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The Strategic JOURNAL of Business & Change MANAGEMENT
ISSN: 2312-9492 www.strategicjournals.com

Vol. 8, Iss. 4, pp 720 – 739. November 22, 2021. www.strategicjournals.com, ©Strategic Journals

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

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Accepted: November 16, 2021

ABSTRACT

This study determined the effect of customer service strategies on the privately-owned universities' organizational performance in Kenya. The research based its argument on these theories: Customer Service, Assimilation, and Attribution. Specifically, it intended to explore the effect customer acquisition, service delivery, customer retention, and customer recovery towards the privately-owned Kenyan universities' performance. The study settled for a descriptive cross sectional study approach, targeting 172 employees of these institutions across Kenya. The study sample size was 120 respondents determined from both random and stratified sampling techniques; collection of data was done using google forms questionnaires. In testing for reliability, the Cronbach alpha formula was employed. During analysis of data, quantitative techniques were utilized with Statistical Package for Social Sciences (SPSS version 23.0) being applied in running both inferential and descriptive statistics. After data analysis, the use of frequency tables was preferred for the presentation of the analysed data. Deductions from the study's analysis were that the privately-owned Kenyan universities' is greatly impacted by customer acquisition ($p < 0.05$), service delivery ($p < 0.05$) and customer retention ($p > 0.05$). However, a determination was deduced showing customer recovery having insignificant effect towards performance ($t = .567$, $p >0.05$) both customer acquisition, customer retention and service delivery positively affected performance (customer acquisition: $t = .301$, $p <0.05$; customer retention: $t = 13.103p <0.05$; service delivery $t = .011$, $p <0.05$). Based on the determinations of this study, there is emphasis for the Kenyan privately-owned universities within Nairobi to pay more attention towards delivery of improved customer recovery plan. The study recommended for immediate institutional communication internally and externally in a manner that clarity, reliability, accuracy are the dominant features; this has the effect of improving institutional outcomes. The study recommended that private universities should invest in customer feedback to ensure customer retention. The study recommended that to improve customer recovery private universities should encourage customers to provide feedback by sending questionnaires and providing a direct line of communication.

Key Words: *Customer Acquisition, Service Delivery, Customer Retention, Customer Recovery*

CITATION Kuria, P., Maore, S. K., & Munga, J. (2021). Influence of customer service strategies on organizational performance among private universities in Kenya. *The Strategic Journal of Business & Change Management,* 8 (4), 720 – 739.

INTRODUCTION

The concept of customer service is grounded on activities around the identification and satisfaction of the demands of consumers as well as their preferences. There is expectation on every institution to commit to consistent delivery of desirable commodities that eventually enables them to expand and maintain clients. Established service providing institutions currently are increasingly paying attention on the delivery of topnotch services according to the their client base and characteristics; preferring to improve on their service standards depending on the clients desires instead of the leadership's position. Dorling (2014) advances that client fulfillment and trust goes hand in hand and cannot be separated with regards to provision of better services that eventually impacts an institution's growth chances.

Universities and colleges with established profile and superior subscriptions normally show arrogance and thus promote negative customer standards. It is because applicants intending to secure admissions at the institutions' are so determined and therefore might not complain of negative customer service standards. To them it is a relief they were able to secure admissions, (Toolman, 2014).

According to Farquhar (2004) retention of the client base translates to better growth chances of an institution since gaining new clients or markets is quite capital intensive. A position that is affirmed by presentations from Reinchheld and Schefter (2000), arguing that institutions with the ability to increase client base by 5% record 20% to 90% profit increase. Further, the acquisition of new clients is six times more expensive when compared to retention of the current base for an institution. Therefore, according to (Sim, Mak & Jones, 2006) improving the client base positively impacts the institution's profitability and outcomes greatly.

In Kenya, Commission for University Education has in the past done a lot of inspections in order to review the status of various institutions of higher learning so that the students may have ample and the best environments to study. The current framework is intentioned towards: bettering the value of learning and placing mechanisms to ensure consistent improvements; paying attention to external players' desires and an improvement of the learners' satisfaction levels. Within the current highly competitive learning settings with varied options being readily available to learners, aspects enabling attraction as well as retention of learners ought to be critically reviewed.

