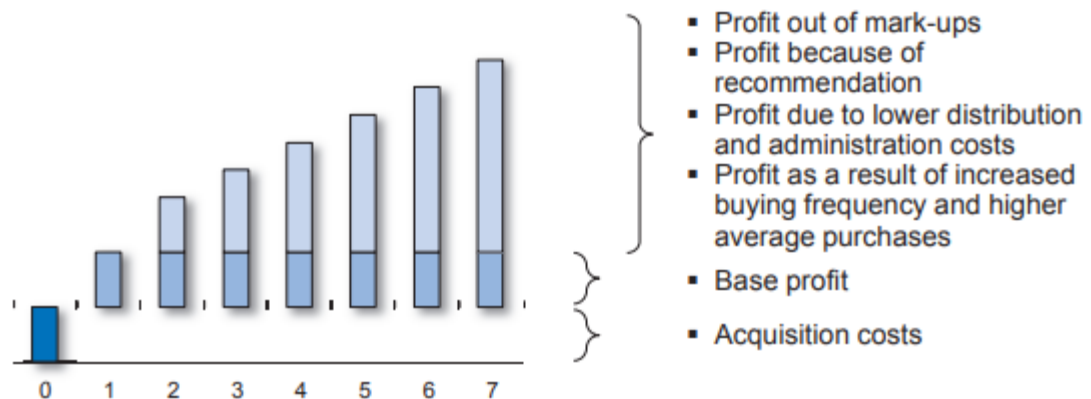
Figure 3: Profit growth over time

Source: Adapted from Reichheld, 2008, modified

a. Risk, Salience and Emotion

It has been shown that the greater the perceived risk, the more likely

consumers are to engage in relational-type behaviour, and the more successful these strategies are. By learning more about the provider, even high-risk purchases may seem less dangerous. Therefore, it is easy to see how RM techniques might be useful. The presence of risk might facilitate the growth of trust (Rousseau et al., 1998). The significance or obviousness of a relationship is one definition of salience. When there is a lot on the line, customers often bring strong feelings and expectations into the transaction.

As a consequence, consumers are on the lookout for reassurance products. The practises of RM, which are characterised by closer ties and more frequent contact, seem useful in these situations. The most successful emotional goods and services are often those that are uniquely designed for each person and that appeal to their feeling of self-respect. In these broader contexts, we find products like clothing and services like makeovers. If the benefits associated with these products or services have an emotional worth to the buyer, a sign that they are highly relevant, then the buyer is more likely to be risk averse. That's why, under these circumstances, relational methods are crucial for RM to use, since they assist to secure consumers' continuing loyalty (Egan, 2008).

b. Trust and Commitment

As a result of the advantages trust provides to the consumer (such as increased relationship efficiency and lower transaction costs), the customer becomes more loyal to the business (Morgan, 2000). Customers' loyalty to the business might be expected to increase if they have reason to trust the company. Morgan and Hunt's definition of trust is "having faith in, and relying on, another person or institution" (Morgang and Hunt, 1994). As a means of mitigating anxiety, trust is often cited as a motivating factor in developing and strengthening connections with others. Trust may serve as a catalyst for prosocial actions in addition to its role in fostering cooperation (Payne, & Frow, 2005):

- We must lessen destructive conflict.

- Decrease the price of transactions (e.g. negating the need for constant checks).

- Adaptive kinds of organisation should be encouraged (e.g. network relationships).

- Quickly build ad hoc groups with ease.

- Encourage prompt action in times of disaster.

According to Berry (1995), trust in a relationship lessens anxiety and protects against harm, particularly when it comes to "black box" services that are hard to assess because of their intangible, sophisticated, and technological nature. To that end, he said that consumers who have built trusting connections with their service providers should have incentive to continue doing business with them. Thus, it can be concluded that customers are more likely to remain loyal to a business when they feel confident in the reliability of the service they get.

Bitner (1995) agreed, arguing that every service interaction affords the business a chance to bolster rapport with the consumer and win their allegiance. It is said that a strong dedication to relationships should also be at the heart of relationship marketing. An indication of commitment exists when both parties express a strong desire to maintain the relationship (Wilson, 2000). It also implies that there will be stability in the relationship and a commitment to loyalty from both partners. Given the time and effort required to get to the stage of making a commitment, it may be seen as an indication of the'maturity' of the relationship (Bejou and Palmer, 1998). Perceived future benefits, identification with the other person, lack of interest in exploring other options, time and energy invested, and personal responsibility all play a role in determining the degree to which two people commit to one another (Christopher, Payne, & Ballantyne, 2013). These definitions of trust and commitment imply that it is crucial to cultivate these qualities in any field where relationships are intended to flourish.

c. Customer Satisfaction

Happiness and commitment, in addition to trust and its benefits, are often cited as the defining characteristics of a healthy relationship. High levels of customer satisfaction are rewarded regularly with positive reinforcement, which develops the consumer's emotional links to the brand and promotes continued loyalty. In addition, satisfying customers' social needs is associated with increased satisfaction and, over time, may lead to the formation of emotional bonds that might lead to long-term commitment (Hennig-Thurau and Klee, 1997). One of the most important ways to grow your company is to have satisfied customers who are eager to recommend you

to others. A large body of evidence suggests that satisfied customers are more likely to remain loyal (e.g. Rust and Zahorik, 1993). Customers who had a positive experience are more inclined to tell others about it, according to the same study. Satisfaction may be thought of as the mental process of contrasting real or expected outcomes with one's ideal outcomes.

When the customer's value expectations are not met, the customer is satisfied. Consumers are more dissatisfied when there is a larger discrepancy between their expectations and the product or service's actual performance (Hutcheson and Moutinho, 1998). Jones and Sasser argue that active listening is a crucial talent for every customer service representative to possess. The following are some high-level considerations that Jones and Sasser (1995) recommend with regards to this process:

- Customer satisfaction indices are becoming more used as a tool for gauging customer satisfaction. There is some ambiguity in the structure of the questions, though. There might be variations in the results obtained from the same customer satisfaction survey based on the parameters used for analysis.

- Your comments, questions, and concerns are welcome as feedback. Since it considers both objective and subjective markers of success, this is one of the most accurate ways for establishing what constitutes appropriate performance.

- Statistics and market research are examples of time-consuming and somewhat costly traditional techniques of data collection.

- They are in a good position to hear the customer's concerns because of how close they are to the customer. How this information is utilised to make decisions in the future is of paramount importance.

- Customer satisfaction with a company and its offerings may increase if they have input into the company's long-term strategies.

d. Customer Gratitude

Finally, gratitude stands out as a driving force in the development and upkeep of cooperative connections throughout academic fields, as well as the emotional core of reciprocity (Bartlett & DeSteno, 2006). Research has advocated for the inclusion of gratitude into RM, with proponents claiming that gratitude acts as a "imperative

force" that motivates people to give back for the benefits they've received (Komter, 2004). Appreciation also boosts a buyer's trust in the vendor, which is good for relationship quality and for the vendor's bottom line because to trust's influence on loyalty (Palmatier et al., 2009).

Against this context, sentiments of appreciation and a history of gratitude-based activity tend to influence customer's views and assessments of trust. According to the findings of Palmatier et al. (2009), consumers may have strong feelings of appreciation after RM investments, which may increase their likelihood of making future purchases or providing feedback. Managers should be aware of the period of time immediately after an RM investment, during which they may essentially "collect" gratefulness. For as long as the sentiments of gratitude persist, they serve as a catalyst or trigger that encourages the development of social connections (Bartlett & DeSteno, 2006). In conclusion, there are three main ways in which gratitude improves RM performance (Palmatier et al., 2009):

- Customers engage in gratitude-based activities to fulfil their sentiments of duty in response to RM-induced feelings of thankfulness.

- Gratefulness boosts client trust, which in turn increases customer commitment and business outcomes.

- Gratitude supports the establishment of connections by establishing cycles of reciprocation, which may have long-term beneficial consequences on customer behaviours.

C. Organizational performance

Researchers have been trying to determine the most effective method for evaluating organizational performance since it is such a topical issue. Gupta and Govidarajan (1984) proposed that qualitative measurements should be utilized alongside quantitative metrics when assessing an organization's performance.

Due to the difficulties of getting accurate secondary data, Venkatraman & Ramanujam (1986) and Wang & Ang (2004) said that most studies used perception-based performance metrics. So, when reliable objective data are lacking, indicators based on managers' evaluations of importance versus satisfaction are often used as a substitute (Hoque, 2005).

Many different methods, both objective and subjective, have been utilized in research on performance assessment in the tourism industry. In their analysis of restaurants, Jogaratnam et al. (1999) relied on subjective evaluations of performance variables such market share, cash flow, sales growth, and profitability. But they also wanted cold, real figures on things like sales volume, revenue growth, and profit margin to double-check the claims.

According to Haber and Reichel (2005), financial metrics alone are insufficient for gauging performance in the tourism sector. They recommended using objective and subjective metrics together in both short- and long-term evaluations. There were five subjective parameters evaluated using the Likert scale: occupancy rate, customer satisfaction, profitability, and the success of new product development. Employee count, average yearly revenue for the previous three years, and year-over-year revenue increase were the cold, hard facts employed.

As part of a quantitative study, Carvalho, L., & Costa assessed the measures utilized by Brazilian hotel managers (2011). Key performance metrics like as occupancy, average daily rate, and room sales were identified alongside total sales, operating margins realized, and fluctuations in costs and expenditures. Carvalho, L., & Costa (2011) built a survey for use in Brazilian hotels on the back of the aforementioned studies; he then sent the survey to 170 hotels throughout the country to double-check its accuracy. The authors Carvalho, L., and Costa (2009) recommend keeping track of the following financial metrics: total sales, occupancy rate, profit margin over total sales, sales per lodging unit, average daily rate, average cost per day rate sold, and occupancy rate expressed as a percentage (2011). For the purpose of the current investigation, this methodology was used to do an efficiency analysis on the company that was being looked at.

