

**INFLUENCE OF CUSTOMER SERVICE STRATEGIES ON ORGANISATIONAL
PERFORMANCE AMONG PRIVATE UNIVERSITIES IN KENYA**

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**A Thesis Submitted to the School of Business in Partial Fulfillment of the
Requirements for the Award of the Master's Degree in Marketing Management to
Kenya Methodist University**

June, 2023

DECLARATION

I declare that this thesis is my original work and has not been presented in any other university

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DEDICATION

This research thesis is dedicated to my family. Without their love, support, and encouragement, I would not have been able to achieve the goals I have set for myself. They have been my greatest inspiration and have pushed me to continue striving for excellence. I am grateful to have such an amazing family and I am thankful for all they have done for me.

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ABSTRACT

Organizational performance is the extent to which the firm realizes its goals within a given period of time. Customer service strategies are very important for any organization that would like to improve its organizational performance. Gopal and Aggarwal, (2021). The study aimed at determining the influence customer service strategies on organizational performance of private universities in Kenya. The study was guided by customer service, assimilation and attribution theories. The objectives were establishing influence customer acquisition, service delivery customer retention and customer recovery on organization performance of private universities in Kenya. The research used descriptive cross sectional design. The target population was 172 respondents from the targeted private universities in Kenya. Stratified random sampling approach was used to determine the sample of 124 participants. Data was collected using questionnaires. For the determination of reliability, Cronbach alpha was adopted. For the analysis of data, quantitative approaches using Statistical Package for Social Sciences (SPSS version 23.0) was adopted to generate inferential and descriptive statistics results. Upon the analysis of data, data presentation was done by use of frequency tables. The study outcome revealed an existing positive and significant correlation between customer acquisition, service delivery, Customer Retention and customer recovery and organization performance in private universities in Kenya. This proves that, when customer acquisition, service delivery, customer retention and customer recovery are enhance, the organization performance in private universities in Kenya also greatly improves. The study therefore recommended that, Universities leadership should start implementing customer acquisition, customer retention and service strategies, to spearhead positive results. The recommendations were that improved university communication to possible clients and increased attention on customer feedback was critical for institutional success and customer retention. In addition, institutions should enhance customer recovery strategies to enhance financial performance.

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ABBREVIATIONS AND ACRONYMS

CHE	Commission of Higher Education
CRM	Customer Relationship Management
CUE	Commission for University Education
EDP	Expectation Disconfirmation Paradigm
HEI	Higher Education Institution
KEMU	Kenya Methodist University
NACOSTI	National Commission for Science, Technology and Innovation
ROI	Return on Investment
US	United States

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The importance of customer service strategies in private universities has gained increasing attention in recent years. These strategies have been shown to have a significant impact on organizational performance and overall success. One international trend that has emerged is the need for universities to adopt a customer-centric approach in order to improve their competitiveness and attract and retain students. For example, a study by Singh and Gupta (2021) in the United States of America found that customer-centric universities had higher levels of student satisfaction and retention rates compared to those that were not customer-centric.

A study by Choi and Kim (2022) found that universities that prioritized customer service had higher levels of student loyalty and positive word-of-mouth. The study aimed at determining the influence customer service strategies on organizational performance of Kenyan private universities in Kenya. Organizational performance is the extent to which the firm realizes its goals within a given period of time. The present world views customer service as the central area in an organization. Most organizations are considering customer service as key in their processes, and especially those organizations in the higher learning sector (Gopal & Aggarwal, 2021).

The importance of customer service strategies for organizational performance has been widely recognized in the private university sector worldwide. Customer service strategies play a significant role in enhancing student satisfaction and retention rates, which are critical

factors for the success of private universities. Research by Huang et al. (2022) revealed that effective customer service strategies improve student loyalty and positive word-of-mouth communication, which can ultimately lead to increased enrollments and revenue for universities. In addition, a study by Al-Swidi et al. (2021) showed that customer service strategies positively impact the reputation and image of private universities, which is important for attracting and retaining high-quality students and faculty.

Private universities across the world have been faced with stiff competition from other higher education institutions in a bid to attract and retain students. To remain competitive and sustain their operations, private universities have had to adopt customer service strategies that help to improve their organizational performance. Customer service strategies such as customer acquisition, customer service delivery, customer retention strategy, and customer recovery have been used by private universities to improve their overall performance (Choi & Kim, 2021).

One customer service strategy that private universities have adopted is customer acquisition. This strategy involves attracting new students to the university by creating awareness about the institution, highlighting its strengths and unique offerings, and providing a seamless application process (Choi & Kim, 2021)

Another strategy is customer service delivery, which focuses on providing high-quality services to students throughout their time at the university. Private universities have also adopted customer retention strategies, which involve creating a positive student experience, providing academic and non-academic support, and engaging students in extracurricular activities. Finally, private universities have implemented customer recovery strategies,

which aim to address any concerns or complaints raised by students promptly (Choi & Kim, 2021).

Customer service as a practice is founded on processes dealing with identifying and satisfying the priorities of consumers in relation to taste and pricing. Every organization will normally have the burden of meeting this taste and pricing priorities of the consumption unit for purposes of business survival. Further, the organizations have the duty to ensure there is regular and consistent delivery of products and service since it is only through this that they are able to undertake business expansions and consumer retention. Those organized firms dealing in service delivery are showing increasing focus towards tailoring their services around the customers' priorities; making sure their services meet the desires of the consuming unit. There is a position by Dorling (2014) advancing that the satisfaction of customers' priorities and an improved customer loyalty coexist mutually, and that they ought to be looked for any organization looking to assure the consuming unit of quality product and services; this will eventually improve an organization's business survival potential.

There are also those arguing that customer service deals with different activities adopted to assure the attainment of customer wishes, translating to the products and services an organization produces meet the desire of the buyer (Turban et al., 2002). Customer service can also be viewed as passage of information in a planned manner towards the improvement of a commodity desired by a buyer (Harms, 2013). It has been advanced that customer service events and processes ought to be impacted an organization's culture; making sure the buyers' feedback is taken into account in the production process.

Tertiary institutions with recognition and status from their years in operation in some instances will show bad habits like arrogance and negligence from the increased demand of their services thereby promoting undesirable customer service practices. This happens because those seeking admissions show desperation and may ignore the negative attitude they are receiving in order to secure admissions. Despite all the negativity in the process, there only worry is the admission result (Toolman, 2014).

Lindsey et al. (2017) argues that positive customer retention numbers means that the organization has the ability of expanding in the market because the acquisition of new buyers will always be capital demanding. This argument is further supported by Aguinis and Glavas (2012), who maintain that any likelihood of increasing the customer percentage by 5% to 20% is likely to lead to a 90% jump in profit. Also, the addition of more buyers is likely to be highly costly in comparison to retention of the existing base an organization has. Thus, (Lindsey et al., 2017) advances that an improvement of the customer pool will have positive outcomes on an organization's turnover and success.

Customer acquisition refers to gaining new clients. Acquiring new clients involves persuading consumers to purchase a company's products and/or services. Companies and organizations consider the cost of customer acquisition as an important measure in evaluating organizational performance (You & Joshi, 2020).

Service delivery processes typically aim to provide the client with increased value by setting standards, policies, principles and constraints to guide all aspects of their business and customer interactions. Various organizations in Kenya are endeavoring to offer enhances organizational performance (Chesaina & Gitonga, 2019).

Using specific service delivery methods and equipment vary from one organization to the next. The degree of service delivery will also vary and is anticipated to have an impact on how well an organization performs. This is consistent with SERVQUAL, which states that evaluating the type and level of service delivery would increase customer satisfaction and, consequently, organizational success.

Customer recovery begins the moment the first contact happens, and the end point a desirable recovery outcome is obtained. It is often the intention of the customer to show dissatisfaction towards a firm, Gelbrich (2010); and further based on (Van Vaerenbergh et al. 2012) identify the cause of this, demonstrating the way the outcome will affect the institutional objective, thus an intervention is sought. Often, the firm and the customer will have immediate interactions with the intention of reaching a solution.

1.1.1 The Concept of Customer Service Strategies

There is some recognition worldwide of the role customer service plays in reducing the gap existing among the ever changing customer priorities and the intention to cut on production costs. Positive customer service events assure the attainment of a business edge over competitors. It is through this that customer care has recognition as an element enabling competition ability (Gopal & Aggarwal, 2021).

The influence of customer service strategies on the financial performance of private universities has gained increased attention in recent years. There is some recognition worldwide of the role customer service plays in reducing the gap existing among the ever changing customer priorities and the intention to cut on production costs. Positive customer

service events assure the attainment of a business edge over competitors. It is through this that customer care has recognition as an element enabling competition ability (Gopal & Aggarwal, 2021).

A study by Verhoef (2020) found that customer acquisition strategies positively impacted financial performance, as universities that effectively marketed their services were able to attract more students and generate more revenue. Additionally, service delivery was found to be a key driver of financial performance, with universities that provided high-quality service experiencing greater revenue growth (Kim & Kim, 2021). Customer retention is also an important factor, as universities that were able to retain students through personalized service and strong relationships experienced higher levels of financial performance (Lindsey et al., 2017). Effective customer recovery strategies were found to be critical in mitigating negative customer experiences and maintaining financial performance (Liu & Liu, 2022). Together, these findings highlight the importance of implementing effective customer service strategies in private universities to achieve sustainable financial performance.

There is position by Machando and Diggines (2013) arguing that customer service plans comprise the entire interventions by an organization undertakes towards the increment of commodity value before buying or consumption. There exist divergent opinions by the buyers when it comes to expectations concerning customer interactions with selling firms; with the key position being that organizations ought to have some awareness on buyer priorities. With the ultimate desire of any business venture being positive buyer satisfaction as well as loyalty, it is important the buyers' input is taken into account in the production process (Machando & Diggines, 2013).

Other quarters are arguing that customer service is the presence of trained, capable and disciple personnel an organization has that enables the delivery of quality services to the buyers in a way that their priorities are taken into account; this will ultimately lead to free advertisement by way of referrals from the loyal fan bases (Christopher, 2005). It is a process that benefits an organization in terms of free marketing, yet easily attainment through the adoption of good leadership and direction.

Fogli (2006) argues that customer service involves the delivery of goods and services to the consumption unit in a selling and buying interaction. Customer service is an enabling platform used by organizations towards securing buyer loyalty and business success. It is important to note that the real undertaking by the firm isn't key, but the buyer's view of the undertaking (Brink & Berndt, 2008). The responsibility on customer service is to ensure there exists strategies assuring ease and reliability in relation to the transport of the final products between the selling point and the buying point. It is the responsibility of the selling firm to distribute their products to markets. Christopher (2005), advances that it is complex process impacted by varied aspects revolving around customer service.

The leading goal of customer care strategies is to ensure positive growth of the customer numbers in a way that isn't capital intensive. Even with the ability by customer service to positively increase customer numbers, it also is a key platform for an institution when it comes to the marketing of products and services through referrals by the loyal buyers. Currently, focus has shifted on both marketing and transportation strategies that aid the enable the establishment of improved interactions with the consumption unit. The idea forming this type of marketing lies with the awareness that any organization must greatly

come up with marketing strategies maintaining and reinforcing the loyalty of their buyers to their products and services, Christopher, (2005). When organizations are concerned with maintaining and retaining their current customers, positive results will be recorded compared the effort placed on the attraction of new buyers.

The current business world is very competitive and intense that customer retention has to be the goal of any business investment as it is only through this that they are able to navigate the competitive nature of doing business. According to Lindsey et, al, (2017) it is through successful customer service plans that organizations show their appreciation to their loyal buyers, with the leading objective being a continuation of their relationship. The responsibility of customer retention is to ensure an organization's loyal customer base isn't affected by advances from competitors. Also, it equates an organization's customer number staying same or increasing within certain duration. The ability by customer retention continues to receive increased focus when it comes to its ability to impact the organizational success. Across market environments, the strategy by competitors is always reach expanded or lure customers from their rivals (Verhoef, 2020).

Stauss and Schoeler (2004) argues that customer retention is the endeavor or communication to an existing buyer or customer pool to continue engaging with the organization in a selling and buying arrangement. There is always determination and intervention by organizations to impede the plan by their business rivals to lure their customers (Molapo & Mukwada, 2011). Also, organizations will further do everything to make sure their marketing strategies excite their buying unit for purposes of reducing customer migration, and thus organizational success).

Worldwide, in the slow growing markets especially in developing nations, the practices triggering positive growth are increasingly being applied in multi-business organizations. In a study conducted in Switzerland, Austria and Germany analyzing 116 multi-business organizations revealed that most of these organizations (70%) actively engage in plans supporting positive growth synergies; with the plans being highly regarded. Among the organizations are, GE, ABB, Siemens, Allianz, Philips, UBS, Credit Suisse, Citigroup, Nestle, Unilever and Xerox that established special distinct corporate activities intended to enhance the realization of positive growth.

The tertiary education sector in the United States of America going through major changes. Anctil (2008), indicates that education institutions have been left with no option but to act as both business and educational centers. The current crop of learners is exhibiting buyer-related habits, thoroughly monitoring the likely value they will get from their payment of educational fees, (Hiller & Resnick, 2012). Based on Pine and Gilmore (1998), institutions in the educational sector are increasingly implementing buyer-tailored products so as to record positive numbers of admissions and success. One of the commonly utilized plan towards the creation of good relations with the people is the utilization of the online platform when it comes to customer service events. Hiller and Resnick (2012) point that the worldwide utilization of the online platform places increased pressure on organizations to engage with buyers in specific areas.

Per the earlier presentation of tertiary institutions of current educational centers facing increased challenges such as more students' demand, pressure of meeting student's needs, and desire for profitability just, there is a lot placed on the leadership. Thus, Athiyaman

(1997) argues that the management of the institutions must oversee there is successful management of relations with learners like in the conventional business world. Even with this awareness, the undertaking is increasingly becoming hard to achieve since all this is taking place in the digital world.

