

MARKETING COMMUNICATION EFFECT ON CUSTOMER RELATIONSHIP-A NEW PARADIGM SHIFT IN CUSTOMER SATISFACTION: EVIDENCE FROM NIGERIAN AIRLINE INDUSTRY

Adebayo Adebemi Abdulwasii
Kwara State University, Malete, Nigeria
adeyemi.adebayo@kwasu.edu.ng

ABSTRACT

Due to competition that is evolving in Nigerian airline industry and the need to build relationship with customer has results in the aviation sector's quest to device effective marketing communication elements to generate satisfaction. This study investigated the impact of marketing communication on customer relationships within selected airline companies in Lagos state, Nigeria. Employing a quantitative research design due to the infinite population size, the study utilized a survey method with questionnaires to collect primary data from domestic customers of the chosen airlines. The sample size of 246 was determined using Godden model, employing multistage sampling techniques. A total of 150 questionnaires were gathered for data analysis. Standard multiple regression was employed to analyze the data. The findings indicated that advertising showed a significant relationship with customer relationships ($\beta = .227, t = 2.015, p < .011$), and sales promotion also exhibited a positive and significant relationship with customer relationships ($\beta = 0.412, t = 1.925, p = .005$). The study concluded that implementing effective marketing communication elements such as advertising and sales promotion by airline management enhances the relationship between the firm and its customers by facilitating interaction between customers and airline service providers. The study recommends that airline service providers should formulate their communication strategies to raise awareness, stimulate interest and desire, and prompt actions among customers toward their services. This approach aims to establish robust customer relationships capable of enduring the dynamic business environment and enhancing customer satisfaction.

Keywords: customer relationship; customer satisfaction; marketing communication

INTRODUCTION

The airline industry is facing escalating competition and complexity in today's increasingly globalized world. To sustain themselves

financially and gain competitive advantage, airline service providers are increasingly focused on securing market share, fostering substantial customer loyalty, and garnering

patronage. Consequently, effective customer relationship management (CRM) has become indispensable for every company that values its clientele. By comprehending customers' needs, behaviors, and preferences, and implementing efficient CRM strategies, airline service providers can enhance customer satisfaction and loyalty (Wirtz & Lovelock, 2021). Customers seek personalized goods and services tailored to their preferences, making it easier for airlines to track purchasing patterns, preferred brands, and significant incentives through enhanced loyalty programs.

As customer expectations evolve, the airline sector-within the broader aviation industry-becomes more enticing and fiercely competitive. Hence, airline service providers must continually seek innovative approaches to meet customer needs and enhance customer attraction, satisfaction, and loyalty.

Nigeria's aviation industry represents a significant portion of the country's transportation revenue, although it contributes a smaller percentage to GDP compared to the road subsector, typically ranging from

6% to 7% annually (Daramola, 2019). According to Phillips consulting (2015), the aviation sector supports 254,500 jobs in Nigeria and contributes approximately US\$940 million (N184.7 billion) to the Gross Domestic Product. This underscores the industry's economic impact, with a substantial portion of revenues derived directly from airports, airlines, and ground services, and additional contributions from indirect sources like the supply chain. Including tourism-related earnings, the total contribution rises significantly, demonstrating the industry's potential to further boost Nigeria's economy through increased foreign currency earnings and maintenance capabilities.

Integrated Marketing Communication (IMC), a marketing management strategy, plays a crucial role in raising customer awareness and eliciting emotional responses that drive purchasing decisions. By integrating various promotional tools such as public relations, advertising, sales promotions, personal selling, direct marketing, interactive marketing events, and publicity, IMC inadvertently fosters customer relationships that lead to satisfaction

and loyalty (Abimbola, 2020). Effective marketing communication that emphasizes sustainability in the airline industry is pivotal, as it enables airlines to connect with potential customers, convert them into loyal patrons, and maintain ongoing engagement. When airline service providers utilize effective marketing communication strategies to interact with customers, they enhance their ability to build lasting relationships, ultimately enhancing customer satisfaction.

Statement of the Research Problem

In today's fiercely competitive airline industry, where traditional approaches prevail, adopting effective and modern marketing communication strategies can nurture customer relationships and consequently enhance customer satisfaction. Many airlines have shifted from product-centric to customer-centric marketing strategies to better cater to the needs of their valued clients. Achieving a high level of customer satisfaction is paramount for any customer-focused organization, as it ensures overall organizational success.