D. Customer Retention

The main objective of relationship marketing is to improve income via the acquisition and retention of pleased customers (Ryals & Payne, 2001). What it means to retain consumers is to have them return for more purchases (Ibok, George, & Acha, 2012). The length of time that a client continues to do business with a certain company is a reliable measure of customer loyalty. Customer loyalty, in turn, is influenced by a variety of factors including customer happiness and joy, switching

costs, and customer relationship management.

One of the most significant benefits of transitioning to a relationship marketing strategy is greater revenues as a direct result of better rates of customer retention (Mahmoud, Hinson, & Adika, 2018). Successful relationships may lead to competitive advantage, financial performance, customer happiness, retention, learning, and ease of switching to other goods from the same company, according to (Mahmoud et al., 2018).

Keeping current clients is more profitable than finding new ones, according to proponents of relationship marketing (Ang & Buttle, 2006). More happy consumers, more good word-of-mouth communications, more repeat purchases, and a greater level of customer satisfaction are all touted benefits of implementing relationship marketing strategies, fewer price-sensitive customers, lower costs associated with maintaining relationships, and better financial performance. Though acquiring and keeping consumers is the purpose of relationship marketing, Ryals and Payne (2001) point out that this aspect of the strategy receives less focus than it should. Businesses nowadays have to worry about client retention and loyalty because of the hyper-competition in most industries and the ever-evolving demands of customers.

In a more in-depth analysis, Sheth and Parvatiyar (1995) argue that businesses can only succeed in the long run when they create connections with their customers that benefit both parties. An increase of only 5% in client retention may raise sales by 20% to 85%, according to study by Reichheld and Sasser (1990). This is why the authors argued that putting more effort into retaining existing customers rather than seeking new ones might provide greater results in the long run. This kind of study has boosted awareness of relationship marketing's potential for increasing customer loyalty (Gronroos, 1994; Sin et al., 2002).

E. Effect of relationship marketing on firm performance

If you want to change consumers' behaviour via word-of-mouth advertising, there's just one strategy that works, and that's relationship marketing. According to the taxonomy of referral types established by Rayal and Payne, there are two basic categories: referrals from satisfied customers and recommendations from satisfied non-customers (2002). A satisfied client or customer might be the springboard for a

referral of you or your company. Word-of-mouth advertising from satisfied consumers is the most effective kind of promotion (Bennett and Barkensjo, 2005). Keeping in touch with existing clients is one of the finest ways to advertise your brand, according to Kotler (2003). Customers' positive impressions of your firm might rise if you use relationship marketing techniques. If your present customers have a better experience with your company, you will see an increase in the amount of high-quality leads created for your company. The ramifications of the change in marketing strategy from pursuing short-term gains in market share to pursuing stable, mutually beneficial relationships with a core set of consumers, or "stakeholders," may be examined more fully if the scope of the research is broadened. To be successful, most service firms need to maintain consistent repeat business from their clientele (Reinartz, et,al., 2005).

Therefore, it is of utmost importance to investigate the reasons for a client's loyalty to a certain service provider. Repeat purchases may be triggered by a number of causes, including the favourable impression that an organization's relationship marketing operations have on clients. Customers in this category have benefited most from the advice given by the company. Even if customer loyalty is at an all-time high and customers are more receptive than ever to the recommendations of competitors, it is crucial for companies to continue focusing on customer retention (Kotler, 2003). Several studies have shown that relationship marketing (i.e. financial linkages, social bonds, and structural links) increases customer loyalty. Financial ties may be utilised to establish relationships with customers by rewarding them financially for their loyalty, for as by offering discounts or other monetary incentives for recurrent purchases (Hsieh, Chiu, & Chiang, 2005).

According to Das (2009), RM has been defined in terms like as market share, customer retention, customer loyalty, and customer satisfaction. Trust, dedication, cooperation, closeness, and quality of relationships are all relevant to this discussion. According to Das (2009), RM is more high-level and strategic, whereas CRM is more tactical. Customer relationship management is not just about managing relationships with customers, but also with other people, via the use of data and automated processes (Ryals and Payne, 2001). Second, relationship management (RM) broadens its scope to include not only customers and vendors, but all stakeholders (Gummesson, 1994). RM has a focus on a number of emotional and

behavioural elements, including bonding, empathy, reciprocity, and trust. In order to treat consumers fairly, businesses should follow the "return on relationship model" proposed by Gummesson (1999). High quality is achieved when working relationships among workers are fostered. As you get to know your consumers better and better match their individual needs and ambitions, their satisfaction with your services will increase. Profits and customer loyalty rise when product quality is improved and people are satisfied.

One of the main objectives of relationship marketing is to foster the development of genuine relationships between brands and their target audiences. "Communication" is "exchanging and sharing information that has relevance and is supplied at the appropriate time," whether such information is exchanged officially or informally. To effectively communicate in RM, it is important to provide information, talk about quality, and follow through on promises made. An effective marketer will spread the word about a product's superior qualities in order to boost sales (Bennett and Barkensjo, 2005). Bennett and Barkensjo (2005) argue that two-way communication encourages customer participation in a business's operations via the dissemination of information such as newsletters, brochures, information on upcoming events, email, and websites. After then, clients may initiate contact by asking for further information or direction. Relational marketing is the sole method of increasing customer loyalty via communication. Customer retention has more importance when a company's level of competition rises. It is for this reason that a marketer should study RM and its methods.

Salespeople nowadays strive not only to win the satisfaction of their clients with high-quality goods and services, but also to maintain their patronage for as long as feasible (Day, 2000). Managers who want to put RM principles into practice in the real world need a deep understanding of a wide range of contextual factors, such as market conditions, information technology, databases, and customers' familiarity with information systems, among others, because the significance of any given strategy shifts over time and across contexts. It is well known that face-to-face meetings between a customer and a seller may considerably improve the quality of the relationship between the two parties involved (Weitz and Bradford, 1999). Instead than trying to influence customers to change their behaviour, personal selling focuses on calming the inevitable tensions that develop while trying to close a deal.

Conflict resolution strategies include, but are not limited to, the following: avoidance, accommodation, confrontation, compromise, and collaboration. Each method, from the least transparent to the most open, uses its actions to convey a message about the degree to which its users are committed to the task at hand. The tactics fluctuate in how aggressive they are and how cooperative they are with one another (Weitz and Bradford, 1999).

F.   Relationship Marketing and Customer Retention

The advent of relationship marketing can be traced back to the 1980s, when it became clear that many industries, particularly those related to providing a service to the public, relied heavily on interpersonal connections (Berry, 1983; Dwyer, 1987; Gronroos, 1999; Gummesson, 2002; Sheth & Parvatiyar, 2000). After it became clear that many commercial ties, especially in the service sector, were intrinsically intertwined, a new perspective on marketing arose in the 1980s: marketing as a set of relationships as opposed to a collection of transactions (Berry, 1983; Dwyer, 1987; Gronroos, 1997; Gummesson, 2002; Sheth & Parvatiyar, 2000). Attraction, development, and retention of consumer connections are at the heart of relationship marketing (Berry & Parasuraman 1991; Shrestha, 2020; Storbacka et al., 1994). Commitment is defined as the outcome of the parties' willingness to take action and their optimistic outlook on the future (Storbacka et al., 1994). There is an implication or a statement that the parties to the trade will continue to interact. It's the single most crucial element in building strong relationships with clients (Morgan & Hunt, 1994; Wetzels et al., 1998).

Relationships are built on commitment, thus having it is crucial (Berry & Parasuraman, 1991). (Knapp & Taylor, 1994). Without commitment, the partnership cannot continue (Grossman, 1999; Lund, 1985). It's a state of mind that influences one's decision to stick with a certain business partner (Grossman, 1999). Dependable confidence in a reliable trading partner (Armstrong & Seng, 2000). Having faith that a partner will live up to their end of the partnership agreement and keep their word is essential (Schurr & Ozanne, 1985). Since a customer's level of trust in a business increases with the number of interactions it has had with that business, it follows that a business's ability to consistently deliver on its promises increases as well (Grossman, 1999).

The ability to trust one another is crucial to keeping partnerships healthy (Butler, 1986). Predictability, dependability, and faith were proposed as the three pillars of trust by Rempel et al. (1985). Predictability, dependability, and faith are the three components of confidence, according to Rempel et al. (1985). Personal, face-to-face connection between buyers and sellers strengthens the social relationship (Wilson, 1995). It's the part of cooperation that relies on the mind and heart to be successful. Friendship, familiarity, and trust are all components of this social phenomenon. When this happens, you form a close relationship (Rodriguez & Wilson, 2002). True loyalty comes from a structural tie, in which companies provide essential infrastructure to their clientele.

An organization's adoption of a marketing mindset that emphasises on the requirements of its clientele is an example of customer orientation (Wiele et al., 2002; Williams & Naumann, 2011). The theory postulates that happy customers will bring in more money (Carson et al., 2004). To this end, marketing tactics take into account the demands and requirements of consumers (Williams & Naumann, 2011). The key to happy customers is providing them with a space where they can relax and feel safe (Pizam & Ellis, 1999). It might range from a single transaction to the development of a lasting friendship. Satisfied customers are a long-term asset to both companies in B2B marketing (Moller & Wilson, 1995; Tikkanen & Alajoutsijarvi, 2002). Customer happiness may be seen as a tipping point in the development of merchant-client relationships (Hennig et al., 2002).