An analysis in the USA in 2013 reported that customer satisfaction in relation to the recovery of service wasn't significant in comparison to figures advanced by a survey conducted by the White House Survey in 1976, (CMCC, 2013). Also, many organizations fail when it comes to the utilization of feedback review abilities and the end result is increased customer complains; it is further made worse by the inability of their customer service to handle the said complains (Michel & Mathew, 2008). Iriana and Buttle (2006) state that the management will normally look at the recovery of service being cost intensive, instead of looking at its potential. Following the report by (Customer Care Measurement and Consulting [CCMC], 2017), yearly turnover losses in businesses in USA is expected to reach \$760 billion; that itself is a sad scenario since customer recovery has a recognition of importance when it comes to service management, and the academia is presenting insightful information on the management of service recovery.

Ugandan higher learning institutions undergo increased scrutiny in relation to the use of resources that are available locally. Colleges and universities are responsible for the creation of the world's labour force through the training, learning, and research abilities they provide to the masses (Okwakol, 2009). Competition in the educational sector is as a result admission competition, staff competence and the presence of resources supporting learning. As education continues to be demanded, attention has shifted from the prioritization of the able

towards the poor. In Uganda, there was just one university in 1986 responsible for around 11,000 learners. Presently, (Okwakol, 2009), advances that Uganda has an estimated 30 universities (public and private). Every of these institutions is impacted in a positive or negative way by the public's view of them.

The Kenyan Commission for University Education (CUE) continue to do numerous monitoring for purposes of reviewing the condition of tertiary centers since this ensure the learning environment is up to the standards. This policy is intended to improve learning outcomes, creating structures ensuring constant gains, adoption of stakeholders' wishes and lastly positive satisfaction by learners. In the present competitive educational sector where students are provided with many options, elements assuring good admission numbers and retention as well ought to be thoroughly considered.

If a tertiary institution desires to gain any edge over rivals in the market, there must be the creation and adoption of strategies enabling improved admissions, positive and a further creation of good relations between the two (Zeithaml & Bitner, 2014). In relation to the private ones, there strategies must align with possible opportunities and financial changes. As a result, the desire to have more students' admission has immensely grown. Sarah et. al., (2011), advances that what makes the situation worse is the inability by private universities to secure state funding.

1.1.2 Organizational Performance

In most cases, organizational performance comprises the operational events by an institution and the results reached at the end denoting either failure or success. It is the extent to which

the firm realizes its goals within a given period of time. Key performance indicators are essential for efficient corporate administration (Lindsey et al., 2017). Measuring performance is crucial to the process of enhancing a business. The term firm performance is used to describe the level of success a company has had in realizing its stated vision and goal. Both monetary and qualitative metrics are used to evaluate success. Market share, client retention, and a company's reputation are examples of non-financial indicators, whereas profitability, ROA, ROE, and sales revenue are examples of economic indicators.

Organizational performance is the extent to which the firm realizes its goals within a given period of time, Gopal and Aggarwal (2021). Its role is to determine whether end results are what the institution intended to reach. According to Ployhart et al. (2014), organizational performance is simply an institution's traditions measured against the end results. Any performance management platform will involve the practices by an institution and the final outcome. Here, tradition deals with the way an organization intends to realize a commitment, and the responsibilities of the working unit. As it is, it is hard to ensure quantification making results be a measure of performance. Boland and Fowler (2000), maintain that there exist varied behavioral forms with the ability of supporting or stagnating organizational goals.

Organizational performance greatly involves events around carrying out tasks that is looked at in terms of success or failure. Thus, organizational performance shows the processes an organization uses in undertaking their operations when measured against the practical results. In institutions, organizational performance is often applied to support the business goal. Even with the presence of numerous profile of organizational performance, there still isn't a shared position on an accurate profile as well as its dimensions. Based on

presentations, there numerous dimensions to organizational performance including; profitability, business expansion, brand awareness, buyer satisfaction, staff morale, environmental demands and societal responsibility (Aguinis & Glavas, 2012).

The present organizational performance traditions consider areas on profitability, return on investment, market sales, market share, and dividend payouts. Within corporate settings, some of the organizational performance indicators include; monetary results, market outcomes and dividends to ownership. There is the ability by external factors and market structures to impact organizational performance significantly. In the present world, studies looking at “resource-based” view of the ability of organizational performance have moved towards a generalization of a firm’s path as well as the intended future plans. In this relation, the position is that customer service success based on the plans by customer service and the market responses. The market responses can be viewed in terms of outcome attained, market ratings, customer satisfaction, opinions, repeat purchasing desire, market share growth and profit increase performance (King’oo et al., 2020)

1.1.3 Profile of Private Universities in Kenya

The University Act of 1985 (CAP 210B) the Commission of Higher Education in Kenya is tasked with the role of monitoring whether the institutions adhere to the set regulations and standards. There are 16 private universities in the country with full status. Other private universities are operational on an interim basis as full status awaits. There are universities operating as constituent colleges. Kenya is leading in the number of private universities in the EAC region. This because Kenya recognizes the role the private institutions play in the growth of a nation, (Oketch, 2004)

The Kenyan situation has seen the number of private universities increasing rapidly as a result of the increasing demand for education or advancement, putting the existing public universities under a lot of pressure. There exists many factors contributing to the growth and expansion of private universities according to Oketch (2004), and this includes; closure of public universities.

1.2 Statement of the Problem

The private university industry in Kenya is highly competitive, and customer service strategies play a key role in the success of the universities. The higher education sector in Kenya has been characterized by increased competition among universities, both public and private. As a result, organizations in the sector have had to pay more attention to customer service strategies as a means of enhancing organizational performance (King'oo et al., 2020). Customer service strategies are important for ensuring that customers are satisfied and that their needs are met. However, due to financial constraints and other challenges, many private universities in Kenya have not been able to effectively implement customer service strategies. According to Odero and Makori (2018), most Kenya private universities lack of proper customer service training for staff, inadequate customer service policies, lack of customer service technology, poor customer service processes, and lack of customer feedback systems. All these factors have led to poor customer service, resulting in reduced organizational performance.

Several studies have been done on customer service strategies for instance a study by (King'oo et al., 2020) found that there is a positive relationship between customer service strategies and organizational performance in private universities in Kenya. However, the study did not

provide an in-depth analysis of the types of customer service strategies adopted by universities and how they impact the performance Odero and Makori (2018), explored the impact of customer service strategies on student satisfaction in private universities in Kenya. The study concluded that customer service strategies have a significant impact on student satisfaction. However, the study did not investigate the effect of customer service strategies on other aspects of organizational performance such as financial performance, staff performance, and market share. Kimani (2012) sought to investigate the impact of customer service strategies on customer loyalty in private universities in Kenya. The study found that customer service strategies have a significant impact on customer loyalty. However, the study did not address the effect of customer service strategies on staff performance and financial performance. Kuria et al. (2021) examined the effect of customer service strategies on customer retention in private universities in Kenya. The study found that customer service strategies have a significant impact on customer retention. However, the study did not consider the effect of customer service strategies on other aspects of organizational performance such as financial performance, staff performance, and market share. It is on this background that this study intended to create new knowledge so as to bridge the existing gap. This is why this study sought to assess the influence of customer service strategies on organizational performance among private universities in Kenya.

1.3 Objective of the Study

1.3.1 General Objective

The general objective of the Study was to find out the Influence of customer service strategies on organizational performance among private universities in Kenya.

1.3.2 Specific Objectives

- i. To establish the influence customer acquisition on organizational performance among private universities in Kenya.
- ii. To assess the influence of customer service delivery on organizational performance among private universities in Kenya.
- iii. To establish the influence customer retention strategy on organizational performance among private universities in Kenya.
- iv. To determine the influence customer recovery on organizational performance among private universities in Kenya.

1.4 Hypothesis of the Study

- i. **H₀₁**: There is no significant influence on customer acquisition and organization performance in private universities in Kenya.
- ii. **H₀₂**: There is no significant influence on service delivery and organization performance in private universities in Kenya.
- iii. **H₀₃**: There is no significant influence on customer retention and organization performance in private universities in Kenya.
- iv. **H₀₄**: There is no significant influence on customer recovery and organization performance in private universities in Kenya.

1.5 Significance of the Study

The analysis identifies further study areas that could be exploited and additionally increase the knowledge content pertaining to customer service strategies. It will further aid scholars willing to conduct additional studies in similar areas, acting as a reference point and guiding

them in their work. The study findings may be applied by the academia to advocate for workable customer service strategies. From the study's reached determinations as well as proposal advanced, the work of policy makers will be complemented in relation to the development of improved customer service to enhance organization performance.

The recommendations will be utilized by administrations to create policies relevant to their own customer service strategies in private universities in Kenya.

1.6 Scope of the Study

The scope of the study was on influence of customer service strategies on organizational performance among private universities in Kenya. The objectives were establishing influence customer acquisition, service delivery customer retention and customer recovery on organization performance. The target population were managers and the customer care attendants in all 25 private universities in Kenya. The study was done between January 2019 and May 2020.

1.7 Limitations of the Study

The participants have always shown the habit of being suspicious of the investigator, with some participants raising concern on the scope of information needed and its consequences. Due to Covid-19 pandemic, considering ministry of health protocols such as social distancing and limitations of employees who report to the office. The study employed online questionnaires in addition to physical questionnaires. On the issue of confidentiality being an obstacle to the investigator; it was countered by assuring the participants on non-disclosure on any given information and its role was only for the purposes of the analysis.

1.8 Definition of Key Terms

Customer Acquisition	Customer acquisition is the process of gaining new customers for a business. It involves creating awareness of the product or service, delivering a message that resonates with potential customers, and converting leads into paying customers.
Customer Recovery	Customer Recovery is the process of restoring customer relationships after a disruption, such as a service issue, problem, or crisis. It involves providing customers with a satisfactory resolution to the problem, as well as taking steps to prevent similar issues from occurring in the future (Grönroos, 2007).
Customer Retention	Customer retention is the process of keeping customers engaged with a company or product over time. It involves creating customer loyalty and increasing customer satisfaction in order to ensure repeat purchases and referrals (Grönroos & Ravald, 2011).
Customer Service Strategy	A customer service strategy is a plan for providing excellent customer service and support. It outlines the framework and principles for a company's customer service operations and provides guidance on how customer service should be delivered (Kotler & Armstrong, 2009).
Organization Performance	Organization performance is the overall effectiveness of an organization in achieving its objectives. It can be evaluated by

considering a variety of factors, such as financial performance, employee engagement, customer satisfaction, operational efficiency, and quality of products or services (Richard et al., 2009)

Service Delivery:

Service Delivery is the process of providing services to customers, either directly or through the use of technology. It involves the planning, execution, and management of services from the point of customer contact to the final delivery of the service (Thompson, 2004).

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The second section intends to capture every possible presentations and analyses around customer service plans, further explaining the theoretical and conceptual model applied in complementing this review. A review of publications will be on existing relevant theories, critiques advanced towards customer service strategies, available study gaps and an overview of the entire literature.

2.2 Theoretical Review

There is some importance in the selected theories since it helps in elaborating as well as the determination of the reasons causing the occurrence of a situation, additionally enabling the prediction of happenings in the future in certain conditions; there also enable the determination of variable like information. Lastly, it guides the formulation of interventions (Glanz et al., 2008).

2.2.1 Customer Relationship Management (CRM) Theory

The concept of Customer Relationship Management (CRM) Theory was first introduced by Berry (1983). The theory supported the influence of customer acquisition on organizational performance among private universities by outlining the need for organizations to develop and maintain customer relationships. Berry argued that organizations should focus on building relationships with customers in order to increase customer loyalty and satisfaction. He suggested that organizations should focus on customer service, marketing, and communication in order to create strong customer relationships. The theory further supported

the influence of customer acquisition on organizational performance by emphasizing the importance of creating a customer-centric environment. Berry argued that customer-centric organizations have the potential to increase customer loyalty and satisfaction, resulting in increased revenues and profits. This, in turn, would lead to increased organizational performance among private universities.

This theory states that customer acquisition is essential to organizational success and that the quality of customer relationships can have a profound impact on the performance of the organization (Guerola-Navarro et al., 2021). According to the theory, organizations should strive to create and maintain positive customer relationships in order to increase customer loyalty and drive organizational performance. The CRM theory suggests that private universities in Kenya should focus on leveraging customer acquisition strategies such as personalization, segmentation, and targeting to acquire and retain customers and ultimately improve organizational performance.

2.2.2 Service-Profit Chain Theory

The Service-Profit Chain Theory was introduced by James L. Heskett, W. Earl Sasser Jr. and Leonard A. Schlesinger in 1994. The Service-Profit Chain Theory states that there is a direct relationship between customer loyalty and an organization's profitability. In other words, satisfied customers are more likely to remain loyal to an organization, which will ultimately result in increased profits. The theory also emphasizes the importance of employee satisfaction and engagement, as it states that satisfied and engaged employees are more likely to provide better customer service which will, in turn, increase customer loyalty and profitability (Wei & Prentice, 2022). The theory provides a framework for private

universities to consider when designing and delivering services in order to maximize organizational performance. For instance, private universities can use the Service-Profit Chain Theory to identify areas of improvement in their customer service delivery and employee engagement strategies. This can help to increase customer loyalty and, ultimately, organizational performance (Adeinat & Kassim, 2019).

Private universities can also use the Service-Profit Chain Theory to measure and track the impact of service delivery on organizational performance. By tracking customer satisfaction and loyalty, as well as employee engagement and satisfaction, private universities can better understand the impact of their service delivery strategies on organizational performance (Ansari, 2021). This information can then be used to inform future strategies and make improvements where needed. The Service-Profit Chain Theory provides a framework for private universities to consider when designing and delivering services in order to maximize organizational performance. By tracking customer satisfaction, loyalty, and employee engagement, private universities can better understand the impact of their service delivery strategies and make improvements where necessary (Briggs et al., 2020).