Institutional performance normally is used to refer to the functional activities of an institution and the outcomes reached at. The use is normally to mean the results of the institutional processes since they act as the link to the objectives of an institution, successful delivery of services and contributions to the economy. Brumbach (1988) defines performance as the traditions and outcomes. The profile of performance management system entails traditions and the outcomes of it. Traditions refers to the manner the institution sets out to achieve a role; the tasks of the workforce. Normally they can't be quantified leading to outcomes being an indicator of them. According to Boland and Fowler (2000), different forms of traditions/ behavior exist and they either support or stagnate institutional objectives. "Performance Management" as word means a coordinated, planned manner of enhancing institutional outcomes in order to realize key goals and support the institution's vision and standards.

In Kenya, the Universities Act 1985 (CAP 210B) and the Universities rules, 1989 (Establishment of Universities, Accreditation, Standardization and Supervision) are the regulation governing the formation of privately-owned universities. The privately-owned institutions are either granted a temporary charter awaiting the full status or granted a full charter immediately. Like their public counterparts they provide undergraduate as well as postgraduate courses. In Kenya, the Commission of Higher Education (CHE) has the responsibility of checking that these institutions conform to the rules governing universities as well as meeting the set criteria. Kenya boasts of 16 chartered privately-owned universities. A number of these institutions are operational with interim letter of authority, and lastly some fall under the rank of constituent colleges. Within the East Africa region, Kenya leads both Uganda and Tanzania, as the leader with regards to the number of privately-owned universities. An occurrence that is based on the fact that Kenya quickly recognized the contribution of these institutions (Oketch, 2003)

In Kenya the number of privately-owned universities has tremendously rocketed as a result of the increasing desire to acquire or advance learning, leading to overutilization of the public universities and its resources, thus the change response. According to Oketch (2004), a number of things have fueled the growth of the privately-owned universities across Kenya, and some are; frequent shutdown of public universities, government support and the reduced openings within public universities. Since the institutions have an eye for profits, their fee structures are market based, with the goal of cost recovery.

Problem Statement

Hasan et. al., (2011) argues that majority of the third world nations continue to grapple with concerns in meeting the higher criteria set for learning. Kenya's Commission for University Education, has on numerous occasions shut down higher learning centres and terminated the approval process of several institutions. According to (Caleb et. al., 2011), the occurrence was as a result of these institutions providing courses not accredited by the agency. Sarah et. al., (2011) advances that educational activities in certain higher learning institutions has largely been affected as a result of scarcity of resources and infrastructural capacity, understaffing in certain departments and inability to meet the curriculum standards established by regulatory agencies. The state usually doesn't lower the established criteria on the desired educational standards by universities and the expectation is that every institution adheres to the regulations. It is a standard that is in tandem with global practices on higher learning globally, striving for the highest educational standards. Raphael (2014) advances that at times learners as the consumers of knowledge have no option but to advocate for better delivery of services with regards to the quality of learning since it improves their ability take on the world.

The topics on customer service strategies like acquiring of new clients and client retention continues to spark increased debate across territories with the goal of coming up with a desirable education plan that aligns the graduates to the international standards in job settings, that are completely based on educational profile and qualifications (Rodrigues, 2013). Sadly, it is not an easy task to improve on the service standards compared to improving the goods quality. Since education remains to be a service delivery thing, its quantification may only be indicated against certain measures distinct from those applied to physical products. Among the platforms is the application of SERVQUAL, a concept expounding 5 service aspects (Jayanth, 2015). Principally, those aspects may be indicated relying on the student's (client) perception (Raphael, 2014). This study sought to determine influence of customer service strategies on organizational performance among private universities in Kenya.

Objectives of the Study

The general objective of this study was to determine influence of customer service strategies on organizational performance among private universities in Kenya. The specific objectives were;

- To determine the influence of customer acquisition on organization performance in private universities in Kenya.
- To establish influence of service delivery on organization performance private universities in Kenya.
- To determine the relationship between customer retention and organization performance among private universities in Kenya.