It is noteworthy that airline providers often struggle to establish

clear marketing communication objectives aimed at increasing customer awareness and interest in their offerings. This challenge may stem from inadequate goal setting and underutilization of customer feedback. Managing both internal and external communication is particularly challenging in the demanding aviation sector, where the aim of the marketing communication mix is to secure sales in the target market. To achieve this objective, airlines must employ diverse techniques to inform, persuade, and remind customers about their services, thereby fostering lasting relationships.

The failure to implement a robust and effective marketing communication strategy that engages and resonates with customers to ensure ongoing patronage has led some airline providers to lose customer loyalty. This is surprising considering the array of communication methods available—from mass advertising, sales promotions, and publicity to personalized approaches such as direct sales and engagement through various social media platforms.

From the review of empirical evidence for this study, it was also observed that

studies have not been conducted on marketing communication effect on customer relationship management with special interest in Nigerian aviation industry. Though, studies were conducted on marketing communication on customer relationship (Keikha, 2020) but not on Nigerian aviation industry. In lieu of this, this study sought to bridge the gap by focusing on Nigeria context.

LITERATURE REVIEW

Marketing Communication

Marketing communication mix play a noteworthy function in inducing consumers as they serve as a means for enabling two-way communication between a firm and its target audience, by providing indispensable facts regarding novel products or services (Nesterenko, et al., 2023). In contrast, Murzova (2022) approach communication from a business and marketing perspective, conceptualizing it as a complex sequence of platforms encompassing elements like product pricing, design attributes, packaging, salesperson demeanor, store ambiance, and corporate stationery-all of which communicate messages to consumers. Each interaction with a brand has the

potential to positively or negatively influence consumer perceptions of the company.

Desai and Shah (2019) integrate communication into marketing as an essential element that spans various components of the promotional mix, including public relations, event sponsorship, sales promotion, advertising, and personal selling, aimed at effectively acquiring and retaining customers. Wirtz and Lovelock (2021) expand on this by defining the marketing communications mix as encompassing public relations, online marketing, advertising, publicity, promotions, personal selling, and event sponsorship within an integrated marketing strategy, stressing the importance of selecting the most appropriate communication channels for effective implementation.

Integrated marketing communication (IMC), as described by (Perwito, et al., (2021) enhances brand equity by consistently shaping consumer perceptions and reinforcing brand presence across diverse communication platforms. Nwankwere, et al., (2019) characterizes marketing

communication as a strategic mix that fosters enduring relationships with current and potential customers, with components such as sales promotion and advertising forming integral parts of the marketing mix.

Murzova (2022) emphasize that marketing communication encompasses all available means of communication, including advertising, direct marketing, sales promotion, public relations, and personal selling, tailored to inform, persuade, and remind customers about products and services. Oloyede and Ogudele (2024) specifically emphasized that advertising as one the communication mix known focuses on a media broadcast through one or more media and is supported by the named sponsor. He further asserted that the primary roles of advertising are to inform, convince, and remind potential buyers about the availability of products and services that are offered.

Sales promotion, according to Kadiri (2024) involves a wide variety of tools such as: samples, coupons, rebates, price pack, premiums, contests, patronage awards, advertising specialties and point-of purchase promotions, trade promotion tools-

buying allowance, free goods, merchandise allowance, push money, dealer sales contest, bonuses, contest, sales rallies which are used to influence a purchase and stimulate consumers' interest in a short-term.

Customer Relationship

Customer relations, a marketing objective involving interactions with an organization's stakeholders, plays a crucial role in today's business environment as organizations are facing intense competition, making it crucial to retain existing customers while attracting new ones (Fiiwe, et al., 2023).

Customer relationship management (CRM) shifts the focus from merely the goods or services offered to the value customers derive from them. Companies aim to establish effective communication and relationships with their valued consumers through CRM strategies. Fraihat et al. (2023) note that to attain this objective, businesses are making use of various strategies, including customer relationship management (CRM), which has surfaced as a vital instrument for organizations to retain and satisfy their customers profitably.

Marketing fosters a mutually beneficial exchange where both parties derive value, necessitating effective communication across various relationship platforms (Eltahir, et al., 2021). The process through which an organization cultivates customer satisfaction to ensure loyalty is known as customer relationship management. Satisfied customers are more likely to continue purchasing and recommending products to others, underscoring the importance for service providers in today's corporate landscape to deeply understand their clientele and meet their needs with value-added goods and services (Adebayo, 2021).