Long-term relationships with consumers are what we mean when we talk about retaining them. O'Connell and Keenan (1990) and Reichheld and Kenny (1990) both find that retaining an existing client is more cost-effective than acquiring a new one. As proposed by Lu and Seock (2008), marketing is meant to establish, maintain, and enhance mutually beneficial relationships between businesses and their customers. Enhancements in customer trust, loyalty, and involvement can lead to collaboration and other non-monetary rewards (Shantanu, 2005). Bhandari (2017) looked at how relationship marketing in Nepalese commercial banks affected client loyalty. Trust, dedication, conflict management, and communication were all shown to positively correlate with customer loyalty. According to HennigThurau (2004), the degree to which service workers are focused on the needs of their clients is often seen as a crucial factor in the success of service businesses. Employees' focus on

customers affects both satisfaction and loyalty (Hennig-Thurau, 2004).

Banking client retention may be influenced through relationship marketing, according to research by Rootman et al. (2011). According to Bruno-Britz (2008), tailoring banking goods and services to individual clients is one way to keep them around. As a result of their research, Datta et al. (2018) created a customer retention strategy and conceptual framework for the Bangla food retailing industry. Positive client loyalty and retention are built on the foundation of service quality, trust, bond, and customer pleasure (Datta et al., 2018).

G. Customer Retention and Company Performance

Gupta and Zeithaml (2006) found that organizations place a premium on acquiring new customers (Ang and Buttle, 2006). Customers are essential to a company's survival and growth (Gupta and Zeithaml, 2006; Buttle, 2004). The absence of buyers renders a company's stock worthless and prevents it from breaking even (Ang and Buttle, 2006). In addition, according to a worldwide survey done by The Economist, 65% of senior executives from multinational organizations rank customer satisfaction as their top aim for the next three years (Gupta and Zeithaml, 2006). Several preceding research concurred that an organization's main objective should be developing lasting, win-win relationships with its most lucrative clients (Ang and Buttle, 2006; Ryals and Knox, 2005) As a result, in recent years, businesses have focused heavily on methods for keeping existing clients happy (Gupta and Zeithaml, 2006; Terblanche and Hofmeyr 2005).

Since businesses need to face fierce competition from both new entrants and established players in their respective fields, they often employ customer retention strategies (Singh, 2006; Honts and Hanson, 2011). Also, research shows that it's more expensive to bring in new consumers than it is to keep the ones you already have (Ghavami and Olyaei, 2006). In light of the aforementioned fierce competition, it is believed that this approach will help companies not only survive, but thrive, by retaining their present customers and expanding their customer base. This theory has been bolstered by studies that find a connection between satisfied customers and higher earnings (Ryals and Knox, 2005; Singh, 2006; Trasorras et al., 2009; Stengel, 2003). It has been estimated that a 25%-95% boost in profits is possible with a 5% improvement in client retention rates. If a firm can increase its rate of keeping

current clients, it will see a significant boost to its bottom line (Ryals and Knox, 2005; Reichheld and Schefter, 2000).

A survey of related literature reveals that profit, operating expenses, and market share are among the most often used metrics for gauging a company's FP (Larivie're and Poel, 2005; Kaplan and Norton, 2001). But experts and academics alike have argued that money can't tell the whole story of a company's performance (Kaplan and Norton, 2001; Reichel and Haber, 2005). Therefore, non-financial performance (NFP) metrics are crucial for gauging a company's success, particularly in the service sector (Ryals and Knox, 2005; Avci et al., 2010; Kaplan and Norton, 2001). Therefore, this study aims to empirically evaluate the impact of customer retention practises on the success of businesses in the Malaysian retail sector generally and AEON (major retailer) particularly, with a focus on the latter's non-financial qualities. Therefore, both academics and professionals may profit from the presented consequences.

H. Emperical Studies

Research on the effects that relationship marketing strategies have on the overall success of businesses has been conducted in a variety of contexts and fields. Because of their day-to-day interactions with clients, businesses, and notably those in the retail sector, have received a disproportionate amount of attention and significance in comparison to other rapidly expanding service providers in the 21st century. Researchers from a variety of nations focused their attention on this sector and the many products and services it offers so that business owners and managers might have a better knowledge of how well they were doing.

Gerpott et al. (2001) conducted a study that compared the customer retention rates, levels of satisfaction, and loyalty of various service providers operating in the German market. Their research was carried out by means of a questionnaire, with the assistance of the LISREL programme (which stands for linear structural relationship). They decided to execute a model with two stages and discovered that customer satisfaction has a direct effect on customer loyalty, which in turn impacts the choice of the client on whether or not to renew or terminate his or her contract with the service provider. They found that the price of the service, the advantages of personal service (perceived value), and number constancy (the ability to transfer

one's number across operators) are supply-related factors that have the most significant influence on customer loyalty and retention via customer satisfaction. They have come to the conclusion that the image of a rival has a beneficial influence on the performance of the organisation. It indicates that well-known enterprises have a greater percentage of loyal clients than other businesses. And lastly, the findings of their study demonstrated that while improvements in network quality and customer service have a favourable influence on customers' levels of satisfaction, these factors do not directly contribute to increases in customer retention.

A second research of the retail market in Turkey was conducted by Aydin and Ozer (2005). The purpose of their research was to determine the extent to which brand image, perceived service quality, trust, and the cost of customer churn all had an impact on business performance across a variety of operators in Turkey. They gathered their information via the use of a questionnaire and analysed it using a structural equation modelling (SEM) programme. They discovered that even customers' perceptions of the quality of the service are necessary, but alone do not guarantee client loyalty. The findings of their investigation revealed that every aspect that was listed had a beneficial effect on the operation of the company.

A Third research of ai et al. conducted a research in 2009 that was quite comparable to this one in the China market. According to the findings of their research, an integrative model was presented to investigate the link between service quality, perceived value, brand image, and levels of customer satisfaction as well as customer loyalty. They have found that the quality of the service has a direct effect on both the perceived value and the image of the brand, while both of these factors have a direct impact on the level of satisfaction. Image of the brand has an effect on perceived value, which in turn has a direct and indirect (via customer satisfaction) influence on the performance of the company. They have also discovered that the quality of the service has both a direct and an indirect influence on the success of the company, and that the level of customer satisfaction acts as a mediator between the quality of the service and the loyalty of the customers.

A Fourth research of Deng et al. (2010) conducted more study on the China telecommunications market and concentrated on Mobile Instant Messaging (MIM) as a popular service offered by China telecommunications service providers. They investigated the elements that determined the level of happiness and loyalty felt by

customers. They came to the conclusion that trust, quality of service, and perceived value all have a beneficial influence on the success of a company as measured by customer satisfaction. The results of their investigation demonstrated that trust, levels of customer happiness, and the costs associated with moving between operators all had direct bearings on client loyalty. They came to the conclusion that the level of consumer happiness and loyalty is moderated by a number of other factors, including age, gender, and the amount of time spent using the product. The length of time that a product is used has a beneficial moderating effect on the connection between service quality and customer loyalty. However, gender has a moderating influence that is favourable on the link between perceived value and customer satisfaction, while age has a moderating impact that is negative on the association between perceived value and customer happinbegan.

A Fifth research of Santouridis and Trivellas conducted more study in the country of Greece in the year 2010. They have conducted their research using three distinct models and accomplished a variety of goals. They began by investigating the relationship between service quality and customer loyalty. They discovered that service quality has a positive impact on both customer satisfaction and customer loyalty via three of the six quality dimensions (customer service, pricing structure, and billing system). However, they discovered that the network quality dimension has a positive impact on customer loyalty but not on customer satisfaction. In order to demonstrate another purpose, their primary concentration was placed on determining the impact that customer pleasure had in the link between service quality and customer loyalty. According to the findings of the study, satisfaction acts as a mediator in the relationship between price structure and billing system aspects and customer loyalty. According to the findings of their research, the perceived level of service quality has a direct as well as indirect (via the level of customer satisfaction) beneficial influence on the performance of Greek mobile carriers.

Boohene and Agyapong (2011) have completed a second research, this time concentrating on the Vodafone mobile provider in Ghana. The purpose of this research was to investigate the elements that determine company performance. When it comes to conducting an investigation on the level of service provided, they have mostly relied on the SERVQUAL methodology. They investigated how factors such as service quality, customer happiness, brand image, and customer loyalty are

connected to one another. The finding demonstrated that service quality has a favourable influence not just on customer satisfaction but also on customer loyalty, but customer satisfaction has a negative impact on the performance of the organisation. According to their findings, customer happiness is not a factor in customer loyalty among Vodafone Ghana's client base. They have come to the conclusion that some factors, such as the undeveloped state of the telecommunication industry in Ghana, cause consumers to remain loyal to Vodafone even when they are not happy with the services that are supplied to them. During this time, they were investigating the relationship between a positive brand image and customer loyalty and discovered that a positive brand image is what keeps customers loyal to an operator. They evaluated the reputation of the brand based on factors such as trust, relationship marketing strategies, switching costs, and complaint management.

Mokhtar et al. conducted research on Malaysian operators in 2011 to determine the effect that the link between customer satisfaction and service quality has on the success of a company. The findings of their study showed that customer satisfaction has a positive influence on company performance. This indicates that increased levels of customer satisfaction with the services supplied lead to increased levels of firm performance. They have also investigated the relationship between the quality of the service provided and the performance of the company and discovered that the quality of the service has a favourable influence on the performance of the company, but the impact of the quality of the service on customer loyalty is smaller than the impact on customer satisfaction. They decided not to include the study that looked at the connection between satisfied customers and high-quality service in their investigation.

Within the Taiwanese retail sector, Liu et al. (2011) investigated how relationship quality, which included customer contentment and trust, acts as a mediator between service quality, customer intimacy, and playfulness (using mobile as a fun), and firm performance. Surveys were distributed for the purpose of this study, and structural equation modelling was used to carry out the data analysis. The findings of the study showed that a favourable influence on the performance of a company can be seen in terms of customer satisfaction when playfulness and service quality are involved. However, a positive impact on firm performance can be seen in terms of customer trust when service quality and customer intimacy are involved. In

the meanwhile, they came to the realisation that switching costs have a beneficial influence on company performance as well. This indicates that because of the high cost of switching between operators, customers would stick with the same operator even if they aren't content with their service provider or don't trust them.