This theory states that there is a strong relationship between customer service and organizational performance. It outlines how improvements in service delivery can lead to increased customer loyalty, satisfaction, and profitability. The theory suggests that by increasing customer satisfaction, organizations can improve their performance and profitability (Kelloway & Myers, 2019). This theory is applicable to private universities in Kenya as it suggests that by providing quality services, these universities can increase

customer loyalty and satisfaction, which in turn will lead to improved performance and profitability.

2.2.3 The Resource-Based Theory

The Resource-Based Theory was introduced by the academic scholars Barney in 1991. This theory states that a company's long-term competitive advantage and profitability are based on the resources that it possesses and utilizes. These resources can include tangible assets such as physical resources and intangible assets such as human resources, knowledge, and intellectual property (Barney et al., 2021).

The Resource-Based Theory supports the influence of customer retention on organizational performance among private universities in several ways. Firstly, customer retention is a key resource for private universities (Zhao & Fan, 2018). Retaining customers through effective marketing, customer service, and loyalty programs can help to increase the customer base, generate more revenue, and reduce marketing and operational costs. Secondly, customer retention can help to maintain and strengthen the university's brand and reputation, which can lead to an increase in the number of students enrolling in the university. Thirdly, customer retention can also lead to increased loyalty and satisfaction among the student body, resulting in higher rates of student retention and higher academic success rates. Finally, customer retention can lead to increased revenue, as customers will continue to purchase university-related products and services (Zhao & Fan, 2018).

The Resource-Based Theory states that firms can achieve a competitive advantage through the use of resources and capabilities that are unique, valuable, and difficult to imitate.

Customer retention is a valuable resource that allows private universities in Kenya to better manage and utilize their resources, skills, and capabilities for improved organizational performance. By retaining customers, private universities can increase their customer base, expand their market share, and improve their financial results. Additionally, customer retention helps private universities to better understand the needs and preferences of their customers, leading to improved customer satisfaction and loyalty.

2.2.4 The Theory of Planned Behavior (TPB)

The Theory of Planned Behavior (TPB) was first introduced in 1985 by Icek Ajzen. TPB states that individual behavior is determined by the intention to carry out the behavior, which is influenced by three factors: attitude, subjective norms, and perceived behavioral control. Attitude towards the behavior is the most important factor in predicting an individual's behavior. It is based on the individual's evaluation of the consequences of the behavior. When an individual has a positive attitude towards the behavior, they are more likely to perform it (Ajzen, 2020).

Subjective norms refer to the individual's perception of what others think they should do. The individual may be influenced by the opinions of important others such as family members, friends, or colleagues. The final factor in TPB is perceived behavioral control. This refers to an individual's perception of how difficult it is to perform the behavior. If the individual believes it is relatively easy to perform the behavior, they are more likely to do it (Ajzen, 2020).

The Theory of Planned Behavior can be used to support the influence of customer recovery on organizational performance among private universities. By understanding the factors that influence an individual's behavior, universities can create strategies to encourage positive customer recovery behaviors. For example, universities can use positive messaging to create a positive attitude towards customer recovery (Conner, 2020). They can also use social media or other communication channels to make customers aware of the importance of customer recovery. This will increase the perceived norms for customer recovery and make customers more likely to take part. Universities can also create programs to reduce the complexity of customer recovery, such as providing easy-to-follow instructions or resources. This will increase the perceived behavioral control and make customer recovery easier for customers (Conner, 2020).

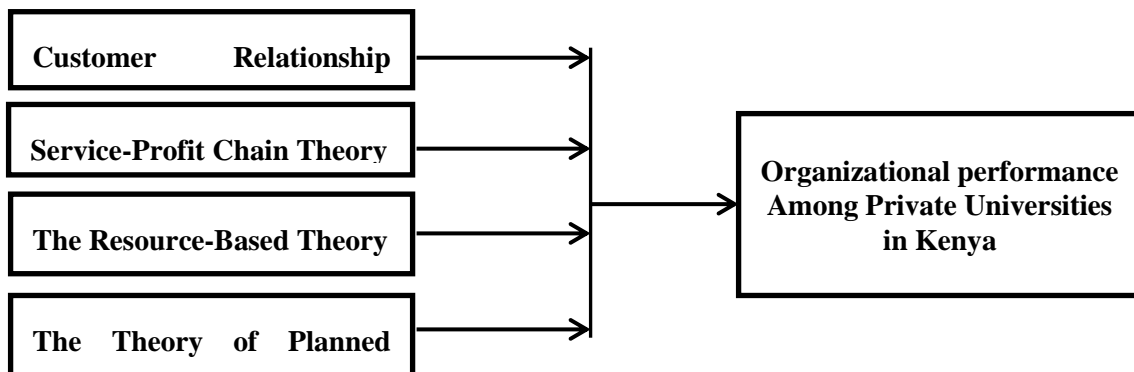
The theory states that people's behavior is a result of their intention to act, which in turn is determined by their attitude toward the behavior, subjective norms, and perceived behavioral control. According to this theory, customer recovery can influence organizational performance among private universities in Kenya by affecting the attitude of potential customers, the subjective norms of existing customers, and the perceived behavioral control of potential and existing customers. For example, customer recovery efforts can create positive attitudes towards the university, encourage existing customers to recommend the university, and provide potential customers with a sense of assurance that the university is reliable and trustworthy.

2.3 Theoretical Framework

A theoretical framework is a set of interrelated concepts or ideas that provide support for a research project. It is the conceptual structure within which the research is conducted and provides a guide for the methods and results of the research. The theoretical framework is a set of beliefs, assumptions, and concepts that are used to support the research objectives. It is important for researchers to develop a theoretical framework before conducting a research project, as it provides a basis for interpreting the data and results of the research.

Figure 2. 1

Theoretical Framework



Source: Author (2021)

2.4 Empirical Literature Review

An empirical literature review is a type of systematic review that focuses on the literature and evidence surrounding a particular subject area. It involves collecting, analyzing, and synthesizing information from published research and other sources, such as case studies, surveys, and interviews. The goal of an empirical literature review is to provide an overview of the current state of knowledge on a particular topic and to identify gaps in the existing research. The empirical review section will present some of the available studies undertaken in relation to the study's independent variables.

2.4.1 Customer Acquisition and Organization Performance

Acquiring new clients ought to be the goal of any business aiming for real growth, Commerce CRM (2021). Easy as it may sound, this new customer acquisition has always proven to be cost intensive especially with regards to the creation of new publications, increased mailing activities, and the creation of targeted advertisements. Also, there is the issue of every lead guaranteeing the end of an engagement. Those clients reaching the tail end and closing the purchase do so the first and second time, then look for engagements some other place. The challenge remains that the position of the institutions may not be so good to make their intervention in acquiring them worthy. It is at this point that customer retention becomes important (You & Joshi, 2020).

An identification of the right client pool and a further provision of determined positive outcomes is the basis for customer acquisition (Kotler & Keller, 2012). It will always be a critical area for young firms intending to grow into the market, those intending to expand

among others. In the acquisition of new customers, the goal for any firm is to scout for the right customer for the delivery of service before a determination on the most suitable approach manner. This is an important factor as it is common that firms wont engages in a singular approach with all clients. In the present day, firms prefer identifying their customers, then concentration on the possible targets, ensuring their satisfaction and achievement of desirable outcomes (Palmer, 2011).

There was a study by Todd et al. (2011) looking at the effect of a firm's strategic plans for customer acquisition and retention. Upon the collection and analysis of data from major investment firms numbering 225, the determination was that a firm's intervention towards new customer's acquisition significantly boosts its survival ability; whereas an institution's strategic plans towards customer retention produces opposing outcomes. The outcomes effects are determined by the consumer's knowledge on a product, as well as the firm's resource use arrangements. Also, researchers have presented the impact by management determinations along the implementation of customer interaction strategies. Based on the findings, it was obvious of the influence by customer acquisition and retention on customer awareness and management choices on institutional results is enhanced whenever an organization consistently adopts a solid engagement structure.

Based on Cui et al. (2012), whenever there is failure by a firm to evaluate their competitive ability, it is easy to undertake poor evaluations of the benefits of customer acquisition or retention plans, finally reaching negative choices. There was a review by Cui et al. (2012) indicating that a firm's market coverage, market penetration level, and competitive position has influence on their customer acquisition and retention expenditure. Another analysis in

the Telecom industry in Pakistan by Shafique et al. (2015) explored the influencing effect by rivalry levels in the link among institutional outcomes and customer relationship management. It was determined that customer acquisition influences institutional outcomes.

In the present world, the tourism sector continues to face increased globalization, high customer migrations, and more competition across. Further, increments on cost around customer acquisition as well as enhancing customer expectation continues to push key players in the sector to depend on their ability to ensure their clients are satisfied (Lo et al., 2010). There continues to be lack of transparency, common practices and analysis of the important data in the tourism industry (Lo et al., 2010). CRM continues to be successful tool players within the tourism apply in separating them from their competitors. It therefore important that Jordanian hotels embrace CRM activities to ensure business survival in the long run.

Free and quick information flow has come to symbolize fluidity and brittle commercial ties in today's business world. Managers of businesses must deal with a knowledgeable and empowered client base whose brand loyalty is dwindling. This generates a lot of dynamism and poses strategic difficulties for the majority of firms. In these circumstances, a thorough comprehension of consumer dynamics and wants is essential to developing solutions that keep clients happy and engaged with the business. It has been demonstrated that good customer relationship management increases client satisfaction, loyalty, and retention. Through the efficient use of personal information for improved customer engagement and service delivery, customer relationship management enables a business to give great real-

time customer service. Consequently, a company's success is largely dependent on how well it manages its client relationships (Nwankwo & Ajemunigbohun, 2013).

In their 2012 study, Cui et al., shed light on how managerial choice trade-offs affect the implementation of consumer engagement techniques. The findings imply that when a company regularly employs a particular engagement strategy, the impact undermining resource configuration decisions by having to concentrate on both obtaining and maintaining consumers has a variety of implications on innovations radically and incrementally based.

A concept paper by Ployhart et al. (2014) examines how retailers acquire more clients. The difficulty in attracting customers is growing along with the Indian retail market. The buyer has countless shopping possibilities to browse and choose the item he wants to buy. Gaining a new client or potential buyer is undoubtedly crucial to increasing profitability. Therefore, it is important to comprehend the strategies used by the shop to draw in new clients. Through a secondary data evaluation of prior research work, this manuscript was prepared with the intention of understanding the retailer's efforts towards new customer acquisition. Numerous factors have been shown to predict how a business will perceive acquiring new customers based on the review. More thought and investigation are required to determine how these notions will affect the acquisition of new customers. The study suggests a model to bridge the gap between the retailer's perspective of new customer acquisition and the consumer's view of shop choice through empirical analysis. Future study must, however, validate the model, discover how consumers will respond to the merchants' efforts, and judge the effectiveness of such efforts from the retailer's perspective.

Kimani (2012) wanted to know how customer relationship management techniques at Chase Bank (Kenya) Limited-In Receivership affected customer satisfaction. The research design for the study was survey-based. 214 Chase Bank (Kenya) Limited-In Receivership employees who were working in the bank's branches in Nairobi City County made up the population. Primary data were gathered using a questionnaire. To determine the existence and strength of links between customer relationship management techniques and customer satisfaction, regression analysis was used. The study revealed that Chase Bank (Kenya) Limited-In Receivership uses needs assessment, provision of personalized services, continual communication, and employee empowerment as major customer focus techniques to increase customer satisfaction.

Customer acquisition has become an important part of the success of private universities in Kenya. The ability to acquire new customers and retain existing customers is essential for private universities to improve their performance and remain competitive in the marketplace. One-way customer acquisition has enhanced organizational performance among private universities in Kenya is through creating a strong marketing strategy. With a well-crafted and targeted marketing strategy, private universities have been able to reach their target audience and build relationships with potential students (Anyango et al., 2018). This has enabled private universities to increase their enrollment and student retention rates. Additionally, private universities have been able to strengthen their brand recognition and loyalty by creating a strong online presence and using digital marketing tactics such as social media advertising.

Another way customer acquisition has enhanced organizational performance among private universities in Kenya is by providing better customer service. Private universities have been able to improve their customer service by implementing customer-focused solutions such as live chat and online customer support (Gatuyu, & Kinyua, 2020). This has enabled private universities to provide timely and effective solutions to their customers, which has resulted in higher customer satisfaction and loyalty. Finally, customer acquisition has enhanced organizational performance among private universities in Kenya by increasing their revenue. Private universities have been able to increase their revenue by leveraging their customer data to gain insights into their customers' needs and preferences. By understanding their customers' needs, private universities have been able to better tailor their products and services to meet those needs, resulting in increased sales and higher profits (Lyn & Muthuveloo, 2021).

2.4.2 Service Delivery and Organization Performance

Lindsey et al. (2017) in an analysis to look at the association existing among institutional success and service delivery within the Tehran Stock firms. It used secondary data, with the variables among them staff competence, staff loyalty, staff satisfaction and quality of service. The determination was that the delivery of service had impact on institutional success. Natthida (2018) undertook a review on the flight industry of Thailand targeting the opinion of customers in relation to substandard services, recovery of services and loyalty recovery. A quantitative approach was used. The correlation between post-recovery client loyalty, customer satisfaction, and customer recovery was another discovery. Also, there was the revelation of the way customer service is dependent on service failure or the firm's

profile. From study, the flight industry as well as the leadership is provided with crucial awareness for the development of key service recovery structures.