- To find out the role of customer recovery on organization performance private universities in Kenya.

The study was guided by the following hypothesis;

- **H_{01}:** There is no significant relationship between customer acquisition and organization performance.
- **H_{02}:** There is no significant relationship between service delivery and organization performance.
- **H_{03}:** There is no significant relationship between customer retention and organization performance.
- **H_{04}:** There is no significant relationship influence between customer recovery and organization performance.

LITERATURE REVIEW

Theoretical Review

Customer Service Theory

The customer service theory by Czepiel et al (1974) ideally is viewed applicable and details that client retention is achieved by trust and that satisfaction also ensures retention. An institution's failure in recognizing the core demands of customer service like client issues and desires may result to negative outcomes since it kills selling. Therefore, the firm leadership ought to be completely engaged in the fulfillment of client desires if at all expect positive business outcomes. Failure to commit to these practices translates to negative results, an occurrence that stagnates business growth. Thus, according to Anderson (2000) focus ought to be on the clients incase loyalties are to won and eventually improved returns.

Attribution Theory

Atkinson (1957) advances that attribution theory is rooted in psychology and involves rational information processors with responses impacted by their causal inferences. According to Van Vaerenbergh et al., (2014), studies conducted on the influence of attributions towards client tendencies established clients' attributions significantly contribute towards forming opinions and reactions. The aftermath of attributions may either be desirable or non-desirable, although the undesirable results basically trigger the most attribution plans (Weiner, 2014). Swanson and Hsu, (2014) advances that clients' causal evaluation has recognition as a major aspect impacting consumer tendencies.

Assimilation Theory

The theory of cognitive dissonance was initially developed by Kurt Lewin, Festinger (1957) went on and improved on with. It is from dissonance theory that assimilation theory is founded. The dissonance principle advances that consumers of a certain good develop certain form of cognitive analysis among desires on the good and the expected market performance of the item. In the presence of a variation from the analysis, dissonance occurs. The study on the client's analysis after consumption is an area introduced to satisfaction literature through assimilation theory by Anderson from his studies on client dissonance; the impact of disconfirmed expectation towards the market performance of a product. Anderson advances that clients tend to eliminate dissatisfaction through adjustment to the notions on the item to align with the expectations and the market performance of the item by changing expectations to align with the perceived market results (Olson & Dover, 1979).

Empirical Review

According to Commerce CRM (2021) acquisition of new customer is the priority of every business. However, customer acquisition can become very costly in terms of new content creation, email campaigns and development of target advertisements. Another challenge is that now every lead guarantees closure of an agreement. Clients reaching the final point of the tunnel as well as closing the sale process do it first and the second time before leaving for other businesses. Normally, the concern is that the contribution of their businesses at times isn't adequate to promise interventions on acquiring them worth first and foremost. It is at this point that retention of clients comes in.

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Identifying the appropriate clients providing assured positive returns is what customer acquisition is all about (Kotler & Keller, 2012). This is an important aspect for institutions commencing business operations, undergoing expansions, commodities, and quite critical in situations where switching cost is minimal and repeat sales also reduced. During the acquisition of clients, it is important for the institution to identify appropriate clients for service delivery before determining the correct approach for the acquisition. It is a significant aspect since it is obvious that the institution won't engage with every client in a similar manner. Thus, according to (Palmer, 2011), institutions currently prefer to identify their clients and bases and then concentrate on those that they can gain, ensure satisfaction and achieve positive results.

Zahedi, Darabi, Faryabi and Faryabi (2018) set out to identify the relationship between corporate performance and service delivery system among brokerage companies in Tehran Stock Exchange. The study relied on secondary data. The study variables included employee capabilities, employee loyalty, employee satisfaction and service quality. The study findings revealed that service delivery influence organization performance. Another challenge is that now every lead guarantees closure of an agreement. Clients reaching the final point of the tunnel as well as closing the sale process do it first and the second time before leaving for other businesses. Normally, the concern is that the contribution of their businesses at times isn't adequate to promise interventions on acquiring them worth first and foremost. It is at this point that retention of clients comes in.