İ. Conceptual Model

| Relationship | → | Customer retention | → | Company Performance |
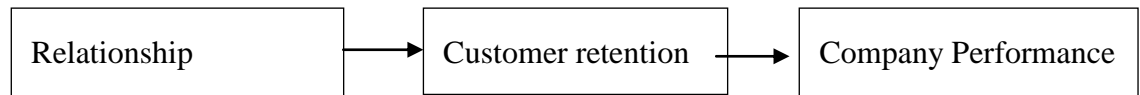
Figure 4: Model of the Study

J. Hypothesis

H1: There is e significant relationship between relationship marketing and customer retention.

H2: There is a significant relationship between customer retention and company performance.

H3: Customer retention significantly mediate the relationship of relationship marketing and company performance.

III. RESEARCH METHODOLOGY

This chapter presents a complete study design as well as strategies that may be used to accomplish the goals of the research. The purpose of this study is to investigate impact of relationship marketing on on business performance in Turkey's hotel industry, with a particular focus on the role that customer retention plays as a moderating factor. The first topic to be covered is the study design; after that, the population, the sample size, and finally the demographic data will be reviewed. This is an explanation of the procedure for gathering and analysing variable data. This chapter brings to a close the study of the statistical tools that are used for data analysis.

A. Research Design

In an attempt to better understand the condition of relationship marketing in the hotel sector and the retention of current clients, this study employs a quantitative methodology to address the research questions given. In addition to that, a survey methodology called a cross sectional survey will be used for the research. A cross-sectional survey, as defined by Zikmund (2000), is a method of collecting data from a sample of a population at a single point in time. This type of survey design may be used to collect information from a sample of a population. Because of constraints imposed by both resources and time, this study design will employ a longitudinal survey as its data collection method.

Quantitative research is conducted with the intention of quantifying the degree to which a phenomena or circumstance varies by using a technique that is both organised and predefined, and then analysing the results of this research using various statistical processes. As a result, the researcher will be using quantitative types of data in order to evaluate and interpret the data that may be collected via the use of a questionnaire.

B. Source of data

The research makes use of both primary and secondary sources to compile its findings. The questionnaire is going to be used to gather the primary data sources. Saunders et al. (2009) claim that questionnaires are one of the most common methods for gathering crucial information from a large population. The questionnaire's uniformity in question structure makes it useful for collecting data from a large population. Data for this study will be collected from a statistically significant subset of hotel customers who have been at the same property on at least two distinct times. The main data were gathered via the use of a closed-ended questionnaire. For this reason, the researcher settled on the questionnaire as the optimal strategy for collecting primary information. However, secondary data refers to material that has already been gathered from another source; in this case, previously conducted research would serve as the primary source of secondary data. Therefore, the research will make use of the papers that the firm has produced in order to supplement the data that will be collected through a structured questionnaire.

C. Study settings

None of the studies used a randomized controlled trial design, and all of them used a correlational methodology. Even in this fabricated setting, however, even the simplest of probes, like lab experiments, are subject to close inspection. This study employed a correlational methodology. Naturalistic research principles guided the design of this investigation (Sekaran & Bougie, 2016)

D. Time horizon

One-time data gathering for a cross-sectional research might take many months (Sekaran & Bougie, 2016). Although longitudinal studies are designed to follow many variables across time, they may be conducted to examine any number of potential factors. Because of this, we opted for a cross-sectional design for the current experiment. The proposed study is a longitudinal analysis as it tries to identify how dependent variables change over time. For our study, we opted for a cross-sectional strategy. The explanation is evident when considering that the purpose of the examination is to learn about the examinee's character through the

employment of multivariate analytic approaches. When applying structural equation modelling approaches, it is advised that at least 100 observations be gathered (Hair et al., 2009). The simplicity of employing a large sample size in a relatively short length of time prompted us to pick a cross-sectional study method. Since researchers need responses immediately, it is impossible to track changes in a given variable over an extended period of time (Bordens & Abbott, 2002).

E.   Population and sample

The next stage in defining the purpose of the research is to choose the investigational approach that is the most suitable, and the targeted sample is one of the steps in this process. An person or people are selected at random from a larger group to serve as a sample in order to provide evaluations that may be generalised to the whole population under consideration (Bell et al., 2018; Cooper & Schindler, 2003; Sekaran & Bougie, 2016). The sample has been prepared with consideration given to the following concerns: (Fowler, 2013). The first sample will be selected using a technique known as probability sampling, whereas future samples will be selected using a method known as non-probability sampling. The sample frame, which identifies the population unit, is the second element to take into account. The required number of participants, the response rate, and the size of the sample all come into play in the third and final consideration. Respondents and the information that they provide are necessary for the achievement of the goal that the data collection is meant to accomplish before the data collection process can get underway. In order to collect data for this study, a technique called probability sampling was used. According to Bell et al. (2018) and Sekaran & Bougie (2016), every member of the population has an equal probability of being drawn from the sample and becoming a part of it. Probability sampling operates on this principle. The clients staying at hotels in Turkey are the ones we choose to interview for the aim of collecting data. Because the primary objective of this investigation was to collect data from a large pool of participants in a very little amount of time, the type of sampling that was ultimately chosen for this study was the straightforward random sampling technique (Sekaran & Bougie, 2016).

F. Sampling Method and Sampling Size

For this study, researchers were interested in hearing from people who visit or stay at hotels in Turkeky on vacation. All all, we serve 550 different consumers every day, both domestic and outside. Sample size is calculated using a straightforward method presented by Yamane (1967:886).

Sample size $(n) = N/1+(e)^2$

Where: n= sample size,

N= the population size, which is 550

e = level of precision (acceptable error) and its value is 0.0

Accordingly, the sample size for the study was calculated as follows.

n= $550/1+550(0.05)^2$ =230

n=230

Convenience sampling will be used to collect information from 230 customers who have both the time and inclination to fill out the survey. The purpose of the convenience sampling method is to collect the necessary information from a representative subset of customers who are likely to be in close proximity to the sampling location within the city.

G. The Questionnaire

For big samples, this method is the most practical since it reduces the potential for error and saves time. A well-designed, structured questionnaire will be used as the primary data collection tool for this project. The questionnaire's layout and phrasing are both straightforward, with the goal of eliciting useful responses from the research subjects. When conducting a survey that requires the participants to fill out a questionnaire, it is essential to have a solid grasp of the thought process that went into the form and layout of the questionnaire (John A. et al., 2007). Customers were presented with statements and asked to rate the degree to which they agreed or disagreed with each statement using a Likert scale with five levels: 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, and 5 = extremely agree. There were no questions that allowed for free-form responses.

H. Measuring Instrument

Questionnaire was used in this research to gather information on the impact of customer relationship marketing on performance with mediating role of customer retention. Constructing the questionnaire will be followed by separating it into its component components, the first of which will be designated as "Demographic Factors," the second as "Independent Variables," and the third as "Section C." (Company Performance). In it, there are questions regarding the client's age, gender, ethnicity, highest level of education, length of employment with the business, duration of work, job title, and current location. Additionally, there are questions concerning the amount of time the customer has been an employee with the organisation. It was intended to make it easier for respondents to answer the questions in Section A that pertained to their demographic information by providing them with the option to choose several answers. Questions on communication, promises, customer happiness, trust, and firm success may be found in sections B and C of the questionnaire, respectively. These sections are linked to the study being conducted.

Table 1: Construct Variables, Sources and Reliability

Serial No.	Variables	Items	Source	Cronbach's Alpha
1	**Company Performance**	5	(Werlang and Rossetto 2019)	0.85
2	**Relationship marketing**		Alrubaiee and AlNazer (2010)	0.91
	Bonding	9		
	Trust	6		
	Communication	4		
	Satisfaction	5		
	Commitment	3		
3	**Customer retention**	7	(Buil et al., 2016)	0.90

1. Performance

Five items were used to measure Performance used by (Werlang and Rossetto 2019). A Likert scale of five points was employed to judge performance, with one point representing strongly disagreeing, two representing disagreeing, and three representing neutrality. 4 means you agree, and 5 means you strongly agree. Since this scale has been used by a significant number of scholars, it may be considered a

reliable source. Previous research has shown that the dependability of Performance is 0.85; thus, the result demonstrates that there is an appropriate degree of reliability in Performance.

2. Relationship marketing

To measure the relationship marketing 5 dimensions were used, Bonding, Trust, Communication, Satisfaction, Commitment. To measure the relationship marketing dimensions five-point Likert scale was (1= Strongly Disagree 2=Disagree   3=Neutral 4=Agree 5=Strongly Agree). Nine items were used to measure the bonding, six items to measure the communication, satisfaction is measured through five items and three items to measure the commitment which are adopted from previous studies Alrubaiee and AlNazer (2010). Many studies have utilised this scale, making it a reliable tool. Because previous research has shown that the reliability of the constructs of bonding, trust, communication, satisfaction, and commitment to be, respectively, 0.73, 0.775, 0.812, 0.769, and 0.821, the present finding confirms that the constructs are reliable to a sufficient degree.

3. Customer retention

Seven items was used to measure the customer retention by (Löhndorf & Diamantopoulos, 2014). A Likert scale with five points (1 = Strongly Disagree, 2 = Disagree) was used to determine the percentage of returning customers. 3=Neutral 4 means you agree, and 5 means you strongly agree. Since this scale has been used by a significant number of scholars, it may be considered a reliable source. Previous research has shown that the reliability of customer retention is 0.80, and because this result confirms that there is dependability of customer retention at a sufficient level, it indicates that the reliability of customer retention is adequate.