Fazlzadeh and Faryabi (2012) conducted a study examining the effect by service delivery structure on organizational results in Iran. Among the variables included; worker satisfaction, worker loyalty, quality of service and worker competence. Customer satisfaction which is regarded as an immediate factor impacting service delivery structures as well as customer loyalty. From the deductions of the analysis of Tehran Stock Exchange's brokerage companies, there was the indication of increased effect of service delivery structure towards customer loyalty and satisfaction. Also, it was revealed that customer loyalty and satisfaction impacting the outcomes of the brokerage companies. Thus, the impact of worker or customer is confirmed.

Chesaina and Gitonga (2019) set out to determine how service delivery affected Kenya Commercial Bank Limited's performance. According to the literature review, Kenya Commercial Bank's service offering enhances organizational performance. However, it is emphasized that the specific service delivery methods and equipment vary from one organization to the next. The degree of service delivery will also vary and is anticipated to have an impact on how well an organization performs. This is consistent with SERVQUAL, which states that evaluating the type and level of service delivery would increase customer satisfaction and, consequently, organizational success. It is also advised that KCB management set up systems to guarantee ongoing service delivery and maintain superior organizational outcomes.

Fazlzadeh and Faryabi (2012) examined the service delivery system in light of factors such as employee happiness, loyalty, the caliber of the services rendered by employees, and employee competency. Customer loyalty and organizational performance in service delivery systems are both impacted by customer satisfaction, which is viewed in the intended model as an intermediate variable. The outcomes also demonstrated that Tehran Stock Exchange brokers' success is significantly influenced by customer satisfaction and loyalty. It has been established that staff competencies and contentment have an impact on customer satisfaction.

In 2014, Kathuri looked into how service delivery affected the way that public services were delivered in Marsabit County. The study was descriptive in nature. It was directed at senior management personnel in these businesses who were based in Marsabit County. Civil entities with project offices in Marsabit County made up the majority of the population. The sample size was 64 and the population consisted of 128 managers. A research assistant helped with the distribution and collection of the questionnaires, which were used to collect the data. The study's key conclusions were the discovery that governance structure affects service delivery. The organizational structure within the company where they work was discovered to be an attribute that complemented this. Functional structure was cited as the most preferred option by many respondents. The manner the work was organized also suggested efficient service delivery.

Service delivery has significantly enhanced organizational performance among private universities in Kenya. Through the use of technology and services, private universities have been able to streamline operations and processes, resulting in improved performance and efficiency. One of the ways in which service delivery has enhanced organizational

performance among private universities in Kenya is by improving the customer experience. By using technology and services to facilitate communication and collaboration, private universities have been able to provide a more personalized and convenient customer experience, resulting in increased customer satisfaction. This has resulted in an increase in customer loyalty and more repeat customers, improving the overall performance of the organization (Indiya et al., 2018).

In addition, service delivery has allowed private universities to better manage their resources. By leveraging technology and services, private universities have been able to optimize their operations, allowing them to become more efficient and cost-effective. This has resulted in greater cost savings, which has allowed them to invest more resources into other areas of their operations and improve their overall performance. Furthermore, service delivery has also enabled private universities to better manage their data. By leveraging technology and services, private universities have been able to collect and analyze data more efficiently, allowing them to gain better insights into their operations and customer base. This has enabled them to identify areas of improvement and make informed decisions that have resulted in improved performance (Mwanthi, 2018).

2.4.3 Customer Retention and Organization Performance.

Gitahi and Misango (2020) used a descriptive study model, with the study population comprising of 22 banks in the area. Forming the participants group were; customer service

personnel, branch leaderships, credit officers, operation managers, relationship officers reaching 227. Selection of the participants was through purposive sampling. Collection of data was through questionnaires. After analysis, it was determined that the application of loyalty, rewarding plans and improved service delivery impacts the organizational result of banks. For firms with the intention of establishing improved relations with their customers, customer retention has to be greatly considered apart from the focus on making financial gains (Kumar et al., 2007). According to present literature, customers' price insensitivity continues to a critical aspect towards securing the satisfaction of a firm's customer pool.

The loyal customers normally don't have problems buying a commodity at higher rates in comparison with the new customers; this is because their assumption is that higher prices equals increased quality. It is a norm for the customers to buy throughout even without the presence of offers, since they regard it as worthy for their cash (Ang and Buttle, 2006). Among the successful customer retention strategies are; development of customer satisfaction, development of interactive platforms, and the creation of significant value. It is important that the firm understands the customer properly, ensuring there is effective distribution of resources towards keeping them happy as this is what ensures there is retention.

Ahmad and Buttle (2001), defines customer retention as the continued association and engagement between two parties in a buying and selling activity for prolonged periods. Based on presentation by Kenyan companies, any time customer retention is low, there is the likelihood of customers migrating to other businesses. The role of customer retention plans basically involves maintaining a firm's customer pool, and in effect realizing better

sales consistently. This importantly involves locking their customer pool from possible migration to existing business rivals.

Krishnapillai et al. (2013) undertook an analysis in Malaysia examining the impact by customer retention activities on organizational outcomes. It employed mall-intercepting surveys. In the examination of the impact by customer retention on organizational outcomes, there was the use of regression analysis with demographic information being the moderator. It was determined that referrals verbally, price insensitivity, repeated buys, as well as a non-complaining behavior significantly influenced organizational outcomes, more so when it comes to customer satisfaction. Thus, it is important that institutional leadership becomes more active when it comes to the improvement of the listed aspects above so as to meet their set goals.

An analysis undertaken by Thenya (2016) explored the link among customer retention strategies and the organizational outcomes of Barclays bank, Kenya. The study used a case study approach, with information around customer retention strategies and organizational results being collected from thorough interviewing activities. This data was then analyzed through content analysis. The study population comprised of 5 senior leadership of Nairobi's Barclays bank. The analysis proposed that there should be improvements on customer retention strategies across financial institutions for purposes of increasing market share growth.

In their 2010 study, Radomir et al. looked at the relationship between consumer satisfaction with banks' territorial units and the service quality component. It was shown that the human

resources of territorial banks had the biggest impact on client satisfaction. The administration of the bank must take into account in order to maintain a high level of service.

Both domestically and internationally, research has been done on the idea of customer retention techniques. For instance, in order to determine what motivates customers to behave in connection to banking institutions, Filip and Anghel (2009) researched customer loyalty levels in Romanian companies that were retailers in the banking industry. They also looked at causes for customer retention. It was noted that consumers' attitudes, inertia, and reasons that they perceived as favorable and positive affected their decision to stay with the Romanian bank Ombanda (2018) also looked at Indian commercial banks to see if perceived pricing had any effect on customer satisfaction and whether there was a connection between perceived price and customer contentment. Increases in perceived prices boosted pricing fairness, which in turn increased consumer happiness, according to the findings. Finally, Tepayakul and Rinthaisong (2018) looked at Canadian and British banks to see how customer retention in banks relates to marketing. He discovered through his research that six factors related to the delivery of banking services have an impact on the relationship between marketing and client retention. Banking fees were one of them, and it was seen to be the most fundamental.

Thenya (2016) specifically targeted Barclays Bank of Kenya in her investigation into the relationship between client retention methods and performance. The study's foundations were the theories of customer service and the product life cycle. A case study approach was used in this investigation. Primary information on organizational performance and customer retention tactics. According to the report, there is a correlation between customer relationship

marketing and market share increase that can be explained by CRM. The study also comes to the conclusion that customer communication and market share growth had a favorable, modest link.

The report suggests that in order to grow market share, commercial banks need improve their customer retention methods. Commercial banks are advised to increase their market share through customer relationship marketing and client interaction. In order to reduce customer churn and defections, it is also advised to place a heavy emphasis on the reciprocal association among banks and their customers (Odero, & Makori, 2018). Customer retention is a critical factor in the success of any organization. Private universities in Kenya understand the importance of customer retention and have implemented various strategies to enhance their performance (Odero, & Makori, 2018).

The first strategy focuses on identifying and understanding the needs of the students. Private universities should conduct surveys and interviews with students to get a better understanding of their needs and expectations (Tepayakul & Rinthaisong, 2018). This information can be used to develop effective strategies to meet the students' needs and ensure their satisfaction. Private universities have also implemented loyalty programs to reward returning students. These programs offer discounts, freebies, and other incentives to encourage students to continue their studies (Mwangi & Waithaka, 2018).

Private universities have also implemented effective marketing strategies to increase customer retention. These strategies include social media campaigns, email campaigns, and targeted advertising. These strategies are designed to reach a large audience in a cost-effective manner and help to build brand loyalty (Ombanda, 2018). Additionally, private

universities have adopted personalized customer service strategies to ensure that their students feel valued and appreciated. This includes providing timely responses to students' queries, offering personalized solutions to their problems, and offering support services such as counseling and tutoring. The private universities have implemented quality assurance initiatives to ensure that their students receive a high-quality education. These initiatives include regular reviews of the curriculum, faculty, and other aspects of student life. This helps to ensure that students are satisfied with their experience and encourages them to remain loyal to the university (Tepayakul & Rinthaisong, 2018).

2.4.4 Customer Recovery and Organization Performance.

Customer recovery begins the moment the first contact happens, and the end point a desirable recovery outcome is obtained. It is often the intention of the customer to show dissatisfaction towards a firm, Gelbrich (2010); and further based on (Van Vaerenbergh et al. 2014) identify the cause of this, demonstrating the way the outcome will affect the institutional objective, thus an intervention is sought. Often, the firm and the customer will have immediate interactions with the intention of reaching a solution. It is a tradition that the buyer and the selling company develop improved ties if the aim is to have a positive solution. There is the possibility of the customers being happy, feel appreciation or equally feel important for the reason a desirable resolution has been reached on their concerns (Ozgen & Kurt 2012). Normally, engagements with the customer begin in situations where there is interruption as a result of a failure. In relation to post-failure customer satisfaction, in some cases a person's pre-failure fulfilment comes after a positive recovery; with this scenario being called service recovery paradox (Michel & Mathew, 2008).

There are also times when customers fail to secure their desired intervention results fully, the situation has the ability of resulting into cognitive, mental or behavioral changes affecting the ones realized in relation to desirable outcomes. Based on (Ozgen and Kurt 2012), it basically translates to the customers becoming dissatisfied. Despite the likelihood of service failure resulting into undesirable reactions, the mental feeling simply occurs post a bad recovery process, (Surachartkumtonkun et al. 2015). A firm's inability towards the resolution of an issue has the potential of resulting into the beginning of a SRJ. Equally, the State of Global Customer Service in its presentation emphasizes that customers ought to use different platforms towards giving feedback, with a shift from digitalized interaction to personalized interactions depending on the customers' potential to solve the issue individually. According to (Voorhees et al., 2015), there is also the call for deeper studies on facilitation, and the role of hierarchy in a feedback platform structure.

This is a situation with the ability of raising concern whether the institution should consider a similar issue of a single customer using different platforms singularly or as multiple concerns. The latter occurs when a firm's communication infrastructure isn't well developed, that leads to more dissatisfaction to the customers. With most of the customers failing to report failures, studies ought to look at the way firms could motivate them towards giving back their feedback (Davidow, 2015). The studies on the plans firms could apply towards triggering this feedback continue to be astonishingly reduced. Captured below are proposals in relation to compensations, desirable worker behavior, firm activities that inspire the customers to provide feedback when it comes to service failures.

First, research should focus on if companies need to undertake compensation programs to their customers upon the determination of a failure and calling it out. A compensation on the customers has the ability of increasing customer trust, making them have a feeling of desirable recovery interventions by the firm seriously. According to Wirtz and McColl-Kennedy (2010), there is need to researches to look at the manner compensation as a result of complaints affects the likelihood of complaints, additionally looking at whether it has the ability of triggering opportunistic behaviors.

Also, awareness on the way positive workforce behavior motivates customers towards feedback issuance continues to be little. Future researches ought to look at the way the labour force could improve feedback issuance by an informal way of securing undesirable or alternatively by the detection of physical expressions upon the delivery of service. Based on Huang et al. (2022) there should be investigations to assess the extent the labour force could use emotional science in the detection and recognition of expressions showing dissatisfaction.

Lastly, there should be more analyses to look at the extent institutional mechanisms impact service recovery, with the ability of effectively convincing customers to provide feedback on service failure. In some cases, firms use process recovery communication intended for the entire client base regardless of the presence of complaints or not (Van Vaerenbergh et al., 2012). Thus, the activity could be a pointer to customers who don't complain that the firm isn't keen on feedback reviews towards reducing customer issues, therefor possibly seeing an increased case of service failure complaints. Additionally, aside from the customer's inspiration for failure reporting, firms may use the prerecovery phase to manage

the desires of the customer on the remainder of the SRJ. In relation to this, studies need to explore the way organizational communication in the recovery phase could be mental compensation. Voorhees et al. (2017) advances that a basic position in relation to customer recovery has always been that organizational responses to service failures is due to the customer feedback on an important service experience. Further, Lemon and Verhoef (2016) advances that the pre-purchase stage affects the customer's decision making. Aside from the recognition of the customers' needs, the stage involves some informational search, a development of communication with the firm and later considering their offer (Voorhees et al. 2017). In the pre-purchase phase, it is easy for failure to go unnoticed because customers will normally walk away rather than raising complaint. Thus, future analyses should look at approaches firms ought to determine and a correction of the failures in the early stages. The use of analytics in the detection and prevention of failure in the pre-purchase stage is greatly advised.

De Keyser et al. (2015) advances that recovery platforms need to have some sensitivity towards context. The goal of heterogeneity that forms the customer's basis for interaction demands that firms complement their workforce or improvements shifting their recovery responses in order to match with the customers' situation. (CCMC, 2017), adds that it is important not to overlook this contribution because those with complaints prefer interactions. Davidow (2015), adds that contextualization involves comprehensive training of the working unit so as to make sure their ability for identification and response to important matter is there. Certain innovations on AI have shown usefulness in supporting the working unit or equally engage with the customers. According to Hyken (2017), use of chat bots with the

ability of improving the outcomes of recovery interventions by the assistance to the workforce in the provision of individualized communications for service failure.