As evidenced by the relationship marketing concept, maintaining superior customer relationships embedded building relationship with individual customers through the services offered to them which will build up the relationship between the company and the customer and finally provide added value to the company. (Kakeesh, et al., (2021).

Mustapha et al. (2023) highlighted the main goals of Customer relationship management as to the

value long-lasting supportive relationships with the old customers and the upcoming customers. By doing this, it helps to retain old customers based on improvement gathered from the experience; to win new customers; win new contacts; to increase profitability and reduce costs related to managing customers. Furthermore, Customer Relationship Management (CRM) focuses on the worth that customer gets rather than the products or services to be put up for sale by the company. Through the execution of Customer Relationship Management (CRM), companies are expected to be able to set up communication and a better-quality relationship with their treasured customers (Adebayo, 2024).

The core of CRM lies in understanding and treating customers in a manner that enhances their loyalty and consequently boosts company revenues (Adebayo, 2021). Customer Relationship Management (CRM) has been applauded by the several research studies as opined by Kakeesh et al. (2021) as a managerial viewpoint which is found to be strongly connected to the philosophy of marketing as well as information technology, enhancing

the value of the brand in the minds of customers. Olasojumi, et al., (2021) also found that CRM is a sequence of numerous methods of information technology for making an effective handling of CRM. Loyal customers, as observed by (Yum & Yoo, 2023), tend to develop stronger ties with businesses and exhibit distinct behavioral patterns compared to less loyal customers. In summary, customer relationship management is a strategic approach aimed at understanding customer needs and behaviors to establish enduring relationships that ensure repeat business (Chikako & Hamu, 2021). Providing adaptable service quality and overall excellence has historically been fundamental to successful business practices across all sectors.

Customer Satisfaction

The term "customer satisfaction" is often used in business and marketing. Organizations nowadays must contend with fierce competition from other businesses. Marketing academics often claim that companies may outperform their rivals if they can go from a product and sales perspective to a marketing philosophy where the interest of the customer will be the primary priority for the service

providers. The secret is to satisfy and fulfill client demands in a way that is both better and advantageous. Diverse authorities and intellectuals have reached a consensus in their conceptual explanation of consumer happiness.

According to Singh, et al., (2023), customer satisfaction is defined as the insight of the customer's prospect being met as a result of the goods or services received. It examines the magnitude of satisfaction or pleasure a customer goes through after relating to a business. Fulfilled customers feel that their needs and wishes have been met or exceeded, and they recognize value in the products or services purchased. Juni, et al., (2023) posit fulfilled customers will have a high magnitude and velocity of loyalty to the products and services provided compared to discontented customers. A happy consumer is more likely to become a devoted customer, repurchase goods, favorably participate in recommending items to other customers, and be less price sensitive. Customers are more inclined to stick with a brand or product if they are happy with it and are also more likely to tell others about it or buy it again rather than trying other brands.

Permana, et al., (2020) asserts that the main solution to please the hearts of customers is by providing most favorable impact and satisfaction to customers so that the effect will build loyalty emphasizing that these expectations are crucial and extend beyond mere enjoyment. According to Kotler (2016), customer satisfaction is assessed based on how well a product's perceived performance aligns with a customer's expectations. They further explain that if the product performance falls short of expectations, customers will be dissatisfied, whereas meeting or surpassing expectations leads to satisfaction. Jobber and Jobber and Ellis-Chadwick (2024) corroborate this by noting that customers experience happiness when the perceived performance meets or exceeds their expectations.

It is cautioned by businesses not to overstate advertising claims to create unrealistic customer expectations, as highlighted by Adebayo (2023), as this can result in dissatisfaction when performance fails to meet these expectations. Expectations are shaped by various factors, including discussions with others, post-purchase

experiences, and marketing efforts from the supplier.

Theoretical Review

Assimilation-Contrast Theory of Customer Satisfaction

The Assimilation hypothesis emerged from the understanding that consumers evaluate products after using them (Adebayo, 2023). Assimilation-contrast hypothesis explores how consumers perceive product performance post-exposure, drawing on assimilation and contrast effects. According to this hypothesis, when a consumer's performance expectations align with their acceptable range, any disparity between expectations and actual performance is typically overlooked. Instead, the consumer assimilates the performance and considers it satisfactory. However, if the performance falls outside the acceptable range, the contrast effect takes precedence, magnifying the difference and leading to dissatisfaction with the product or service.