In this research survey was arranged to recognize link between relationship marketing, customer retention and firm performance. The questionnaires were dispersed among customers of shopping malls in Turkey. The total information gathering methodology took 30 days.

i. Data Collection

According to Saunders (2011), primary data is a complete data set, which

indicates that this data has not been utilised in previous study and that this data is relatively relevant to specific research. For the basis to collect primary data there are many sources like case studies, questionnaires and interviews. In this research primary data collection technique was used, primary data obtained through the questionnaires for the purpose for data collection to conduct this research.

In this study survey 300 questionnaire were distributed among the customers of hotels in turkey. Out of which 230 reactions of customers were done from different hotels of Turkey.

After data gathering completion, filled surveys were coded and information was entered in 'Microsoft Excel 2016, and after that entered in IBM SPSS Statistics 23'. As the information was gathered by utilizing 'survey strategy and self-consummation approach' all mentioned questionnaires were addressed appropriately.

The explanation behind awesome reaction can be credited to self-creation approach. Reaction rate was the indication of achievement of a study-based examination and was worthy for various reasons. Filled questionnaires give favorably less results and give substantial representation where particular statistical test can be attempted (Sousa & Voss, 2002).

J. Data Analysis Technique

Statistical tools such as PLS-SEM 3.0 was utilized to evaluate required data calculations. Instrument's Accuracy & validity of variables was analyzed. The validity of constructs is significantly important for close relationship among variables so, it depends on ability of researcher to measure the variables properly. For internal reliability's calculations Cronbach Alpha was used.

K. Procedure for Data analysis

Information was examined by utilizing descriptive measurements which was done in SPSS 23. A 'SEM Path analysis' has been utilized to break down information.

Microsoft Excel (2016), PLS Smart 3.0, IBM SPSS Statistics 23 bundle were utilized to conduct required information results. For the approval of an instrument validity of variables examination was decided. For accurate links among construct's

validity is critically essential and it relies on the capacity of the scholars to appropriately compute the constructs. It was chosen for the calculation of internal reliability, we utilized Cronbach's alpha and composite reliability.

1. Data Screening

The preliminary analysis includes both the general statistics of the respondents as well as their replies to the survey instruments. Within the scope of the present inquiry, a particular version of IBM SPSS statistics 23 is used. In this investigation, data coding, editing, verification, outlining, and non-engaged replies are looked at. During the initial stage of the process, each variable is given a label that specifies it, and a particular number is assigned to each possible solution. In addition, it was discovered that missing folders that had dropped in value by more than 10% were disregarded. According to research done by Hair et al., medians from nearby sites were substituted for those with a difference of less than 10%. (2014). The conventional construction of each scenario is used while dealing with unengaged responses. We decided to get rid of the folder that had a default value lower than 0.7 since it seemed that these folders included answers that weren't engaged.

2. Data preparation and examination

Bhattacherjee (2012) argues that data is vital to a number of activities, including encoding, input, absence, and transmission of information. The research is based on an e-mail and self-administered questionnaire, as we mentioned. All responses are input mechanically into a tablet, providing a degree of convenience for the survey's respondents. All of the responses may be downloaded for further analysis. As was said before, this process involves adding numerical numbers on an Excel page to input data.

3. Missing data

An effective opportunity that arises in spite of the responder's absence (for instance, data entry mistakes or data collection challenges) or as a result of activity involving the respondent (for instance, refusal to reply), which results in a lack of credentials for the position (Hair, Bowman, & Sauer, 1986). The data set lost 10 values. This test does a comparison to the previously established pattern and anticipates that the missing data will be distributed in a haphazard manner.

Therefore, Roderick and Farquhar (2002) conducted the MCAR test, which stands for missing completely at random occurrence, and demonstrated that it is not available. In addition to this, it demonstrates that they are not founded on the systematic plan that has not been observed (Hair, Ringle, & Sarstedt, 2011; Klarner, Sarstedt, Hoeck, & Ringle, 2013). Because an online collection technique was employed for this research, there was a little deficiency in the amount of information collected. The process of collecting data helps to reduce the quantity of data that is missing since respondents are unable to go on to the next question until they have provided a response to a particular question (Hair et al., 2021).

4. Suspicious response patterns

Prior to diving into the data, it's important to double-check the response pattern. This was done to determine whether or not respondents should be removed from the data set since they were given the same answer for a large number of questions in Hair et al. (1986) and Hair et al. (2016). According to Hair et al., (1986; 2016) person is considered an outlier if they respond in an excessive manner to a single question or if they respond in an extreme manner to all questions. As a consequence of this, the data should be investigated to see whether or not there are any outliers in order to have an understanding of the kind of impact they have as a result of their role in statistical tests (Hair et al., 2014). Box plots and stem-and-leaf plots were used inside IBM SPSS in order to identify survey respondents (Mooi & Sarstedt, 2011). There was not one response that stood out as being particularly unusual.

5. Data distribution

It is essential that the data not be too normal, since it may be more challenging to establish the relevance of the parameters if the data are not normal (Henseler, Ringle, & Sinkovics, 2009a). If both the skewness and the courtesies are close to being zero, then the response pattern is considered to be normal (Hair et al., 1986). Because the indication varied from +3 to -3, the fact that the skewness and kurtosis information did not follow normal distribution was not a concern. Because the degree of asymmetry was not severe, and because these indicators were not the only indicators used for assessing their respective structures, there was not considered to be a problem with the discrepancy, and indications were kept. Utilizing

the statistical software package that is provided by SPSS, we were able to generate descriptive statistics in order to facilitate the analysis of the data obtained from the sample.

IV.   RESULTS

In this part of the report, it was recommended that the data obtained from the respondents by means of the structured questionnaire be subjected to an in-depth analysis. In Chapter 3, we covered the fundamentals of the research methodology, the research hypothesis, and the conceptualization of the model. An examination of the information obtained from the responses to the survey was carried out so that the model that served as a guide could be verified and accepted. This part also contains the analysis of the survey's answers, which includes the response rate and the test for non-response bias, as well as the screening of the data and the preliminary inquiry, which typically covers missing values and the basic method data normality. The next section provides information on the assessment model, including its reliability and validity. It does this by discussing the estimate model. The last section of this section presents hypothesis testing that is contingent on the results from all of the guided tests.

A.   Respondent Characteristics, Response rate, sample size and non-response bias

The targeted population for this specific research was Managers (middle level to bottom level) and those brand managers who were indulge in brand enhancement activities from textile sector of Faisalabad Punjab. A greater response rate may be achieved via the use of a group self-controlled technique as opposed to a postal survey approach (Goudge, 2006; Sekaran, 2009). In this study, a total of 250 questionnaires were sent out to consumers, and 235 replies were received from those customers, for an overall reply rate of 86.4%. After excluding 5 items that were left unanswered and using a data filtering approach, 230 viable surveys were produced. Because of the high response rate in this specific survey, the problem of non-response bias is not likely to arise, since it is generally accepted that high response rates lower the likelihood of significant non-response biases (Dillman et al., 2009; Malhotra, Birks, Palmer, & Koenig-Lewis, 2003).

B. Demographics of Respondents

Table 2 illustrates the demographics information of respondents, which includes gender, age, job experience, and designation. Out of 230 replies, 94.3% were men and 5.7% were females, and there was no missing value. Regarding age, 23.1% of the population was between the ages of 21 and 25, 12.7% belonged to the age group of 26-30, 55.9% were between the ages of 31 and 35, and 8.3% were older than 35. The results would indicate that the majority of the people are of the age of the Baby Boomer generation, with just a tiny percentage being in their 20s and 30s.

When it came to the level of education, around 27.1% of the respondents had a bachelor's degree, while approximately 31.4% held a master's degree. M.phil by 21.4% of respondents and the individuals who have M.S. degree were 18.8%, respondents who have P.HD degree are only 1.3%.

Table 2: Demographic variables

Demographic variables	Frequency	Percentage
Gender		
Male	216	94.3%
Female	14	5.7%
Age		
21 - 25 Years	53	23.1%
26 - 30 Years	29	12.7%
31 - 35 Years	128	55.9%
Above 35	19	8.3%
Work Experience		
Bachelor's	62	27.1%
Masters	72	31.4%
M.phil	49	21.4%
MS	43	18.8
P.HD.	3	1.3%

C. Data Screening

In current research surveyed psychometric presumption, missing data treatment, data distribution normality, to legitimize the relevant or appropriate utilizing of PLS path modeling.

1. Missing Data

That was important to look at existence of any missing data in the gathered information preceding the data investigation. 230 responses included 25 missing

information focuses. As indicated by Fox-Wasylyshyn & El-Masri, (2005) any factor having under 5 percent of missing values can be disregarded. Not any factor in this gathered information has missing values of greater than 5%. What's more, Cohen, Cohen, (1983) proposed that missing information of up to 10 percent was probably not going to be dangerous in results interpretation.

25 missing information shows out of 10,350 (230 respondents*45 items) appear for 0.57%, which is negligible. Table 3 appears, missing information was from different items. The Expectation Maximization method also found that the'missing completely at random' (MCAR) measurement was not important, indicating that the missing values were absent accidentally. This suggests the missing data were not a deal breaker for proceeding with the study.