Over the past two decades, service recovery performance has been a crucial subject for academics and practitioners' frontline staff are the ones who provide consumers with service, the literature highlights their importance and attributes to them a key role in developing positive relationships between the firm and its clients.

Yoo et al. (2006) conducted an exploratory study using the mix mode technique to identify the variables affecting restaurant front-line staff. They discovered that major factors influencing the effectiveness of service recovery performance include salary increases, acknowledgment from peers, complete empowerment, and a case-by-case reward system. According to (Rod & Ashill, 2010), Management commitment affected service recovery performance and service quality. They discovered through the use of a questionnaire that there is a connection between Management commitment to service quality and service Organizational commitment is a mediating factor in recovery performance.

The company has a variety of options for improving service recovery performance, Aspinall et al. (2001) looked into the impact of compensation on customers' plans to make additional purchases following service recovery. They discovered that compensation is an effective tool and is necessary to affect customers' plans to make additional purchases following service recovery when the company is at fault for the failure and the failure occurs frequently. However, they discovered that compensation is not necessary if the corporation is not to blame for the failure. One of the most successful strategies was found to be saying "thank you" to customers.

There was collection of data by Wheelen and Hunger (2004) across an identified 252 pool of participants by questionnaires towards the investigation of the effect by distributive, procedural, and interactional justice in the increment of post recovery satisfaction as well repurchasing desire. With the application of 20 scenarios combining 5 service failures and 4 recoveries, the determination was that three had an enhancing effect on post-recovery satisfaction.

In a similar manner, there collection of data from 187 buyers by Chang et al. (2012) towards an investigation of the effect the above elements (distributive, procedural, and interactional justice) towards repurchases desire and digital service recovery satisfaction. The determination was that the three effect repurchases desire and digital service recovery satisfaction in a positive manner. Through the use of quantitative methodology asserted that any corporate management approach will critically support service recovery outcomes. His determination was that in comparison with a paternalistic management approach, a transformational will positively and significantly impact the outcome of service recovery.

The moment buyers experience delays in commodity delivery delay, proofs towards digital buying experiences is likely to enhance satisfaction; reducing complaint feedbacks. There was a recording by (Wheelen & Hunger, 2004) service failure cases numbering 187. There was sorting for positive (satisfactory) and negative (unsatisfactory) cases. Outcomes revealed that there exist certain cases of failure that institutions must avoid, this include; repairs and product changes, leakage of private information, huge expectation and perception gap, and seller fraud problem. Additionally, they determined that a number of these negative

failure cases could be remedied, they include; pricing failure, poor packaging, variations of sizes, and mischarging.

Customer recovery has enhanced organizational performance among private universities in Kenya by helping universities to identify and respond to customer complaints quickly and efficiently. By addressing customer complaints promptly, universities can increase their customer satisfaction and loyalty (Kago et al., 2018). Customer recovery also helps universities to gain insights into the customer experience. This helps them to improve the quality of their services, as well as to identify areas where they can make further improvements in the customer experience. Additionally, customer recovery helps universities to identify areas of customer dissatisfaction, allowing them to take corrective action and address customer dissatisfaction before it adversely impacts organizational performance (Panya & Marendi, 2021).

Furthermore, customer recovery helps universities to build a strong reputation for customer service. By responding to customer complaints in a timely manner, universities can demonstrate to potential students that they prioritize customer service, which can lead to increased enrollment rates and higher levels of student satisfaction. Additionally, customer recovery helps universities to build relationships with customers, as customers feel more valued and appreciated when their complaints are addressed promptly (Panya, & Marendi, 2021).

2.5 Summary and Gaps

Many studies in relation to customer care strategies and organizational performance have been done. Study by Subuola and Oluwole (2017) found that there is a positive relationship

between customer service strategies and organizational performance in private universities in Kenya. However, the study did not provide an in-depth analysis of the types of customer service strategies adopted by universities and how they impact the performance. Odero and Makori (2018), explored the impact of customer service strategies on student satisfaction in private universities in Kenya. The study concluded that customer service strategies have a significant impact on student satisfaction. However, the study did not investigate the effect of customer service strategies on other aspects of organizational performance such as financial performance, staff performance, and market share.

Kuria (2021) sought to investigate the impact of customer service strategies on customer loyalty in private universities in Kenya. The study found that customer service strategies have a significant impact on customer loyalty. However, the study did not address the effect of customer service strategies on staff performance and financial performance. Kimani (2012) examined the effect of customer service strategies on customer retention in private universities in Kenya. The study found that customer service strategies have a significant impact on customer retention. However, the study did not consider the effect of customer service strategies on other aspects of organizational performance such as financial performance, staff performance, and market share.

2.6 Conceptual Framework

A conceptual framework is a research tool intended to assist a researcher to develop awareness and understanding of the situation under scrutiny and to communicate this. A conceptual framework is used in research to outline possible courses of action or to present a preferred approach to an idea or thought. In this study the dependent variable is the

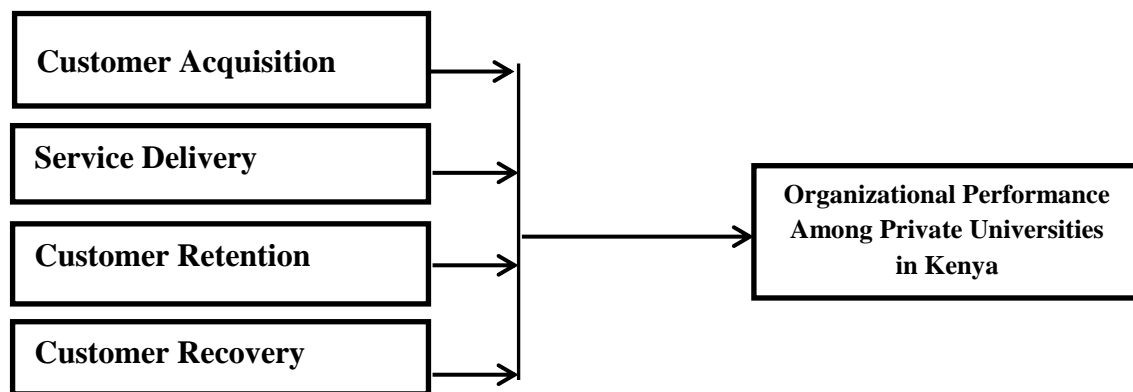
Organizational Performance Among Private Universities in Kenya while the independent variables are customer acquisition, service delivery, Customer Retention and customer recovery.

Figure 2. 2

Conceptual Framework

Independent Variables

Dependent Variable

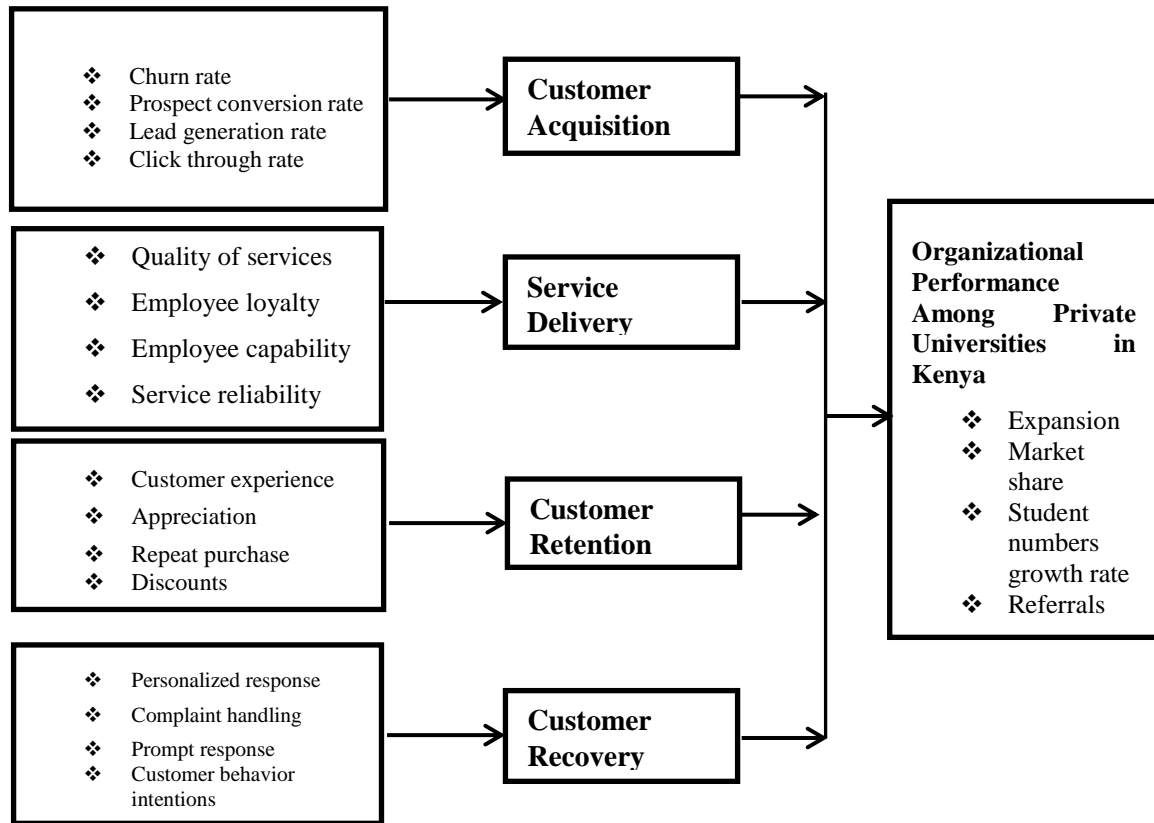


Source: Author (2021)

2.3 Operational framework

Figure 2. 3

Operational Framework



Parameters

Source: Author (2021)

Independent Variables

Dependent Variable

2.7 Operationalization

2.7.1 Organization Performance

Organizational performance is the extent to which the firm realizes its goals within a given period of time, Gopal and Aggarwal, (2021). The study aimed at determining the influence customer service strategies on organizational performance of Kenyan private universities in

Kenya. Various organizations in Kenya are endeavoring to enhance organizational performance, Chesaina and Gitonga (2019). This can be measured by Expansion of the university, market share, student number growth rate and number of referrals.

2.7.2 Customer Acquisition and Organization Performance

Acquiring new clients ought to be the goal of any business aiming for real growth. You and Joshi (2020). The outcomes effects are determined by the consumer's knowledge on a product, as well as the firm's resource use arrangements. This also is influenced by the churn rate, prospect conversion rate, lead generation rate and click through rate. It is an important factor as it is common that firm's wont engages in a singular approach with all clients. In the present day, firms prefer identifying their customers, then concentration on the possible targets, ensuring their satisfaction and achievement of desirable outcomes (Palmer, 2011).

2.7.3 Service Delivery and Organization Performance

Fazlzadeh and Faryabi (2012) asserts that service delivery is regarded as an immediate factor impacting on organization performance. The degree of service delivery will also vary and is anticipated to have an impact on how well an organization performs. Indicators such as quality of service, s employee loyalty and employee capability are consistent with SERVQUAL, which states that evaluating the type and level of service delivery would increase customer satisfaction and, consequently, organizational success.

2.7.4 Customer Retention and Organization Performance.

Ahmad and Buttle (2001), defines customer retention as the continued association and engagement between two parties in a buying and selling activity for prolonged periods. Based on presentation by Kenyan universities, any time customer retention is low, there is the likelihood of customers migrating to other businesses. This will be based on customer experience, appreciation repeat purchase and any form of discounts given. The role of customer retention plans basically involves maintaining a firm's customer pool, and in effect realizing better sales consistently.

2.7.5 Customer Recovery and Organization Performance.

De Keyser et al. (2015) advances that customer recovery platforms need to have some sensitivity towards context. Customer recovery begins the moment the first contact happens, and the end point a desirable recovery outcome is obtained. It is often the intention of the customer to show dissatisfaction towards a firm have personalized response to customer issues, a direct complaint handling system and prompt response to enquiries. Often, the university and the students will have immediate interactions with the intention of reaching a solution.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The third section of the study will include the study's employed approach for the attainment of determinations. Among these items include; the research design, the study's population, the sampling size and the sampling techniques applied in reaching this, the utilized study instrument, validity and reliability points, data collection approach and analysis of collected data, and the ethical aspects.

3.2 Research Design

The study settled on a descriptive cross-sectional research approach. Based on Corbetta (2003), this study approach involves the collection of information from participants that are a section of the entire population through a questioning phase concerning a situation. Normally, surveys are conducted in descriptive analyses with the goal of capturing, explaining, evaluating and translating a situation that happened or is happening, Kothari (2010). Also, the surveys try to elaborate on individual opinions, present trends, habits happening or that are forming or impacts that can be felt. Through this approach, the investigator was able to examine the impact by customer service strategies to institutional outcomes in the private Kenyan universities.

3.3 Target Population

Based on Agarwal (2009), Valdez-Juárez (2009) and Hydman (2008) a target population is a collection of subjects that the investigator intends to study and possess same features. In this study, the population will comprise of managers in 25 private universities in Kenya.

Table 3. 1

Target Population

Target population	Sample Size
Marketing managers	30
Marketing personnel	75
Customer care attendants	75
Total	180

Source: Commission for University Education (2021)

3.4 Sampling Procedure

In the determination of the study's sample unit, Yamane's formula was applied. The participant's job designation formed the strata. Selection of the respondent's number that is relative to the staff was by simple random sampling.

Table 3.2 below presents the determination of the sample population by Yamane's formula

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

Here:

N =entire population; n= sample size; e =accuracy level

At a 95% confidence score, p is 0.05, N is 180.

Thus, n = 180/ 1+ 180(0.05) ²

n = 124.