An analysis conducted by Natthida (2018) examined client views on poor services, services recovery and recovery of loyalty in Thailand (a study of the airline sector). The analysis employed a quantitative technique. Administration of questionnaires was to airline clients using the Suvarnabhumi International Airport in Bangkok, Thailand where 480 respondents took part in the study. Determinations from the analysis point to the significance of Expectation Disconfirmation Paradigm (EDP) in recognizing the crucial positive impacts of every aspect of fairness towards a restoration of desirable client associations. Also, the determination from the analysis elaborate on the connection among post recovery client loyalty, the client's institution fulfillment and through the presentation of the significant contribution trust plays in the recovery of client loyalty. Another aspect rising from the analysis is a demonstration on the manner client perceived justice of service recovery is based on the failure of service and the institution's profile. More importantly the analysis provided the airline's leadership with important insights towards the creation of successful service recovery plans aimed at increasing client loyalty across varied service failure happenings.

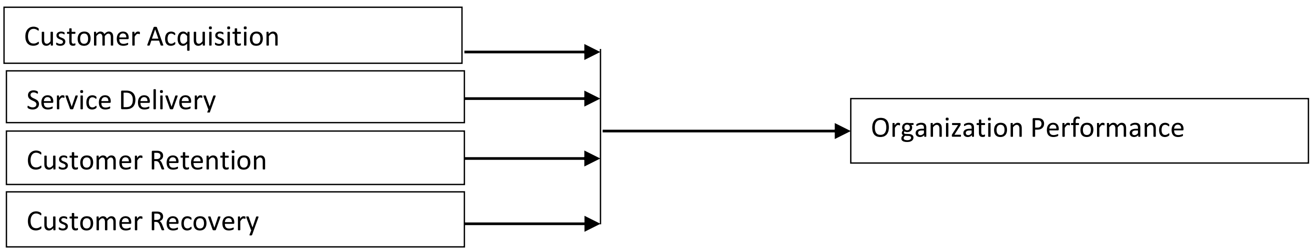
Gitahi & Misango (2020) examined the effect by client retention plans towards the institutional performance of banks within Thika town. A descriptive study approach was adopted in this study. The target population was 22 commercial banks in Thika Town. The respondents included customer experience consultants, branch managers, operation managers, relationship officers and credit managers totaling to 227. Purposive sampling was adopted to select the respondents. In the collection of data, questionnaires were used. The study established that employment of loyalty, rewards programs and provision of quality service, rewards programs influence on the performance of Commercial Banks in Thika town.

For institutions keen on developing positive engagements with clients, apart from acting as a crucial approach to realize monetary benefits, customer retention has to be given significant attention (Kumar et al., 2007; Coviello et al., 2002). Existing publications show that client's price insensitivity remains to be an important condition for ensuring satisfaction of an institution's clients (Trasorras et al., 2009). According to, (Ang and Buttle, 2006; Coviello et al., 2002; Ahmad and

Buttle, 2002) loyal clients won't mind purchasing at increased prices and be positive on discounts compared to new clients; since loyal clients have a perception that increased prices translate to better qualities (Honts and Hanson, 2011). Normally, the clients purchase throughout the year irrespective of availability discounts or offers and view it as a value for money thing (Ang and Buttle, 2006).

The process of recovery commences at the point initial contact is made, ending at the point a successful recovery result is realized or alternatively when clients abandon their desire for recovery since the institution is showing failure to have positive responses. According to Gelbrich (2010), clients normally intend to express their dissatisfaction with the institution; and according to (Van Vaerenbergh et al. 2014) look for reasons the failure, expressing the manner the result will impact the realization of their earlier goals, and seek for a solution.