Table 3: Descriptive Statistics

Items	Skewness	Kurtosis	Missing (N)
FP1	-1.036	0.54	0
FP2	-0.932	0.177	0
FP3	-0.882	0.012	0
FP4	-0.915	0.158	1
FP5	-0.947	0.143	0
BON1	-0.904	0.673	2
BON2	-0.976	0.413	0
BON3	-1.014	0.842	0
BON4	-0.996	0.846	0
BON5	-0.78	0.046	1
BON6	-0.992	0.684	0
BON7	-0.931	0.425	3
BON8	-1.526	2.801	0
BON9	-1.232	0.813	1
TRU1	-1.326	1.56	2
TRU2	-1.313	1.219	2
TRU3	-1.115	0.373	1
TRU4	-1.276	1.088	1
TRU5	-1.388	1.649	1
TRU6	-1.362	1.298	0
CM1	-1.494	2.654	0
CM2	-1.642	3.102	1
CM3	-1.894	4.635	0
CM4	-1.881	4.488	0
COM1	-1.403	2.27	1
COM2	-1.906	3.815	0
COM3	-1.623	2.932	0
CR1	-1.654	3.164	0
CR2	-1.573	2.475	0
CR3	-2.038	5.495	0
CR4	-2.147	1.031	4
CR5	-2.178	1.407	3
CR6	-2.152	5.774	0
CR7	-1.617	3.667	1
Total			**25**

2. Data Normality

By computing the data of skewness and kurtosis values further test are directed. As a standard guideline, kurtosis scores outside of +/ - 2 and skewness rating outside +/ - 1 can possibly limit the further analysis and explanation of the results (R. B. Kline, 2005).

Table 3 demonstrates that a few values of skewness and kurtosis are over the suggested edges. For instance, COM3 demonstrates a skewness of - 1.6 and kurtosis of 2.93, and the value of skewness for CM4 appears - 1.8 and for kurtosis is 4.48 This demonstrates generally data is not regularly disseminated, which proposes the further investigation consider a "robust approach" to deal with arrangement with non-standardized information (Joseph F Hair, Ringle, & Sarstedt, 2013).

3. Common Method Bias

You may decide to use Harman's single factor score, which is one of the most straightforward approaches for determining whether or not CMB is relevant to your investigation. In this method, all of the items (which measure latent variables) are consolidated into a single factor. It may be deduced from the fact that CMB did not have an effect on either your data or the results if the variance attributable to a single component is less than fifty percent (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003).

The test released rotated arrangements of eleven variables with one factor clarifying 24.08% of the variance, and eleven elements clarifying 67.96% of the fluctuation (see Table 4). Recommending 'common method variance' does not seem to be dangerous given that the un-rotated configurations did not yield a general factor.

Table 4: 'Harman's One-Factor Test Common Method Bias'

Component	Initial Eigenvalues		
	Total	% of Variance	Cumulative %
1	10.836	24.080	24.080
2	4.607	10.239	34.319
3	2.929	6.509	40.828
4	2.239	4.976	45.803
5	1.835	4.079	49.882
6	1.727	3.838	53.721
7	1.550	3.444	57.165
8	1.426	3.169	60.333
9	1.264	2.809	63.142
10	1.162	2.583	65.725
11	1.007	2.238	67.963

Note. Extraction Method: Principal Component Analysis

D. Measurement Model (outer model)

Latent variable dimensions are taken into account in terms of their measurement properties and perceived (seen) items, as the model analysis of the measurement indicates. Several features of the outer model (the measurement) will be examined, including "internal consistency, item reliability, discriminant validity, and convergent reliability" (Hair et al., 2011; Henseler, Ringle, & Sinkovics, 2009).

The description of the model's four parts covers a total of 39 topics. Each and every imaginable reflecting structure was accomplished by using the PLS algorithm. We analysed the reflecting scale for convergent and discriminant reliability using the SMART PLS method. All of the latent variables in the model are reflective in nature, as indicated in table 5 using metrics of reliability such as PLS loadings, Cronbach's alpha, KMO, AVE, and composite reliability.

1. First Order Constructs

The item loading was determined by looking at how well the item fit the first order build. (Table 5). There were five components to the evaluation of the company's performance. Each item in question has an outer loading of between 0.778 and 0.912, and the t-values demonstrate that all of them are statistically significant at the 0.5 level. Twenty-seven different components make up the five-dimensional customer relationship marketing strategy. The t-value findings indicate that the first item is bonding, the outer loadings for the relevant items ranged from 0.781 to 0.911, and all things are statistically significant. Second, regarding trust, the t-value findings

demonstrate that all components are statistically significant, with outer loadings ranging from 0.754 to 0.887. The t-values reveal that all components are statistically significant, and the third factor is the strength of the bonds formed via communication. In regard to commitment, the t-values demonstrate that all components are statistically significant, with outer loadings ranging from 0.796 to 0.872. The t-values for the items demonstrate that they are all statistically significant, with the outer loadings ranging from 0.710 to 0.892. Fourteen unmeasured factors are used to determine how loyal a company's regulars are. For the items at hand, outer loadings ranged from 0.8569 to 0.9135, and as the t-values demonstrate, all of the items were statistically significant at the 0.5 level.

Table 5: Measurement Statistics of Constructs

Constructs, Dimensions, Items	M	S. D	Item loading	t-value	AVE	CR	Cronbach Alpha	KMO
Firm Performance					**0.699**	**0.965**	**0.961**	**4.219**
FP1	3.47	1.057	0.912	39.055				
FP2	3.50	1.125	0.778	15.524				
FP3	3.86	1.155	0.784	15.624				
FP4	3.38	1.076	0.872	29.673				
FP5	3.38	1.076	0.887	37.595				
Customer relationship Marketing								
Bonding					0.739	0.987	0.961	3.242
BON1	3.88	.972	0.768	13.140				
BON2	3.71	1.087	0.799	14.545				
BON3	3.60	1.033	0.911	50.726				
BON4	3.65	1.015	0.838	19.425				
BON5	3.58	1.116	0.781	12.732				
BON6	3.63	1.043	0.843	21.000				
BON7	3.64	1.074	0.843	15.831				
BON8	4.01	.970	0.907	45.904				
Trust					0.631	0.872	0.798	3.231
TRU1	3.74	1.157	0.803	19.934				
TRU2	3.87	1.069	0.854	27.244				
TRU3	4.02	1.110	0.849	28.459				
TRU4	3.72	1.208	0.754	21.953				
TRU5	3.97	1.140	0.838	23.446				
TRU6	4.05	1.063	0.887	26.282				
Communication					0.583	0.950	0.935	4.321
CM1	4.08	1.105	0.856	20.352				
CM2	4.01	.976	0.892	43.928				
CM3	4.09	.979	0.942	47.336				
CM4	4.06	1.014	0.761	40.210				
Satisfaction					0.541	0.783	0.872	3.422
ST1	3.87	1.002	0.740	21.783				
ST2	3.42	0.892	0.831	35.092				
ST3	3.81	0.932	0.710	40.310				
ST4	4.02	0.952	0.779	38.021				
ST5	3.90	1.005	0.892	35.012				
Commitment					0.673	0.882	0.821	2.322
COM1	4.26	.885	0.796	18.268				
COM2	4.32	.890	0.849	29.721				
COM3	4.07	.967	0.872	44.099				
Customer retention					0.791	0.948	0.947	3.211
CR1	3.85	.982	0.868	18.263				
CR2	3.85	1.009	0.885	29.210				
CR3	4.02	1.003	0.913	22.908				
CR4	3.87	1.009	0.899	22.109				
CR5	3.91	.919	0.911	26.847				
CR6	4.06	.947	0.856	12.041				
CR7	4.06	.947	0.856	12.041				

2. Item Reliability

Integrity within oneself One of the first criteria to examine is dependability. Traditional measures of internal consistency often use Cronbach's alpha (), which provides a measure of dependability by looking at the correlations between indicator variables.

Table 5 clearly demonstrates that the dependability of all items is high. When calculating Cronbach's alpha (), values over 0.7 are considered reliable. Also, all of the loadings that were put to use in this study had indicator reliability values over the minimum threshold of 0.70 (Chin, 1998). In the end, every single item has a loading greater than 0.6 (Chin, 1998; Henseler et al., 2009).

Composite dependability may take on a value between 0 and 1, with larger values indicating a more reliable system. Identical to Cronbach's alpha, it may be described as a measure of reliability. As an example, composite reliability values between 0.60 and 0.70 are suitable for exploratory study, while values which rely between 0.70 and 0.90 are appropriate for more in-depth studies. Cronbach's alpha has typically been used as a measure of reliability, and values of internal consistency dependability below 0.60 are considered indicative of a lack of reliability (which shows quite less reliability values). Composite reliability, on the other hand, tends to overestimate the internal consistency reliability, leading to comparatively larger reliability estimations.

Consequently, it is advisable to examine and relay on both (Cronbach's Alpha and composite reliability). When evaluating the measures of internal consistency reliability, the results (reliability) falls between composite reliability and Cronbach's alpha reliability.

3. Kaiser-Meyer-Olkin (KMO) Test

According to the findings of the EFA performed on the gathered data, each item with a loading value of more than 0.40 was given to one of the identified factors. The correlation matrix suggests that a correlation coefficient of less than 0.80 should be considered satisfactory. The results of the KMO test and the Bartlett's test of sphericity revealed that the data were suitable for factor analysis, and the results of the KMO test were statistically significant (p 0.0001). Scree plots provided 10-factor solutions, and confirmed that all retrieved commonalities from the item were reliable.

In order to corroborate the factor solutions that were retrieved, further studies were run on each subscale of the instrument. The accompanying table demonstrates that an appropriate KMO value and a substantial Bartlett's test of sphericity have been achieved for all variables.

4. Convergent Validity

It is said that two measurements of the same concept (variable) have convergent validity if their correlation coefficients are positive. The Domain Sampling Model allows for several potential dimensions through which a single construct may be measured. That's why there has to be a lot of correlation between the indicators of a reflective construct. When investigating the convergent validity of a variable, analysts take into consideration both the outer-loadings of the items and the average variance retrieved.