Table 3. 2:

Sample Size

Category	Population	Sample Ratio	Sample Size
Marketing managers	30	30/180*124	20
Marketing personnel	75	75/180*124	52
Customer care attendants	75	75/180*124	52
Total	180	-	124

Source: Commission for University Education (2021)

3.5 Data Collection Procedure

Data collection procedures refer to the methods or techniques used to gather information or data for research or evaluation purposes. It involves the systematic and organized process of collecting, recording, and analyzing data to address research questions or evaluate program

outcomes. According to Polit and Beck (2018), data collection procedures should be reliable, valid, and objective to ensure that the collected data is accurate, relevant, and representative of the population being studied. To fulfil this, data was collected using questionnaires and interview schedules. The questionnaire was used to collect data from the marketing personnel and customer care attendants. Each category of respondents filled a different set of questionnaires. The study applied a questionnaire for data collection. A questionnaire is considered due to its ability to collect data within a short period with a high degree of accuracy. Questions on attitudes and perception can also be called from a large group of people with little or no manipulation at all.

The researcher was assisted by two research assistants who helped in taking questionnaires to the managers. Due to the COVID-19 challenges, the data collectors followed all guidelines given by the ministry of health and the world health organization such as keeping social distancing and sanitizing hands. Besides, some respondents were given an alternative to electronically mailed questionnaires in instances where they are hesitant in taking the physical questionnaires.

Interview schedules were completed by the Marketing managers, in a process where the researcher personally administered the interview schedule. Asking questions as the respondents answered.

3.6 Piloting of the research instrument

A pilot test is necessary for testing the reliability of data collection instruments. Because the researcher anticipates that Kenya has many private universities registered by Commission for University Education, pilot tests were carried out on three Universities in Kenya. The

researcher selected a pilot group of 3 private universities from the target population, representing 10% of the study sample to test the reliability of the research instrument. Therefore, the pilot sample included 3 Marketing managers, 5 Marketing personnel, and 5 Customer care attendants. This decision was informed by the fact that, the rule of thumb is that 10% of the sample should constitute the pilot test (Cooper &Schindler, 2011). The pilot data was not included in the actual study. The pilot study allows for pre-testing of the research instrument. The clarity of the research instruments to the respondents was established so as to enhance the instrument's validity and reliability. The pilot study enabled the researcher to be familiar with research and its administration procedure as well as identifying items that required modification. The result helped the researcher to correct inconsistencies that were seen to arise from the instruments, which ensure they measured what it was intended.

3.6.1 Validity Tests

Validity refers to a procedure during the pilot whereby the researcher ascertains that the questionnaire indeed can capture the data that the researcher wants (Sürücü & Maslakçı, 2020). The questionnaires were tested to ascertain validity and relevance. Two tests are carried out during validity tests: content and construct validity. Content validity was used to test whether the choice of words is right as well as ensure that the questionnaire has no typing errors or grammatical errors. Besides, the researcher used content validity to remove vague questions or ambiguous ones. Content validity enhanced by the research experts in the university in the area of strategic management. Construct validity on the other hand was a statistical approach where both KMO and Bartlett tests was conducted to ascertain that the

items in the questionnaire are adequate for further analysis, a KMO score of 0.7 or higher was considered adequate for actual data collection. In this study, validity was concerned with finding out whether the results explained Organizational Performance among Private Universities in Kenya.

3.6.2 Reliability of Instruments

Reliability tests are conducted to ascertain the internal consistency of the questionnaire (Sürücü & Maslakçı, 2020). Two procedures were applied to ascertain reliability: the test & re-test method and the use of Cronbach alpha for the test of construct reliability. The test re-test method was involved giving a questionnaire to three respondents on the first day and then after five days giving the same questionnaire to the same respondents and checking whether there is consistency in their responses to the given questions. The other test through the Cronbach procedure was using SPSS to determine the Cronbach score, alpha score/value that is higher than 0.7 was considered reliable for the actual collection of data.

3.7 Data Analysis

After the collection of data, there were checks for completeness. Sorting followed and later coding before analysis by the statistical software (SPSS version 23.0). In the analysis of data, the objective remains to reach deductions giving answers to the research questions. Determination of central tendency and dispersion was by mean and standard deviation in that order when it came to the descriptive statistics; the analysis of inferential statistics was reached by using multiple regression and correlation analysis. Analyzed data was presented using charts and frequency tables.

Multiple regression analysis is broken down below.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Whereby;

Y represents organisational performance

β_0 Represents a constant term

X_1 = Customer Acquisition

X_2 = Service Delivery

X_3 = Customer Retention

X_4 = Customer Recovery

ε = is the error term

3.8 Ethical Considerations

Ethics according to Bruce and Howard (2014) revolves around the research traditions that be adhered to by those doing researches, and in particular during interaction with the study's participants. It is the right of the participants to take part in a study voluntarily, and further have a right to leave the research any moment they feel like. Thus, the researcher maintained traditions by ensure the participation is voluntary participation, assuring them of their privacy as well as confidentiality. This was meant to ensure the collected data is properly handled and stored, securing the participant's shared details to ensure no other party accesses the information. The researcher also obtained a letter from both KeMU and NACOSTI to collect the data.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Introduction

This chapter is on results and the deliberations on the findings. Also included are; the study participants' personal details, the study participants' views on the study topic (which was the determination of the influence by customer service plans towards institutional outcomes within the privately owned higher learning institutions in Kenya. For presentation of the findings, there was the utilization of tables for this purpose.

4.2. Response Rate

A response rate is the extent to which data that has been collected adequately takes care of all the sample items. It denotes the ratio of actual respondents to anticipated number of persons who respond to the study according to Mugenda and Mugenda (2010). A good response rate guarantees that the findings are representative of the target population. From the 124 physical questionnaires distributed, the fully filled and returned were 97 giving the study a response score of 78%. According to Nachmias (2017), based on the nature of surveys, there are normally the challenge that researches have faced, including the issue of reduced response rates rarely going past 50%. Also, according to them, a response score of 50% going upwards is good and thus conclusions can be drawn.

4.3 Reliability Analysis

The reliability of the questionnaire was determined by Cronbach alpha, where a score of 0.7 and above is deemed to be good. Thus, 0.7 and above translates to the data meeting the

reliability test, (Zinbarg, 2005). Based on table 4.1 below, every scale (5) met the reliability test as the score was above the ideal 0.7. The implication thus is that the study instruments were suitable for use.

Table 4.1

Reliability Analysis

Determinants			No of items	Cronbanch's	Verdict
Customer Acquisition, Delivery, Customer Recovery, and Performance.	Service Retention, and Organization		25	.714	Reliable

Source: Research Data (2021)

4.4 General Information of the Respondents

On this section, the intention by the study was a determination on the participants' basic details such as; sex, schooling level, employment duration, and position within the private Kenyan universities.

4.4.1. Gender Distribution of the Respondents

A determination of the participant's sex distribution yielded the results capture below in table 4.2.

Table 4.2

Gender of the Respondents

Gender	Frequency	Percentage
The males	72	74.2
The females	25	25.8
Total	97	100

It is observable that the male population made 74% of the participation, while the female population made the remaining 25% of the population. An implication can be drawn that these institutions consider gender issues in their recruitment plans. Source: Research Data (2021).

4.4.2 Age Brackets of the Respondents

A determination of the participant's age distribution yielded the results capture below in Table 4.3.

Table 4.3

Age Brackets of the Respondents

Age Brackets	Frequency	Percentage
30 and below	8	8.2
Between 30-34 yrs.	45	46.4
Between 35-39 yrs.	17	17.5
Between 40-44 yrs.	18	18.6
45 yrs. and above	9	9.3

Total	97	100.0
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Source: Research Data (2021)

It can be seen that a good number of the study’s participants fell between the age strata of 30-34 yrs. (at 46.4%); followed by the 40-44 yrs.’ strata (at 18.6%) ; the 35-39 yrs. age strata (at 17.5%); the 30 and below age strata (at 8.2%); and finally the 45 and above age strata (at 9.3%. Thus, a conclusion can be made that most in top leadership roles in these institutions were of 30 years and above.

4.4.3 Working Experience in the Private Universities

Here, the study’s participants were called to state the period they had been in employment at the specific institution. Below is table 4.4 presenting the findings.

Table 4.4

Working Experience in the Private Universities

Age brackets	Frequency	Percentage
5 yrs. and below	18	18.6
Between 6-10 yrs.	53	54.6
Between 11-15 yrs.	17	17.5
Between 16-20 yrs.	9	9.3
Total	97	100.0

Source: Research Data (2021)

It can be seen from the presentation above that 54.6% of the working staff had been in employment for between 6-10 years; followed by those of below 5 years (at 18.6%); then the 11-15years group (at 17.5%); and the 16-20 years group at (9.3%). A conclusion can be

made that the staff had been in employment longer enough and thus, fully understand the impact by customer service plans towards institutional outcomes of the Kenyan private universities; their information could therefore be relied on.

4.4.4. Education Level

Here, the study’s participants were called to state personal schooling levels. Below is table 4.5 presenting the findings.

Table 4.5

Education Level

Age Brackets	Frequency	Frequency
College diploma	27	27.8
University degree	53	54.6
MSc	17	17.5
Total	97	100

Source: Research Data (2021)

From the presentation above, 54.6% of the study’s participant’s qualification was by a university degree; followed by 27.8% of them qualifying by a college diploma; and finally 17.5% having a master’s qualification. A conclusion can be drawn that the study’s participants passed the literacy test and enough ability towards the interpretation and response of the objectives conclusively.

4.5 Descriptive Results

Presentation includes the descriptive findings of the independent parameter and dependent parameter.

4.5.1 Organization Performance

Here, the participation was called to state personal levels of agreement or dissatisfaction with the statements pertaining to organization performance. Below is table 4.6 presenting the findings.

Table 4.6

Descriptive Statistics for Organization Performance

	N	Mean	Std. Deviation
Sale increase has been reported by the institution in the past five years	97	3.46	1.16
There has been expansion by the institution in the past five years translating to better sale numbers.	97	4.36	.48
An increase in referrals has been reported by the institution in the past five years	97	4.20	1.31
The institution's market share objectives have been met in the past five years.	97	3.46	1.17
Valid N (list wise)	97	3.87	1.03

Source: Research Data (2021)

Results from the above table 4.6 point to those scoring top mean (4.36) and standard deviation (0.48) confirming there has been expansion by the institution in the past five years

translating to better sale numbers. It is followed by the group confirming that An increase in referrals has been reported by the institution in the past five years scoring a mean (4.20) and standard deviation (1.31). Sale increase has been reported by the institution in the past five years was the next with mean (3.46) and a (1.16) standard deviation; which was similar to the group confirming The institution’s market share objectives have been met in the past five years with 3.46 mean and a (1.17) standard deviation

4.5.2 Influence of Customer Acquisition on Organization Performance.

Here, the participation was called to state personal levels of agreement or dissatisfaction with the statements pertaining to the impact by customer acquisition on institutional success. Below is table 4.7 presenting the findings

Table 4. 7

Influence of Customer Acquisition on Organization Performance

	N	Mean	Standard deviation
The institution’s intended conversion score is adequate towards the acquisition of increased clients	97	3.31	.68
The institution’s leading generation rate shows consistency towards the acquisition customers	97	2.10	1.17
There is a reduced number of learners opting to deregister from the institution	97	3.45	1.08
The institution’s prospectus aligns with market competition on sustaining advantage over others	97	4.45	.90

In the institution's marketing unit is adequately educated when it comes to client acquisition	97	4.01	.94
Aggregate Mean		3.46	0.95

Source: Research Data (2021)

Customer acquisition always has received recognition as a dimension affecting organizational outcomes within the private universities. The study intended to substantiate this position. Results from the above table 4.8 point to most participants confirming that the institution's prospectus aligns with market competition on sustaining advantage over others with mean and standard deviation 4.45 and 0.90 respectively; next was the group confirming that the institution's marketing unit is adequately educated when it comes to client acquisition with a mean and standard deviation of 4.01 and 0.94 respectively. The group confirming that there is a reduced number of learners opting to deregister from the institution scored a mean and standard deviation of 3.45 & 1.08 respectively. The final group affirmed that the institution's intended conversion score is adequate towards the acquisition of increased clients at a mean and standard deviation of 3.31 & 0.68 respectively. The institution's leading generation rate shows consistency towards the acquisition customers scored a mean and standard deviation of 2.10 & 1.17 respectively.

There is some similarity of the determinations with that by Min et al. (2016), presenting that whenever institutions fail in the evaluation of the competitive factor, they are likely undertake ineffective assessments of the effects of acquisitions, eventually reaching negative resolutions. Min et al. (2016) undertook analysis that pointed to a firm's market share, market reach, and competitive position has some significant effects towards acquisition of clients as well as retention costs. An analysis by Shafique et al. (2015) in Pakistan's

communication industry looked at the moderation role of competitive ability in the association among organizational outcomes and client relationship management. The study's determination was that client acquisition influences organizational outcomes. Further, bigger companies with better acquisition and retention levels doesn't imply bigger profit margins because customer rivalry has the ability of lowering (Cui et al., 2012).

Kimani (2012) wanted to know how customer relationship management techniques at Chase Bank (Kenya) Limited-In Receivership affected customer satisfaction. The research design for the study was survey-based. 214 Chase Bank (Kenya) Limited-In Receivership employees who were working in the bank's branches in Nairobi City County made up the population. Primary data were gathered using a questionnaire. To determine the existence and strength of links between customer relationship management techniques and customer satisfaction, regression analysis was used. The study revealed that Chase Bank (Kenya) Limited-In Receivership uses needs assessment, provision of personalized services, continual communication, and employee empowerment as major customer focus techniques to increase customer satisfaction.