Normally, the client and the institution have close engagements in the efforts to reach a resolution. According to (Strizhakova, Tsarenko, and Ruth 2012), the duration after the termination of the recovery process where the clients evaluate personal experiences during the early stages is the post-recovery phase; a phase that my go on for lengthy periods based on the level the recovery situation sticks with the client, with this giving two possible scenarios. Clients could be excited, feel appreciated or alternatively feel useful for having reached a desirable answer to a concern (Ozgen & Kurt 2012). Usual client engagements commence in cases where they were interrupted by the failure. According to Michel and Meuter (2008), with regards to customer's post-failure satisfaction, in certain examples an individual's pre-failure satisfaction follows a successful recovery or is increased compared to those of clients who didn't report failure, and this is known as service recovery paradox.



Independent Variables **Dependent Variable**

Figure 1: Conceptual Framework

Source: Author (2021)

METHODOLOGY

The analysis employed a descriptive cross-sectional study model. The population of interest in this research was all Private Universities in Kenya. According to CUE (2016), there were 36 private universities. Yamane's concept was used in the selection of the sample size. The job designation of the staff was equated to strata. The number of participants proportionate to the staff was selected using simple random sampling technique. Due to Covid 19 protocols, administration of the questionnaires was done by digital Google forms. The study tools to be used for data collection was questionnaires. In determining content validity, formal opinion were sought from technocrats, lecturers and statisticians with the ability to evaluate the study instruments and give a score on the questionnaire validity. Analysis of data was done through SPSS version 23 (Statistical Package for Social Scientist). The next stage after analysis of data was descriptive analysis process from where data presentation was done using frequency tables. Multiple regression analysis was carried out using the following model.

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$$Y = \beta 0 + \beta X_1 + \beta X_2 + \beta X_3 + \beta X_4 + \varepsilon$$

Whereby;

Y= Organisation Performance

$\beta 0$ =is a constant term

X_1 = Customer Acquisition

X_2 = Service Delivery

X_3 = Customer Retention

X_4 = Customer Recovery

ε = is the error term

RESULTS AND DISCUSSION

Descriptive Results

This subsection offered a presentation of descriptive analysis deductions around the independent (Customer Acquisition, Service Delivery, Customer Retention, Customer Recovery) and dependent variable (organization performance) of the study.

Organization Performance

The study's participants had to indicate personal satisfaction or dissatisfaction levels with statements regarding organizational performance. Table 1 below detailed the outcomes.

Table 1: Descriptive Statistics for Organization Performance

	N	Mean	Std. Deviation
The institution has enhanced sales growth rate over the last 5 years	97	3.46	1.16
The institution has witnessed an improvement in expansion in the last five years that has improved sale growth rate.	97	4.36	.48
Our business has experienced increased referrals in the last five years	97	4.20	1.31
In the last five years our institution has recorded positive results in meeting it targets with regard to market share.	97	3.46	1.17
Valid N (list wise)	97	**3.87**	**1.03**

Source: Research Data (2021)

Based on the deductions from table 1, a significant portion of those scoring a mean value=4.36 and SD= 0.48 affirmed that their institutions agreed that the institution has witnessed an improvement in expansion in the last five years that has improved sale growth rate. closely following was those affirming our business has experienced increased referrals =in the last five years with a mean value=4.20 and a SD=1.31. The institution has enhanced sales growth rate over the last 5 years stood at a mean value=3.46 and SD=1.16, same those affirming in the last five years our institution has recorded positive results in meeting it targets with regard to market share with a mean value=3.46 and a SD=1.17.

The profile of performance largely deals with the activities of undertaking roles that is viewed in terms of their success. Therefore, organizational performance entails the process how an institution undertakes its roles in alignment with the desired results (Jenatabadi, 2015). Organizational performance remains a significant component supporting business strategy. Despite this, a common ground on the exact profile and composition of organizational performance still does not exist even with its relevance and common utilization globally. Existing information reveal as many as seven components linked to corporate performance; profits, business growth, brand recognition, client fulfillment, workforce motivation, environmental obligations and social responsibility indicators (Santos &Brito, 2009).

Influence of Customer Acquisition on Organization Performance

The study's participants had to indicate personal satisfaction or dissatisfaction levels with statements regarding the influence by customer acquisition towards organizational performance. Table 2 below details the outcomes.