If a construct has a huge outer loading it demonstrates the correlated indicators having commonalty. Indicator's reliability also known as size of the outer loading, these outer-loadings must be significant of all indicators, because it can be weak although it is significant. It is commonly stated that significant outer-loadings must be 0.708 or greater than it. In the subject of the square of the systematized indicator's outer loadings the reason behind this logic can be understandable, and it can be introducing as the item's commonality. The Standardized indicator's outer loading's square shows that how much changes comes in an item which is described by the variable and explained as average variance extracted. A standard guideline is that a latent variable' must demonstrate a considerable part of each item's variance, more often not less than 50%.

This further implies that the measurement error variance is less than the shared variation between the items and their indicators. As the sentence implies, indicator outer loadings must be more than or equal to 0.708, as 0.708 squared is greater than or equal to 0.50. Also, keep in mind that many people consider 0.70 to be near enough to 0.708 to be satisfactory.

In social sciences, mostly scholars get the outer loading values lower than 0.70, particularly when recently created scales are utilized (Hulland, 1999). Instead of consequently removing item's when outer loadings are less than 0.70, the scholars must consider the effects of items and observe the changes that occurs due to

eliminating the lowest indicators on composite reliability, just as on the construct's content validity.

Items with outer-loadings between 0.40 and 0.70 may be eliminated from the scale if doing so doesn't increase the composite reliability or the average variance extracted (AVE) beyond the acceptable range.

The extent to which omitting the indicator will compromise the reliability of the data is another consideration when deciding whether or not to remove it. It is common for indicators with low outer-loadings to continue to have a large impact on content validity. The indications with outer-loadings of less than 0.40 should thus be routinely disregarded (Bagozzi, Yi, & Phillips, 1991; Joe F Hair et al., 2011).

Convergent validity was established by using a combination of composite reliability and average variance generated scores (Fornell & Larcker, 1981). As stated by (Fornell & Larcker, 1981). Table 5 provides an explanation for why the average variance extracted of all the indicators is more than.50 and the composite reliability is better than.70, therefore constructing a sufficient threshold for convergent validity and internal consistency. According to the literature, a composite dependability of at least 0.70 is regarded adequate and is a good indicator of internal consistency. "The Hair and Others" (1998). The convergent validity is acceptable to draw the conclusion that the required indicators properly describe a construct with a variation of more than 50% if the average extracted variance is larger than 0.50 (Chin, 1999).

5. Discriminant Validity

In empirical standards discriminant validity can be described the degree to which a variable is specifically different from another variable. Therefore, when the discriminant validity is established it is understood that a variable is distinctive and possess uniqueness that is not entitled by another Variable in model. Particularly, scholars have depended on two proportions of discriminant' validity.

The cross-loadings are normally the main way to deal with the discriminant validity' of variables. It is important for an indicator's outer-loadings with related variables to be large (higher) than its cross-loadings, which define its correlation with another construct. The most helpful format for assessing and reporting cross loadings is a table with one column each variable and one row every indication.

In most cases, the indicator with the highest loading value associated with the bolded construct is the one that should be used (in column). Another method for addressing and gauging discriminant validity is the Fornell-Larcker paradigm. To do this, it uses the correlation between latent variables to estimate the square root of the average variance value. One key criterion is that the strongest correlation between any two constructs can't be greater than the square root of the Average Variance Extract.

The results of the Fornell-Larcker criteria may also be evaluated by comparing the squared correlation with another construct to the average variance extract. Fornell-theoretical Larcker's underpinnings rest on the idea that one construct (variable) may share more variance with related indicators than any other construct.

Finally, discriminant validity is achieved when the square root of the AVE increases correlations between the measure and all other measures, as shown by Fornell and Larcker's approach. Therefore, the Smart-PLS approach, as provided in, is used to obtain the AVE estimate of each construct, which in turn encourages testing of the model's discriminant validity. Table 6.

Based on the findings, the square roots of the average variance led to a rise in the off-diagonal values of the corresponding parallel columns and rows. The nonbolded numbers reflect the association (inter-correlation) with constructions, whereas the bolded values show the square root of the average variance extract.

All off-diagonal values are less than the square root of the mean variance (highlighted on the diagonal). The excellent discriminant validity of the scales is further supported by the fact that each construct provides more difference within a block of indicators than the other latent construct exhibits for the opposite block of indicators (Henseler et al., 2009). That Fornell and Larker's model holds water is confirmed by the results.

In current research that basically evaluated the presentation of cross-loadings and the Fornell-Larcker rule for discriminant validity appraisal has discovered that neither approach dependably distinguishes discriminant validity issues (Henseler, Ringle, & Sarstedt, 2015). In particular, cross-loadings are unable to demonstrate an absence of discriminant validity when two constructs are absolutely corresponded which renders Fornell Larcker is inadequate for exact research. Essentially, the

Fornell Larcker rule performs in all respects ineffectively, particularly when loadings of the indicators change not considerably (e.g., all indicator's loadings shift somewhere in the range of 0.60 and 0.80).

The Fornell-Larcker criterion does a better job of identifying discriminant validity concerns when loadings of indicators vary more widely, but it is still subpar in most cases (Voorhees, Brady, Calantone, & Ramirez, 2016). Evaluation of the relationships is suggested by Henseler et al. (2015), who suggest using the heterotrait-monotrait ratio (HTMT).

The HTMT may be seen as a ratio representing the association between two traits. For a formal definition of the HTMT measurement, see (Henseler et al., 2005). HTMT is the mean of all co-relation of items (indicators) over construct estimating different constructs (i.e., the heterotrait-heteromethod relationships) relative to the (geometric) mean of the average relationships of indicators estimating the same construct (i.e., the monotrait-heteromethod connections).

In fact, the HTMT approach is an evaluation of what the genuine connection between two construct would be, if they have been measured perfectly. This genuine relationship is additionally make reference to as disattenuated relationship. A disattenuated relationship between two constructs near 1 shows an absence of discriminant validity.

Given the multitrait-multimethod matrix, we also used the HTMT ratio of associations to evaluate discriminant validity, providing another method for assessing the measurement model (Henseler et al., 2015). Discriminant validity is compromised by the HTMT component that scored higher than.85 (E. Kline et al., 2012). All components meet requirements, as shown in Table 6. This work shows that the estimating model has gained discriminant validity via its own specialised study.

Table 6: Discriminant Validity

	Customer relationship marketing	Customer retention	Firm performance
Customer relationship marketing	**0.855**		
Customer retention	0.571	**0.889**	
Firm performance	0.534	0.460	**0.836**

Note. The square root of AVE' is visible on the main diagonal, Correlations are lower left of the diagonal.

The estimating model has been shown to pass all reliability and validity tests. After passing all of the required reliability and validity tests, the estimating model used in this study was found to be valid and appropriate for evaluating the structural model's parameters.

E. Structural Model (Inner Model)

The validity of the Structural Equation Model (SEM) was determined using the following five factors: 1) The path coefficient (), which indicates whether a certain link is weak or strong between constructs. The significance of a link between variables may be determined by calculating the (2) level of variance explained, R square (R2), also known as the regression score; (3) the standardised root mean square residual (SRMR); and (4) the t values. 5 The Q2 assessment of how effectively the model recreated the perceived values and its estimations of parameters (Chin, 2010).

F. Model Fit

With an SRMR of 0.077, the model fits the data well enough. According to the recommendations of Henseler, Hubona, and Ray (2009), PLS path models should have an SRMR of less than 0.08.

1. Path Coefficient (β) and t-value

In this study the path coefficient was led to assess the relationship of the variables as hypothesized (Mustamil, 2010). The resampling criteria of bootstrapping was run in accordance to induce statistical inference and to observe the influence of confidence intervals of path coefficients, (Tenenhaus, Vinzi, Chatelin, & Lauro, 2005). Table 7 indicates the results of 230 sample bootstrap analysis like (1) standardized path co-efficient (β), (2) corresponding t and p values results.

Table 7: Result of Structural Model and Hypotheses Testing

Hypothesis	β	/t value|^	p value	Decision
H1: CRM -> CR	0.352	4.021	**0.000**	accepted
H2: CR -> FP	0.632	9.301	**0.000**	accepted

In this work, a SEM Analysis was carried out by making use of Smart-PLS 3.0. In order to verify each and every hypothesis, I put them through the PLS-

algorithm, PLS-blindfolding, and PLS-bootstrapping' tests. During the study, the latent variables were included into the model, and a route was established between them, with customer relationship marketing functioning as the independent variable, customer retention serving as the mediator, and firm performance functioning as the dependent variable.

This study's first hypothesis demonstrates that CRM has a statistically significant and beneficial effect on customer retention rates and these results are consistent with the previous study of (Ghahfarokhi, & Zakaria, 2009). The findings confirm hypothesis 1 that customer relationship marketing has a positive and statistically significant effect on customer retention (= 0.352; t = 4.021, p .05). Furthermore, results confirmed the significance of the relationship between customer retention and business performance (=.632; t = 9.301, p .05), hence supporting Hypothesis 2 as shown in the study of (Gengeswari, Padmashantini, & Sharmeela-Banu, 2013).

2. Testing the mediating effects

MacKinnon & Luecken, (2008) characterizes 'Path Analysis' as an unpredictable measurement of relations among constructs which contain mediating as a significant component. The mediation effect issue is essential in any 'path analysis' and SEM. The construct we take as mediator considered as arbitrate between the independent and dependent constructs (Preacher & Hayes, 2008) The causal advances approach created by Baron & Kenny, (1986) has turned out to be most prevalent in testing mediation impacts. They contend that in the event if, accompanying conditions are fulfilled, at that point the mediation impact is affirmed:

1) There is a positive relationship between the two variables because the independent variable affects the dependent variable favourably.

2) The mediator is positively affected by the independent variable.

3) When the independent variable is taken into account, the dependent variable is positively affected by the mediator.

4) If the relationship between the independent and dependent variables is not statistically significant when the mediator is controlled, then complete mediation is assumed; otherwise, only partial mediation is assumed

(obviously reduced).