The Assimilation-Contrast theory is an additional framework that aims to explain how variables interact within the disconfirmation model. It

integrates concepts from both assimilation and contrast theories. According to this theory of customer satisfaction, satisfaction is determined by the size and direction of the gap between expected and actual performance. Like the assimilation theory, customers generally adjust or assimilate discrepancies in their perceptions of product performance to reconcile them with their initial expectations, especially when the deviation is minimal.

Empirical Review

Juni, et al., (2023) investigated a study with the purpose to determine the consequence of product quality, service quality and price on customer satisfaction. The research adopted quantitative methods in addition to explanatory research. The population of the study are the customers of Fruts Café, with a sample size of 110. The result of the study shows that product quality, service quality and price have a positive and significant effect on customer satisfaction and customer loyalty through customer satisfaction while product quality and service quality have no significant effect on customer loyalty, while price has a

positive and significant effect on customer loyalty.

Subiyantoro (2021) conducted exploratory research revealing that product simplicity and quality significantly impact customer satisfaction, whereas service quality and pricing have minimal influence on customer happiness. This study aimed to assess the effects of service quality, convenience, pricing, and product quality on consumer happiness and loyalty, based on a sample of 140 consumers selected through convenience sampling. The analysis employed Partial Least Square (PLS) analysis, concluding that service quality, convenience, price, and product quality strongly influence customer loyalty, with customer satisfaction playing a pivotal role.

Saneva and Chorstoseva (2020) conducted research exploring the relationship between service quality, customer happiness, and customer loyalty in fast-food restaurants. The study included 148 questionnaires distributed to the respondents physically; the results of the study indicate a significant impact of service quality on satisfaction and loyalty, thereby highlighting the critical role of

customer satisfaction in driving customer loyalty.

Adebayo (2021) analyzed the relationship between effective communication and customer happiness in a specific hotel company in Offa and Ilorin metropolitan areas of Kwara State, Nigeria. Primary and secondary data were used to gather necessary information for the study. The results identified communication channel and message design as predictors of customer happiness, emphasizing a strong association between communication mediums and consumer loyalty. Based on these findings, the study recommended that both senior management and junior staff establish effective communication strategies to retain existing customers and attract new ones.

RESEARCH METHODS

This study employs quantitative methods to examine the impact of marketing communication on customer relationships within selected aviation companies in Lagos state. The research focuses on the domestic clientele of specific airlines (Air Peace, Arik Air, Dana Air, and Azman Air) in Lagos state, considering the extensive nature

of this population. The sample size determined using Godden (2004) methodology was set at 246 due to the infinite size of the population. A survey method was employed, utilizing a self-administered questionnaire, and a multistage sampling approach was utilized, involving multiple sampling procedures at different stages to select sample respondents. The analysis was conducted using SPSS software.

Table 1: Validity Statistics

Validity Test	KMO	Barlett's Test	Sig.
i. Marketing Communication	.636	59.565	.000
ii. Customer Relationship	.684	61.342	.000

With the help of research aides, fifty (50) questionnaires were distributed to subject matter experts. Forty-five (45) responses were collected during the pilot study. The questionnaire items were revised for quality improvement based on the feedback received from the pilot test.

Table 2: Cronbach's Alpha Coefficients

Variables	Cronbach Alpha Coefficients
i. Marketing Communication	.743
ii. Customer Relationship	.853

Table 3: Mean and Standard Deviation of the Variables

Constructs	N	Minimum	Maximum	Mean	Std. Dev.
Customer Relationship	150	1.00	5.00	4.0347	.96315
Sales Promotion	150	1.00	5.00	4.0333	1.08570
Advertising	150	1.00	5.00	4.0653	.99137

Mean and Standard Deviation of Customer Relationship

Table 3 displays five components that characterize customer relations, with mean and standard deviation values provided. Each item received high mean scores. The statement scoring the lowest mean (M = 4.00, SD = 1.153) was "Customers are satisfied when service providers communicate with them through different platforms," while the statement scoring the highest mean (M = 4.07, SD = 1.153) was "Customers' perception of aviation companies that celebrate customers on their birthdays and other festive periods build loyalty." This study identifies the celebration of customers on birthdays and other festive occasions as a significant factor influencing customer relationships within a subset of airline firms in Lagos, Nigeria.