4.5.3 Influence of Service Delivery on Organization Performance

Here, the participation was called to state personal levels of agreement or dissatisfaction with the statements pertaining to service delivery. Below is table 4.8 presenting the findings.

Table 4. 8***Influence of Service Delivery on Organization Performance***

	N	Mean	Standard Deviation
The institution continues to ensure there is an improvement on service delivery and standards	97	4.19	.57
The working staff is well equipped towards the delivery of quality service	97	4.08	1.09
The working staffs' commitment impact the institution's delivery of service in a positive manner	97	3.74	1.34
There exists reduced number of complaints when it comes to the institutions delivery of service	97	3.64	1.28
The institution's workforce is regularly trained when it comes to the delivery of service	97	4.02	.72
The institution ensure reliability on its services	97	3.43	1.38
Aggregate Mean		3.85	1.06

Source: Research Data (2021)

Service delivery always has received recognition as dimension affecting an organizational outcome within the private universities in the country. The study intended to substantiate this position. Results from the above table 4.8 point to most participants confirming that the institution continues to ensure there is an improvement on service delivery and standards (M=4.19, SD=0.57). There exists reduced number of complaints when it comes to the institutions delivery of service (M=4.08, SD=1.09) followed by the institution's workforce is regularly trained when it comes to the delivery of service (M=4.02, SD=0.72). The firm's workforce loyalty impacts the delivery of service in a positive manner (M=3.74, SD=1.34). There is similarity in determination by that of Fazlzadeh and Faryabi (2012) examining the effect by a delivery service plan on the exploration of the effect by the delivery of service on

firm success (with variables such as worker satisfaction, worker loyalty, quality of service and worker competence. Customer satisfaction is regarded as an immediate parameter influencing organizational performance in the delivery of service. The determinations further point to customer satisfaction and commitment greatly impacting the outcomes of brokerage companies in Tanzania.

There are studies looking at the financial costs and the outcomes connected with customer recovery. In the flight industry, the service recovery plans are associated with long and short term financial outcomes based on the sales figures. Further, there is presentation by Knox and Van Oest (2014) demonstrating the costs and benefits connected with recovery in different recovery plans, indicating that the financial benefits of resolving customer concerns surpass the costs.

4.5.4 Influence of Customer Retention on Organization Performance

Here, the participation was called to state personal levels of agreement or dissatisfaction with the statements pertaining to customer retention. Below is table 4.9 presenting the findings

Table 4. 9***Influence of Customer Retention on Organization Performance***

	N	Mean	Standard Deviation
The institution’s sensitivity when it comes to pricing has led to the retention of clients	97	3.64	1.30
The institution’s client pool has shown a committed regular purchase trend	97	2.54	1.25
The institution’s client have shown a non-complaining conduct	97	2.93	1.31
Verbal communication is the institution’s solid plan towards the retention of clients	97	3.19	1.33
The institution’s customer base consistently referrers more people to us	97	3.36	1.16
Aggregate Mean		3.13	1.27

Source: Research Data (2021)

Customer retention always has received recognition in relation to having some effect on organizational outcomes within the private universities in the country. The study set out to prove this claim. Results from the above table 4.8 point to every most participants confirming that the institution’s sensitivity when it comes to pricing has led to the retention of clients at (M=3.64, SD=1.30). The institution’s customer base consistently referrers more people to us at (M=3.36, SD=1.16; followed by verbal communication is the institution’s solid plan towards the retention of clients at (M=3.19, SD=0.33). The institution’s client has shown a non-complaining conduct at (M=2.93, SD=1.31), and The institution’s client pool has shown a committed regular purchase trend at (M=2.54, SD=1.25).

These determinations align with the impact by client retention on organizational outcomes was by regression analysis, whereas the demographic were from moderation. Referrals

verbally, pricing insensitivity, regular purchases and a non-complaining conduct showed great effect on organizational outcomes. Thus, it is proposal that that the ownership increase proactiveness towards enhancing the above factors of customer retention for purposes of gain maximum benefits.

There have been local studies on customer retention; one is that by Siboe (2006) looking at the customer retention strategies in practice by the Kenyan communication firms, and also by Jerono (2008) looking at the link between market processes customer retention across the Kenyan banks. Another review was by Karitie (2011) and focused on the effectiveness of Equity Bank Kenya 's customer retention strategies. A study was done by Simiyu (2010) looking at the aspects affecting customer retention within the petroleum industry (a study of Total Kenya Limited.

Thenya (2016) did an analysis looking at the link existing among customer retention plans and organizational success of Barclays bank in Kenya. It used a case study approach, with the collection of information relation to customer retention plans and firm results being collected from a thorough interviewing activity. Analysis of this data was through content analysis. Five of Barclays Bank of Nairobi's top management made up the study group. According to the data, there is a favorable association between market share increase and customer relationship marketing. Also, client communication and market share growth positively related. In order to expand market coverage, it was suggested that client retention strategies should be improved.

4.5.5 Influence of Customer Recovery on Organization Performance

Here, the participation was called to state personal levels of agreement or dissatisfaction with the statements pertaining to customer recovery. Below is table 4.10

Table 4.10

Influence of Customer Recovery on Organization Performance

	N	Mean	Standard Deviation
The institution has established regulations towards the resolution of client complaints	97	4.63	.48
The institution's customer service team possess individualized ways of resolving client complains	97	3.79	1.41
I regularly resolve client complains swiftly	97	4.64	.47
It is through customer behavior desires that the customer recovery procedure is guided	97	3.72	1.43
Every customer care personnel possesses enough expertise when it comes to customer recovery	97	3.74	1.05
Aggregate Mean		4.09	0.96

Source: Research Data (2021)

Customer recovery always has received recognition in relation to being an element effecting the organizational outcomes of the Kenyan private universities. It was the desire of the analysis to prove this claim. Results from the above table 4.8 above point to every participant confirmed that I regularly resolve client complains swiftly at (M=4.64, SD=0.47). The institution has established regulations towards the resolution of client complaints at (M=4.63, SD=0.48; followed by the institution's customer service team possess individualized ways of resolving client complains at (M=3.79, SD=1.41). Every customer care personnel possess enough expertise when it comes to customer recovery at (M=3.74, SD=1.05), and it is through customer behavior desires that the customer recovery procedure is guided at (M=3.72, SD=1.43).

The phase before purchasing normally influences the customer's intention to buy a commodity, Lemon and Verhoef (2016) is easy for mistake to remain unnoticed because customers normally decide to quit rather than raising a complain. Thus, it is important for future analyses to look at the approaches firms could adopt towards the challenges associated with the pre-purchase stage. Utilization of statistics towards the detection and prevention of challenges in the pre-purchase continues to be greatly emphasized.

De Keyser et al. (2015), advances that recovery structures should show sensitivity to context. Based on (CCMC, 2017), its significance must be considered because those with complains ted to show priority towards individual interactions. Thus, contextualization demands that a comprehensive training of the working unit towards ensuring the identification and resolution of important issues, Davidow (2015). Research on AI here becomes relevant in aiding the workforce or equally an interaction with the customers. Hyken (2017) presents the case of the use of detailed contextual information, enabling Chabot to enhance the outcomes of recovery interventions as a result of the human agents, in the provision of individualized communications for service failures.

4.6 Hypothesis Testing

Here, the presentation in the study's applied regression, analysis of variance and co-efficient of determination analyses.

4.6.1 Relationship between Independent Variables

Focus on this subsection is on the relationship between dependent variables and independent variables.

Table 4. 11***Relationship between Independent Variables***

Correlations		organization performance	Customer Acquisition	Service delivery	Customer retention	Customer recovery
organization performance	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	97				
Customer Acquisition	Pearson Correlation	.089	1			
	Sig. (2-tailed)	.394				
	N	97	97			
Service delivery	Pearson Correlation	-.112	.006	1		
	Sig. (2-tailed)	.286	.956			
	N	97	97	97		
Customer retention	Pearson Correlation	.796**	.092	.059	1	
	Sig. (2-tailed)	.000	.380	.577		
	N	97	97	97	97	
Customer recovery	Pearson Correlation	.025	.136	.290**	.040	1
	Sig. (2-tailed)	.816	.205	.006	.704	
	N	97	97	97	97	97

According to the results in table 4.14 above, there is an organizational outcome within Kenyan privately owned universities that is correlated with customer acquisition at a significant level of 0.05, with an average strength of 8.9%. Additionally, they point to a small, but significant, negative association between service delivery and organizational outcomes in Kenyan private colleges at significance levels of 0.05. The findings also highlight the existence of a positive association between customer retention and

organizational outcomes performance across Kenyan private universities at a significant 0.05 level. The finding's hypothesis is that, although the correlation is negligible at the $p > 0.5$ level, there is an average strength of 2.5% between organizational outcomes performance and customer recovery in Kenya's privately owned colleges.

4.6.2 Relationship between Dependent and Independent Variables

This section shows the strength of relationship between dependent variables and independent variables

Table 4.12

Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.812 ^a	.659	.644	.40179

In Kenya's privately held universities, customer recovery, customer retention, service delivery, and customer acquisition govern 65.9% of organizational outcomes performance, leaving 34.1% unaccounted for, according to the analysis shown in Table 4.13 above. This suggests, in part, that the entire regression has substantial explanatory power. Future research should therefore concentrate on the remaining 34% of factors affecting organizational effectiveness in addition to customer acquisition, service delivery, and customer recovery.

Table 4. 13

Relationship between Independent Variables

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	28.663	4	7.166	44.389	.000 ^b
	Residual	14.852	92	.161		
	Total	43.515	96			

The probability value of p0.00 denotes that the regression connection had increased significance in the manner of the way customer acquisition, recovery, retention, and service delivery affect the success of private colleges in Kenya.

Table 4.14

Relationship between Dependent and Independent Variables

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
	(Constant)	2.448	.380		6.443	.000
	Customer Acquisition	.223	.112	.012	.301	.041
1	Service Delivery	-.137	.053	-.164	-2.592	.011
	Customer Retention	.548	.042	.803	13.103	.000
	Customer recovery	.054	.095	.036	.567	.572

a. Dependent Variable: Organization Performance

Source: Research Data (2021)

According to table 4.14's findings, the constant factor was 2.448 when taking into account all factors, including customer recovery, customer retention, service delivery, and client acquisition (as a result of variation). Additionally, any unit change in customer acquisition with the coefficients of the other independent variables at 0 tends to improve institutional in

these institutions by a factor of 0.023. With the other independent variables' coefficients at 0, each alteration to the unit of service delivery has a tendency to reduce institutional performance by a factor of organization performance. Any unit adjustment for customer retention with the coefficients of the other independent variables set to 0 results in a factor of .548 improvements in institutional performance. With the other independent variables' coefficients at 0, any unit increase in customer recovery causes an increase in institutional Performance by a factor of 0.054.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The fifth chapter offers a presentation of the review summary, the terminations and the proposals desired based on the deductions reached at as well as translations to the study. Further, the investigator offers possible areas that may be explored for future studies. The tail end of the chapter details the effects of policies and practices realized from the study deductions.

5.2 Summary of the Findings

The core aim of the research was to regard effect of customer service strategies on organizational performance of private universities in Kenya. The results of the research are analyzed underneath.

5.2.1 Customer Acquisition and Organization Performance

The study's initial goal was to determine how customer acquisition impacted private universities in Kenya's performance. Both the organization's performance ($M=3.87$, $SD=1.03$) and the acquisition of customers were deemed to be satisfactory ($M=2.15$, $SD=1.02$). At the 5% level of significance, it was discovered to have a positive but significant ($p > 0.05$) association with performance ($r = .089$, $p = 0.394 > 0.05$). Additionally, performance was positively impacted by client acquisition ($t = .301$, $p > 0.05$). According to this finding, private colleges in Kenya client acquisition has a favorable, considerable impact on organization performance. Mukami (2017) revealed that Chase Bank (Kenya) Limited-In Receivership uses needs assessment, provision of personalized services, continual

communication, and employee empowerment as major customer focus techniques to increase customer satisfaction.

5.2.2 Service Delivery and Organization Performance

The study's second goal was to determine how service delivery affected private universities in Kenya's organizational performance. It was determined that both organization performance ($M=3.87$, $SD = 1.03$), and service delivery ($M=3.58$, $SD = 0.97$), were satisfactory. At the 5% level of significance, it was discovered to have a positive, but significant ($p > 0.5$), association with performance ($r = -.112$, $p = 0.256 > 0.05$). Additionally, performance suffered as a result of service delivery ($t = .011$, $p > 0.05$). This finding reveals that the service delivery had a favorable significant impact on the performance of Kenya's private universities.

5.2.3 Customer Retention and Organization Performance

Establishing the impact of customer retention on organization performance at private institutions in Kenya was the third goal of the study. Customer retention was determined to be satisfactory ($M=3.13$, $SD=1.27$), as was organizational performance ($M=3.87$, $SD=1.03$). At the 5% level of significance, it was discovered to have a positive but significant ($p > 0.5$) relationship with performance ($r = 0.796$, $p = 0.000 < 0.5$). Additionally, performance was positively impacted by customer retention ($t = 13.103 > 0.05$). This finding implies that customer retention had a favorable, considerable impact on the operation of Kenya's private universities.

5.2.4 Customer Recovery and Organization Performance

Establishing the impact of customer recovery on organization performance at private institutions in Kenya was the study's fourth goal. Customer recovery was determined to be satisfactory ($M=2.56$, $SD = 0.93$) as well as performance ($M=3.87$, $SD = 1.03$). At the 5% level of significance, it was discovered to have a positive but significant ($p > 0.5$) relationship with organizational performance ($r = 0.025$, $p = .816 > 0.5$). Additionally, performance was negatively impacted by customer recovery ($t = .567$, $p > 0.05$). This finding implies that the customer recovery had little bearing on the performance of the company.