The third hypothesis represents the significant results where customer relationship marketing and firm performance relation is mediated by the customer retention with direct effect (β= 0.432, t = 4.421, p < .05). Customer relationship marketing has a significant indirect influence on company performance (=0.621, t=5.30, p0.0001) due to increased customer retention. Partial mediation and support for H3 can be shown in Table 8, which shows that the direct impact of customer relationship marketing on firm performance is considerable while the indirect effect is not. The amount of the indirect impact relative to the overall effect is described by the variance accounted for (VAF). There is evidence of partial mediation when both the direct and indirect effects are noteworthy, as stated by Nitzl et al. (2016) and Zhao, Lynch Jr., & Chen (2010).

Table 8: Direct Indirect effects Mediations

Hypothesis	Relationship	Direct Effects	Indirect Effects	Total Effects	VAF	Mediation
H4	CRM -> CR -> FP	*CRM->FP β=0.432, p-value=0.000*	*CRM->CR β=0.621, p-value=0.000*	*β=0.871, p-value=0.000*	*62 %*	Partial

Notes: β values and P values are shown in table VAF=Variance Accounted For. * p < 0.10, ** p < 0.05, *** p < 0.01 (two tailed)

3. Explanatory Power of the Model (R²)

We evaluated the model's explanatory power by computing the R2 value for each predicted variable. It shows the level of influence that outside variables have on a dependent variable. The R2 number should be between 0 and 1, with a higher value suggesting more precise predictions. R2 values that are between 0 and 1. R2 values of 0.25 indicate a weak correlation, R2 values of 0.50 indicate a moderate correlation, and R2 values of 0.75 indicate a considerable correlation.

Table 9 displays the percentage of variance clarified for every variable. 65.2% of customer retention explained by relationship marketing. Also 73.2% of

Firm performance was explained by customer retention.

Overall, the findings show that the R2 values of the endogenous variables meet the minimal criterion for the 0.10 cut off 'value,' which is indicative of a somewhat "parsimonious" model (Hanlon, 2001; Mustamil, 2003). More significantly, the results strongly support the model's accuracy.

Table 9: Predictive Relevance for Endogenous Constructs

No	Endogenous variables	R^2	Q^2
1	Customer retention	0.652	0.251
2	Firm performance	0.732	0.205

4. Predictive Relevance

In this study, we used cross-validated redundancy systems, as suggested by, to get Q2 (Chin, 2010). According to Henseler et al. (2009), if the Q-square value is greater than zero, it means that the model has predictive relevance, whereas a value below zero indicates that more work has to be done on the model. As appeared in Table 10, Q^2 for customer retention is 0.251 and 0.205 for firm performance. In this study Q^2 values was greater than 0 which demonstrates stability of the model and the predictive significance of inner model was satisfactory.

The findings have a high enough predictive value (Chin, 2010). The Q2 results provide additional confirmation that the model measures are appropriate, and that the structural model has sufficient predictive significance for the endogenous variables of the proposed model. The results suggested that the proposed model is quite predictive.

The model fit, path coefficients, t-statistics, R2, and Q2 values all supported all hypotheses, suggesting the suggested model was significant to elucidate interactions between variables.

V.   CONCLUSION AND DISCUSSION

The study's overarching goal was to examine the role repeat business plays as a moderating factor between the effects of relationship marketing on company performance and other variables. According to the results of the study, the researchers came to the conclusion that relationship marketing has a substantial impact on both the performance of companies and the retention of customers in the hotel sector of Turkey. According to the findings, relationship marketing and customer retention are both key tactics for the hospitality industry. That's why hotels and restaurants need to create integrated loyalty and customer service programmes. Findings from the poll suggest that the Turkish hospitality sector will have a problem with customer defection in the near future, as most customers do not want to stay with them for the foreseeable future.

The research revealed that, when compared to other consumers, current clients had a connection with their services that left them feeling the least happy. The fact that customers have a negative attitude toward the quality of the relationship they have with their financial services provider may be attributable to the fact that the hotel does not conduct frequent research into the level of satisfaction experienced by its customers. Nevertheless, this kind of study would show gaps in service quality that, if corrected, would boost customer satisfaction and, as a consequence, customer retention rates. Therefore, in order for hotels to keep their customers, they should take a strategy that focuses more on relationship management. This strategy should include the development of programmes that aim to create relationships that are characterised by trust and commitment; free communication; and an effort to keep promises made to customers. The identification and maintenance of ideas that are held in high esteem by consumers, as well as the adoption of socially responsible business practises that look out for the well-being of customers, should also be emphasised. Everyone who works for the organisation need to agree with and adhere to these standards.

The purpose of this research was to investigate the factors that influence the connection between relationship marketing and the overall success of an organisation. According to the findings of the research, a positive and powerful kind of mediation occurs when relationship marketing and corporate performance are examined together. In spite of the fact that each of these factors had a sizable impact on customer retention, it was discovered that the contribution to firm success made by customer retention was far larger. The additional finding of the research was that the combined impact of relationship marketing and customer retention on the performance of the organisation was favourable and statistically significant. According to this study, the impact that these factors have on business performance is more significant than the effect that relationship marketing has on company success on its own. As a consequence of this, relationship marketing and customer retention are excellent indicators of the success of a firm. Therefore, in order for the hotel industry to thrive in the ever-increasingly competitive field of financial services, it has to become more attuned to the requirements of its patrons. In order to effectively manage their client retention rates, they will need to place an emphasis on the quality of their relationships, act in a socially responsible manner, and make use of new technical platforms.

A. Theoretical Implications

Important theoretical and practical consequences for academics and business executives stem from this work. The key theoretical contribution of this research is the verification of hypothesised correlations between the concepts of customer relationship marketing strategies and market performance in the Turkish hotel sector. Izquierdo et al. (2005) state that the activities of loyalty and interaction programmes are the retention of current consumers and the promotion of repeat business, respectively. Creating and maintaining connections with customers is what relationship marketing is all about (Morgan and hunt, 1984). Accordingly, they created loyalty and engagement programmes based on four variables: rewards, communication, consumer satisfaction, and complaints. Each of these four elements contributes to thriving connections with paying clients. With this in mind, the terms Bonus, Satisfaction, Contact, and Complaint have been replaced in this chapter by the more generic terms Loyalty and Interaction Programs.

Izqueirdo (2005) states that a firm's success is measured by its ability to increase its market position, which includes factors such as raising brand recognition and market share as well as influencing consumer opinion of the company and retaining and attracting new customers. This study found a link between customer relationship marketing methods and business success. However, the data also suggests that rewarding loyal consumers and showing interest in any problems they may be having may significantly increase brand recognition and market share. This suggests that those working in Turkey's hospitality industry would rather engage in loyalty and engagement programmes than any other kind of activity, as a result of their greater impact on a company's market visibility and presence. The results indicate that the attraction activities have influenced the performance of the businesses, which suggests that the attraction program has been effective, whereas the retenntion have only a mediate impact on the company pperforrmance.

B. Practical Implications

Managers who are tasked with creating and implementing strategies will find the results of this research to be of utmost relevance. These results will aid businesses in comprehending the value of relational exchange from the standpoint of the company and in developing more successful relationship marketing strategies. The research instrument may be utilised by top-level management to assess the efficacy of relationship marketing initiatives and overall business operations. Despite the fact that we are primarily concerned with the hospitality industry, the implications of our findings might be applied to other services that have comparable features (high engagement, high degree of professionalism, etc.). Our findings are consistent with the research that highlights customer retention as a more profitable approach than acquiring new customers, suggesting that operating loyalty and engagement programmes with the consumers has a major effect on business profitability.

If service providers want to enhance their market performance, they should put more effort into lowering the amount of complaints they get and responding to those that are already received. They should also make it a point to meet deadlines and provide accurate estimates of the costs involved in order to ensure that their clients are happy with the work they have received. The technological qualities of the

tools employed in modern hospitality enterprises need a heightened focus on service quality. Although advertising has a role in consumers' knowledge, penetration, and perceptions, the findings demonstrate that customer-provider engagement is more significant. To guarantee future company success and have clients who are loyal to their brand, senior managers of manufacturing organisations should be more passionate about continuing their loyalty and engagement programmes with their present consumers.

The contribution that customers make to the success of the company is indispensable. This statement serves as the intellectual foundation of marketing and is the impetus behind research into relationship marketing. When it came to Turkey's hospitality industry, the concept of marketing did not always take precedence over organisational thinking. In point of fact, many businesses place a strong emphasis on organisational effectiveness and the application of relationship marketing strategies in their efforts to convince customers. Instead of standing above the markets that we serve, we can take advantage of the short cut that is provided to us by relationship marketing in order to formalise our relationship with the customers that we serve.

1. Limitations

This investigation has a few caveats. At the outset, we should note that all of the information we gathered came straight from consumers and that, owing to the scarcity of managerial positions, we didn't even bother to consider their perspective.

For a second, we have ignored any industries outside of the hotel industry. Having a larger pool of people to draw from would be helpful. Third, we examined the correlation between relationship marketing and business success using cross-sectional data. If other factors in the external environment, such government laws, the business cycle, the level of competition, etc., are disregarded, then the findings of this study hold water. Fifth, the significance level we've found for certain relationships is rather little.

More study is needed to figure out how to help them more effectively. Some measuring scales should also become more trustworthy. Sixth, relationship marketing's impact on productivity may vary over time. Thus, businesses that adopt relationship marketing tactics now may not see fruit from their labours until much later.

C. Future Research

Because of these restrictions, future studies will focus on expanding the scope of this study's model to encompass additional service types. Even if a sample size of 230 is sufficient and theoretically acceptable, the findings demonstrate that increasing the sample size will boost the accuracy of these results.

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