Table 4: Mean and Standard Deviation of Customer Relationship

Code	Detail	Mean	SD
CUR1	Effective communication between airline service providers and their customers ensures customer loyalty.	4.04	1.134
CUR2	An airline that rewards loyal customers experiences ongoing patronage.	4.05	1.116
CUR3	Customers derive satisfaction when airline service providers communicate with them through various platforms.	4.00	1.153
CUR4	Customers develop trust in an airline firm that promptly addresses complaints and negative feedback.	4.01	1.156
CUR5	Customers' perception of an airline that celebrates customers on their birthdays and during other festive periods fosters loyalty.	4.07	1.153

Mean and Standard Deviation of the Communication

Table 5 presents ten components that characterize communication, with two sub-constructs-advertising and sales promotion-analyzed based on their mean and standard deviation values. All items received high mean scores. The statement with the lowest mean score (M = 3.99, SD = 1.135) was "Lifestyle discounts promotion idea enhances the new customer segments to the Airline," while the statement with the highest mean score (M = 4.11, SD = 0.984) was "Information on firm's

websites enhances customer's knowledge about the Airline's products and services." Therefore, the results indicate that "information on airline websites enhances information to educate the customers" is the predominant factor characterizing communication within a subset of airline businesses in Lagos, Nigeria.

		promotions encourage relationship.		
	SP4	Airlines usage of social media platforms and email marketing to announce promotions and connect directly with customers breeds loyalty.	3.99	1.135
	SP5	Airlines joint flights promotion strategy with other travel services at a discounted rate build relation.	4.05	1.128

Table 5: Mean and Standard Deviation of Marketing Communication

Code	Detail	Mean	SD
Advertising			
ADV1	Access to information on the airline's website improves customers' understanding of the airline's services.	4.11	.984
ADV2	Direct communication with customers facilitates swift handling of complaints.	4.06	1.113
ADV3	Face-to-face interactions with customers enable them to inquire about the airline's services.	4.02	1.096
ADV4	Effective communication messages about the airline encourage customers to repurchase its services.	4.07	1.075
ADV5	Positive word-of-mouth from customers fosters interest and loyalty towards the airline's services.	4.07	1.097
Sales Promotion			
SP1	Discounted fares and sales promotions to stimulate demand during off-peak seasons build relationship.	4.07	1.112
SP2	Loyalty programs such as free flights or lounge access based on miles flown on Naira spent leads to customer satisfaction	4.05	1.134
SP3	Airlines partnerships with other businesses and other stakeholders to offer joint	4.00	1.147

Table 6: Normality Test (Skewness and Kurtosis)

Constructs	N	Skewness	Kurtosis
Customer Relations	150	-1.729	1.973
Sales Promotion	150	-1.528	1.418
Advertising	150	-1.554	1.752

The study indicated that the skewness and kurtosis values were close to zero, suggesting that the residuals appeared to be normally distributed (Li, 2012). Therefore, Table 6 demonstrates that the assumption of normality was upheld and not violated.

Table 7: Multi-collinearity Test (VIF and Tolerance)

Constructs	Items	Collinearity Statistics	
		Tolerance	VIF
Sales Promotion	5	.190	1.062
Advertising	5	.109	1.062

Based on Table 7 above, it is evident that the tolerance values exceed 0.20 and the VIF (Variance Inflation Factor) values are below 5, indicating the absence of multicollinearity among the independent variables. A detailed

examination of these results confirms that multicollinearity did not pose an issue for this study.

Test of Hypothesis

Multiple regression analysis was used to establish the relationship between communication (Sales Promotion and Advertising) outcome and customer relationship of chosen airline companies in Lagos state.

Table 8: Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.720 ^a	.520	.492	1.06378	1.90-670

a. Predictors: (Constant), Sales Promotion, Advertising

b. Dependent Variable: Customer Relationship

In Table 8 above, the model summary reveals that the R-Square value is 0.520. This indicates that the independent variable (marketing communication) explains 52% of the variance in the dependent variable (customer relationship), while the remaining 48% of the variance is attributable to other variables not included in the model. This suggests that the regression model is effective in generating hypotheses based on the relationship between marketing communication and customer relationship.