5.3 Conclusions

5.3.1 Customer Acquisition and Organization Performance

The study's initial goal was to determine how customer acquisition impacted private universities in Kenya's performance. The study found that acquiring new customers significantly influences an organization's performance, leading to the conclusion that customer acquisition is an important element in that success.

5.3.2 Service Delivery and Organization Performance

The study's second goal was to determine how service delivery affected private universities in Kenya's organizational performance. The study found that service delivery has an impact on how well organizations do, and as a result, the study indicates that service delivery is a key factor in how well organizations succeed.

5.3.3 Customer Retention and Organization Performance

Establishing the impact of customer retention on organization performance at private institutions in Kenya was the third goal of the study. The study found that customer retention has a substantial impact on an organization's performance, and as a result, the study concludes that customer retention is a key factor in determining the performance of an organization.

5.3.4 Customer Recovery and Organization Performance

Establishing the impact of customer recovery on organization performance at private institutions in Kenya was the study's fourth goal. The study found that the impact of customer recovery on an organization's performance was negligible, and as a result, the study came to the conclusion that customer recovery is a small influencer of an organization's performance.

5.4 Recommendations

As per the finding, client acquisition has a favorable and considerable impact on the performance of private colleges in Kenya. Therefore, private universities should focus on implementing customer-focused techniques like personalized services, continual communication, and employee empowerment to increase customer satisfaction and acquire new customers. Private universities in Kenya should invest in effective marketing and sales strategies to attract new students to their institutions. Strategies such as social media marketing, digital marketing, and search engine optimization (SEO) should be employed to reach potential students. In addition, offering incentives such as scholarships and financial aid can also be effective in attracting high-performing students.

The finding suggests that service delivery had a favorable significant impact on the performance of private universities in Kenya. Hence, private universities should focus on improving their service delivery by providing high-quality services to their customers.

Private universities in Kenya should prioritize the quality of services they provide to students. Investing in staff training programs to enhance their customer service skills, as well as improving facilities and technology to enhance the overall student experience, can improve customer satisfaction rates and student retention.

The finding reveals that customer retention had a favorable and considerable impact on the operation of private universities in Kenya. Therefore, private universities should focus on retaining their customers by providing personalized services, improving communication with customers, and addressing their grievances effectively. Private universities in Kenya should focus on developing strategies to retain their existing students. This can include offering personalized services such as mentorship programs, career development services, and alumni networks, to build a sense of community and loyalty among students.

The finding implies that customer recovery had little bearing on the performance of private institutions in Kenya. However, private universities should still focus on implementing customer recovery strategies to address customer grievances and ensure customer satisfaction. While customer recovery was found to have a negligible impact on organizational performance, private universities in Kenya should still prioritize addressing customer complaints and concerns in a timely and effective manner. This can help to prevent negative reviews and word-of-mouth publicity, which can ultimately impact the institution's reputation and performance.

5.5 Suggestion for Further Studies

Investigating the effectiveness of customer acquisition strategies on organizational performance in private universities in Kenya: Although customer acquisition was found to have a positive impact on organizational performance, it would be interesting to explore

specific strategies that can be implemented to improve customer acquisition and its impact on performance.

Exploring the relationship between service delivery quality and organizational performance in private universities in Kenya: While service delivery was found to have a positive impact on organizational performance, the study did not delve into the specific aspects of service delivery that are most important in driving performance. Further research could examine the relationship between service quality dimensions, such as reliability, responsiveness, and empathy, and organizational performance.

Investigating the role of customer retention strategies in improving organizational performance in private universities in Kenya: While customer retention was found to have a significant impact on organizational performance, it would be useful to explore specific strategies that private universities can use to improve customer retention. This could involve examining the role of factors such as customer satisfaction, loyalty programs, and personalized services in driving customer retention.

Examining the potential impact of customer recovery strategies on organizational performance in private universities in Kenya: Although customer recovery was found to have little impact on organizational performance, further research could explore the specific strategies that can be implemented to improve customer recovery and its potential impact on organizational performance. This could involve examining the role of factors such as service recovery speed, responsiveness, and effectiveness in driving customer recovery and its impact on organizational performance.

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APPENDICES

Appendix I: Questionnaire for Marketing Personnel

Dear Sir / Madam,

We are conducting a study on the influence of customer service strategies on organizational performance among private universities in Kenya. Your valuable insights and experiences are important for this study. Please provide your responses based on a 5-point Likert scale, where 1 stands for strongly disagree and 5 stands for strongly agree.

Part 1: Demographics

1. Please provide your age range:

Below 25 years []

25-34 years []

35-44 years []

45-54 years []

Above 54 years []

2. What is your gender?

Male []

Female []

Prefer not to disclose []

3. How many years have you been working in the marketing department of your university?

0 to 3 years []

4 to 6 years []

Above 6 years []

Part 2: Customer Acquisition

4. Please rate the following statements on a 5-point Likert scale, where 1=strongly disagree and 5=strongly agree.

Statement	1	2	3	4	5
We effectively manage the percentage of customers who stop using a company's products or services over a certain period in our university					
We have a high rate of potential customers who become actual customers.					
The number of potential customers that the university identifies and collects information about through various marketing efforts is effective.					
Our marketing campaigns have a satisfactory percentage of people who click on a particular link in an advertisement, email, or website.					

Part 3: Service Delivery

5. Please rate the following statements on a 5-point Likert scale, where 1=strongly disagree and 5=strongly agree.

	1	2	3	4	5
Our university provides high-quality services.					
Employees in our university are loyal to the university.					
Employees in our university are capable of providing high-quality services.					
Our university provides reliable services					

Part 4: Customer Retention

6. Please rate the following statements on a 5-point Likert scale, where 1=strongly disagree and 5=strongly agree.

	1	2	3	4	5
Our university provides a good customer experience to our students.					
Our university shows appreciation to our students.					
Our university has a high rate of repeat purchases by our students.					
Our university offers discounts to our students.					

Part 5: Customer Recovery

7. Please rate the following statements on a 5-point Likert scale, where 1=strongly disagree and 5=strongly agree.

	1	2	3	4	5
Our university provides personalized responses to student complaints.					
Our university handles student complaints efficiently.					
Our university responds promptly to student complaints.					
Our university is able to influence positive customer behavior intentions.					

Part 6: Organizational Performance Among Private Universities in Kenya

8. Please rate the following statements on a 5-point Likert scale, where 1=strongly disagree and 5=strongly agree.

	1	2	3	4	5
Our university has expanded its operations in the last five years.					
Our university has increased its market share in the last five years.					
Our university has experienced growth in student numbers in the last five years.					
Our university receives a high number of referrals from our students.					

Thank you for your time and insights

Appendix II: Questionnaire for Customer Care Attendants

The information provided will be only for academic purpose. Read carefully and give appropriate answers by ticking or filling the blank spaces. The information will be treated confident

Part I: General Information

1. Indicate your gender (Tick ✓one)

Male []

Female []

2. By use of a tick (✓), please indicate the age category that applies for you.

Below 30 years []

30 – 34 years []

35 – 39 []

40 – 44 years []

45 years and above []

3. Working experience

5 years and below []

6- 10 years []

11-15 years []

16- 20 years []

21 years and over []

4. Highest level of education

Diploma []

Undergraduate []

Masters []

PHD []

Part B: Customer Acquisition

5. To what extent do you agree with the following statements on organization performance?

Key: 5 strongly agrees, 4 agree, 3 undecideds, 2 disagree, 1 strongly disagree (please put a ✓ as appropriate).

Statement	1	2	3	4	5
Our university has effective strategies for attracting new customers.					
Our university's marketing campaigns are successful in attracting new customers.					
Our university has a good reputation in the market for attracting new customers.					
Our university's customer acquisition strategies are better than our competitors'.					

Part C: Service Delivery

6. To what extent do you agree with the following statements on organization performance?

Key: 5 strongly agrees, 4 agree, 3 undecideds, 2 disagree, 1 strongly disagree (please put a ✓ as appropriate).

Statement	1	2	3	4	5
Our university provides quality customer service to all its customers.					
Our university's customer service team is knowledgeable and helpful.					
Our university resolves customer complaints quickly and efficiently.					
Our university's customer service team goes above and beyond to meet customer needs.					

Part D: Customer Retention

7. To what extent do you agree with the following statements on organization performance?

Key: 5 strongly agrees, 4 agree, 3 undecideds, 2 disagree, 1 strongly disagree (please put a ✓ as appropriate).

Statement	1	2	3	4	5
Our university has effective strategies for retaining existing customers.					
Our university provides incentives and rewards to loyal customers.					
Our university regularly seeks feedback from customers to improve their experience.					
Our university has a high rate of customer loyalty compared to our competitors.					

Part E: Customer Recovery

8. To what extent do you agree with the following statements on organization performance?

Key: 5 strongly agrees, 4 agree, 3 undecideds, 2 disagree, 1 strongly disagree (please put a ✓ as appropriate).

Statement	1	2	3	4	5
Our university has effective strategies for recovering lost customers.					
Our university quickly addresses customer complaints and issues to prevent losing customers.					
Our university provides compensation or refunds to dissatisfied customers.					
Our university's customer recovery strategies are better than our competitors'.					

Part E: Organizational Performance

9. To what extent do you agree with the following statements on organization performance?

Key: 5 strongly agrees, 4 agree, 3 undecideds, 2 disagree, 1 strongly disagree (please put a ✓ as appropriate).

Organization Performance	1	2	3	4	5
Our organization has improved student numbers growth rate over the last 5 years					
Our organization has experienced an increase in expansion over the last 5 years that has improved sale growth rate.					
Our business has experienced increased referrals over the last five years					
Over the last five years your organization has been able to achieve its goals in relation to market share.					

Thank you for your participation

Appendix III: Interview Schedule for Marketing Managers

Introduction:

Thank you for agreeing to participate in this study. The purpose of this interview is to gather your insights and experiences regarding the influence of customer service strategies on organizational performance among private universities in Kenya. Your participation is voluntary, and all information provided will be kept confidential.

1. How does your organization acquire new customers? Could you please elaborate on the churn rate, prospect conversion rate, lead generation rate, and click-through rate in your organization? (Probing indicators: Churn rate, prospect conversion rate, lead generation rate, click-through rate)
2. How does your organization deliver quality services to customers? How do you ensure employee loyalty and capability, and service reliability in your organization? (Probing indicators: Quality of services, employee loyalty, employee capability, service reliability)
3. What customer retention strategies does your organization employ? Could you please explain how you measure customer experience, appreciation, repeat purchase, and discounts in your organization? (Probing indicators: Customer experience, appreciation, repeat purchase, discounts)
4. In cases where a customer is dissatisfied with the services provided, how does your organization handle complaints and ensure prompt and personalized responses? How do you measure customer behavior intentions in such situations? (Probing indicators: Personalized response, complaint handling, prompt response, customer behavior intentions)
5. In your opinion, how do customer service strategies influence organizational performance in private universities in Kenya? Could you provide some examples?

6. What are some of the challenges your organization faces in implementing customer service strategies? How have you addressed these challenges in the past?
7. How do you measure the impact of customer service strategies on organizational performance in your organization? Could you provide some examples?
8. What recommendations would you make to improve customer service strategies in private universities in Kenya?
9. How does your university provide a personalized response to customer complaints or issues?
10. What complaint handling procedures does your university use to address customer complaints or issues?
11. How promptly does your university respond to customer complaints or issues?
12. How does your university gauge customer behavior intentions after addressing their complaints or issues?
13. How does your university measure the success of its customer recovery strategies?
14. How does your university incorporate customer feedback into its customer recovery strategies?

Thank you for your time and insights

Appendix IV: Research Cover Letter



Kenya Methodist University

P.O Box 267 - 60200, Meru, Kenya, Tel: (+254-020) 2118423-7, 064-30301/31229 Email: info@kemu.ac.ke, Website: www.kemu.ac.ke

12th August, 2021

Executive Secretary
National Council for Science and Technology
P.O Box 30623 – 00100
NAIROBI

Dear Sir/ Madam,

RE: PURITY WANGUI KURIA- BUS-3-9783-3/2018

This is to confirm that the above named is a bona fide student of Kenya Methodist University pursuing a Master of Business Administration.

Purity is undertaking a research study on "Influence of customer service strategies on organizational performance among private universities in Kenya. To successfully complete her research work, she requires relevant data in her area of study.

In this regard, we kindly request your office to issue her a research permit to enable her collect the data for her academic research work.

We thank you in advance for your cooperation.

Yours faithfully

Dr. Evangeline Gichungo
Associate Dean, Research Development & Board of Postgraduate Studies

KENYA METHODIST UNIVERSITY
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12 AUG 2021
CHAIRMAN
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The Future is Here!



Appendix V: NACOSTI Research Permit



Appendix VI: A List of Private Universities in Kenya

No	NAME OF UNIVERSITY / UNIVERSITY COLLEGE	YEAR OF ESTABLISHMENT/ ACCREDITATION
1.	University of Eastern Africa, Baraton	1991
2.	Catholic University of Eastern Africa (CUEA)	1992
3.	Daystar University	1994
4.	Scott Christian University	1997
5.	United States International University	1999
6.	Africa Nazarene University	2002
7.	Kenya Methodist University	2006
8.	St. Paul's University	2007
9.	Pan Africa Christian University	2008
10.	Strathmore University	2008
11.	Kabarak University	2008

12.	Mount Kenya University	2011
13.	Africa International University	2011
14.	Kenya Highlands Evangelical University	2011
15.	Great Lakes University of Kisumu	2012
16.	KCA University	2013
17.	Adventist University of Africa 3	2013
18.	Lukenya University	2015
19.	KAG EAST University Registered	2016
20.	Umma University	2019
21.	Presbyterian University of East Africa	2020
22.	Aga Khan University	2021
23.	Kiriri Women's University of Science and Technology	2022
24.	The East African University	2022
25.	Zetech University	2022
Source: Commission of University Education (2021)		