Table 2: Influence of Customer Acquisition on Organization Performance

	N	Mean	S. Dev
Our prospect conversion rate is adequate to acquired required number of customers	97	3.31	.68
Our lead generation rate is consistent to sustain customer acquisition	97	2.10	1.17
The number of students who opt to deregister from our institution are minimal	97	3.45	1.08
Our prospects click through rate is competitive enough to sustain lead generation	97	4.45	.90
Our marketing team is well trained on customer acquisition	97	4.01	.94
Aggregate Mean		**3.46**	**0.95**

Source: Research Data (2021)

Customer acquisition continues to be identified as an aspect influencing institutional performance of the Kenyan privately-owned universities. The intention of the analysis was to prove this position. The respondents were therefore required to rate their responses on a likert scale of 1-5 where: 5= Strongly Agree; 4= Agree; 3= Undicided; 2= Disgree; 1=Strongly Disagree. The analysis in table 2 below shows that the majority resopndents agreed that our prospects click through rate is competitive enough to sustain lead generation (M=4.45, SD=0.90), This was closely followed by our marketing team is well trained on customer acquisition (M=4.01, SD=0.94). Moreover, the number of students who opt to deregister from our institution are minimal (M=3.45, SD=1.08). Our prospect conversion rate is adequate to acquired required number of customers (M=3.31,SD=0.68), and our lead generation rate is consistent to sustain customer acquisition (M=2.10,SD= 1.17).

This finding agreed with (Min et al., (2016) advances any time an institution shows failure in evaluating the competition aspect, they make may make poor assessment of the gains from acquisitions or retention interventions and in the end reach undesirable determinations. An analysis by Min et al. (2016) revealed the institution's market coverage, market penetration level, and competition identity pose interactive impacts towards the institution's client acquisition and retention costs. Shafique, Ahmad, Abass and Hussain (2015) examined the moderating role of competition intensity in the relationship between organization performance and customer relationship management in telecom sector in Pakistan. The study established that customer acquisition influence organization performance. Additionally, big businesses during the acquisition and retention of clients significantly keen on CRM does not translate to increased profits since competition for this client base normally reduces profitability (Min et al., 2016).

According to Commerce CRM (2021) acquisition of new customer is the priority of every business. However, customer acquisition can become very costly in terms of new content creation, email campaigns and development of target advertisements. Another challenge is that now every lead guarantees closure of an agreement. Clients reaching the final point of the tunnel as well as closing the sale process do it first and the second time before leaving for other businesses. Normally, the concern is that the contribution of their businesses at times isn't adequate to promise interventions on acquiring them worth first and foremost. It is at this point that retention of clients comes in.

Identifying the appropriate clients providing assured positive returns is what customer acquisition is all about (Kotler & Keller, 2012). This is an important aspect for institutions commencing business operations, undergoing expansions, commodities, and quite critical in situations where switching cost is minimal and repeat sales also reduced. During the acquisition of clients, it is important for the institution to identify appropriate clients for service delivery before determining the correct approach for the acquisition. It is a significant aspect since it is obvious that the institution won't engage with every client in a similar manner. Thus, according to (Palmer, 2011), institutions currently prefer to identify their clients and bases and then concentrate on those that they can gain, ensure satisfaction and achieve positive results.

Todd, Fang and Palmatier (2011) exploring the impact of an institution's strategic measures towards the acquisition and retention of clients. After the collection of data across 225 key investment groups, the investigators determined that an institution's attention towards acquisition of customers greatly improves its results; an institution's strategic activities on the retention of customers produce opposite results. Those impacts are shaped by the client awareness on the commodity and the institution's utility arrangements plans. Further, the investigators captured the effect of leadership choices during the adoption of client interaction plans. From the deductions, it was clear that the impact of client acquisition and retention plans towards client awareness and business choices on the results of a firm is increased the moment an institution in a consist basis adopts a certain engagement plan. Adoption of a dual plan through efforts on client acquisition and retention negatively impacts utility allocation processes with varied results on the institution's innovative processes.