Table 9: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	31.203	2	25.701	26.684	.000 ^b
	Residual	123.745	167	.925		
	Total	143.480	148			

a. Dependent Variable: Customer Relationship

b. Predictors: (Constant), Sales Promotion, Advertising

The findings regarding the analysis of revisit intention, as detailed in Table 9, underscore several key points. Firstly, the regression sum of squares (31.203) significantly outweighs the residual sum of squares (123.745), indicating the model's robust ability to explain the variability observed in revisit intention. This highlights the model's effectiveness in capturing the factors influencing customers' likelihood to revisit. Moreover, the estimated F-value (26.684) provided in the table, alongside a highly significant p-value of 0.000, underscores the collective influence of marketing communication on changes in customer relationships. This statistical significance, well below the conventional threshold of 0.05 ($p < 0.05$), provides compelling evidence that marketing communication plays a pivotal role in shaping and enhancing customer relationships within the context of the study. In essence, these findings reinforce the notion that

effective marketing communication strategies are crucial for fostering positive customer relationships, thereby influencing customers' intentions to revisit airline services.

Hypothesis H1b at the 10% significance level.

Overall, the summary of this regression analysis underscores the substantial impact of marketing communication coefficients on customer relationships within preferred airline carriers in Lagos State. This

Table 10: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.
		B	Error Std.	Beta			
1	(Constant)	2.312	.320			7.234	.000
	Advertising	.227	.251	.111		2.015	.041
	Sales Promo.	.412	.229	.420		1.925	.005

a. Dependent Variable: Customer Relationship

Discussion of Findings

Table 10 depicts the dependent variable, which assesses the influence of marketing communication on customer relations, serving as a basis for examining the relationship with two independent variables: advertising and sales promotion. Regarding the correlation between advertising and customer connection, the results demonstrate a significant relationship ($\beta = .227$, $t = 2.015$, $p < .011$), thus confirming Hypothesis H1a.

According to Hypothesis H1b, there exists a positive association between customer relations and sales promotion. The findings reveal a statistically significant positive correlation between sales promotion and customer connection ($\beta = 0.412$, $t = 1.925$, $p = .005$), supporting

implies the acceptance of the alternative hypothesis over the null hypothesis. Consequently, marketing communication plays a pivotal role in shaping customer relationships for the selected airline businesses in Lagos State, aligning with findings from previous studies by Adebayo (2021).

CONCLUSION

Based on the data analyzed, it was discovered that the variables used in the study, for example, advertising significantly shows that the airline customers tend to have access to information on the airline's website which will enhance and improves customers' understanding of the airline's services as the sales promotion of the airline company would also stimulate the interest of their customers during the off-seasons. In contrast, the variables if implemented by the airline service providers without a constraint

tend to increase the expenses of the firm in relation to their budget as the airline service providers would also need to spend heavily to monitor the activities of the competitors from distracting the firm's target audience from receiving the messages the way it is meant to be.

The study concluded that effective implementation of communication elements by airline company management significantly enhances the relationship between the company and its loyal customers. These communication elements provide customers with platforms for interaction with airline service providers, thereby fostering a stronger and more enduring customer connection.

The study emphasized that utilizing these fundamental communication components and ensuring clear, validated communication from airline service providers are crucial steps towards building sustained customer relationships.

To cultivate a robust customer relationship capable of thriving in a dynamic business environment and gaining the trust and confidence of

valued customers, the study recommended that airline service providers develop their communication strategies to build awareness, stimulate interest and desire, and prompt customer action towards their services. Effective customer relationship management was identified as the primary tool through which clients assess an organization's reliability, credibility, responsibility, and trustworthiness. Airlines that excel in customer relationship management are likely to command higher customer satisfaction levels, attract and retain top talent, boost revenue, and expand their customer base. The airline industry needs to install a system that will quickly respond to customer needs and complaints, effective and efficient order processing and provision of moral support which are essential constituents for customer relationship and satisfaction.

This study suggests that further studies could be carried out in this area by using customer loyalty as a mediating variable. It was observed from this study that not all customer relationships emanate from customer satisfaction. Future researchers could also endeavor in developing new variables that can have a more

reasonably high percentage in the model summary of the hypotheses testing. Furthermore, the scope of the study could be wider in terms of geographical coverage than what is obtainable in this study by future researchers.

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