Currently, the hospitality industry is grappling with globalization, increased client migrations and competition. Additionally, a cost increment on the client acquisition and increasing client expectation is leading to the results of restaurants and competitive ability to significantly rely on their potential to ensure client satisfaction successfully (Adam et al., 2010). Still, there is absence of accountability, standards and analysis of these data within the hotel industry (Adam et al., 2010). CRM is an effective investment plan institution in the hospitality industry to use in differentiating themselves with their business rivals (e.g., Mohmmed, & Rashed, 2012; Ammari, & Nusair, 2014). Thus, Jordanian hotels ought to prioritize CRM plans for prolonged, mutual and fruitful engagements.

Influence of Service Delivery on Organization Performance

The study's participants had to indicate personal satisfaction or dissatisfaction levels with statements regarding service delivery. Table 3 below detail the outcomes.

Table 3: Influence of Service Delivery on Organization Performance

	N	Mean	Std. Dev.
Our organization has consistently improved on the quality of the services we offer	97	4.19	.57
Our employees are adequately qualified to deliver quality service	97	4.08	1.09
Our employees loyalty influence our service delivery positively	97	3.74	1.34
There are minimal complaints on our service delivery system	97	3.64	1.28
Our employees are normally trained on service delivery periodically	97	4.02	.72
Our services are reliable	97	3.43	1.38
Aggregate Mean		**3.85**	**1.06**

Source: Research Data (2021)

Service delivery continues to be recognized as an aspect impacting institutional performance of the Kenyan privately-owned universities. On a likert scale of 1-5, the study participants had to indicate personal responses, where 1= strongly disagree, 2= disagree, 3= undecided, 4= agree 5= strongly agree. Based on the analysis in table 3 above, every participant in the category affirmed that; our institution has consistently improved on the quality of the services we offer, (M=4.19, SD=0.57). There are minimal complaints on our service delivery system (M=4.08, SD=1.09) followed by our employees are adequately qualified to deliver quality service (M=4.02, SD=0.72). Our employees loyalty influence our service delivery positively (M=3.74, SD=1.34). There are minimal complaints on our service delivery system (M=3.64, SD=1.28). Our services are reliable (M=3.43, SD=1.38).

This finding agrees with an analysis by Fazlzadeh and Faryabi (2012) exploring the impact of a service delivery structure towards institutional outcomes in Iran had variables like staff satisfaction, staff loyalty, the service quality and staff capability. Client satisfaction viewed as an intermediate variable influences institutional outcomes in service delivery structures and client loyalty. Findings from the study of field data brokerage firms in Tehran Stock Exchange indicated a greater impact of service delivery structure on client satisfaction as well as loyalty. The findings also point to client satisfaction as well as loyalty having a major impact the results of brokerage firms in the TSE. The effect of staff or client therefore is affirmed here. Also, the effect of the workforce satisfaction, quality of service and staff potential towards client loyalty has been affirmed too.

Some analyses concentrate on the monetary expenditures as well as results linked with the recovery of customers. According to Sim Song and Killough (2010), within the airline sector, service recovery interventions are linked with both the prolonged and short term monetary results as indicated by the sales returns. Also, Knox and Van Oest (2014) have had demonstrations of the expenditures and gains linked with recovery for varied recovery situations, showing that the monetary advantages of dealing with client concerns outweighs the costs.

An analysis conducted by Natthida (2018) examined client views on poor services, services recovery and recovery of loyalty in Thailand (a study of the airline sector). The analysis employed a quantitative technique. Administration of questionnaires was to airline clients using the Suvarnabhumi International Airport in Bangkok, Thailand where 480 respondents took part in the study. Determinations from the analysis point to the significance of Expectation Disconfirmation Paradigm (EDP) in recognizing the crucial positive impacts of every aspect of fairness towards a restoration of desirable client associations. Also, the determination from the analysis elaborate on the connection among post recovery client loyalty, the client's institution fulfillment and through the presentation of the significant contribution trust plays in the recovery of client loyalty. Another aspect rising from the analysis is a demonstration on the manner client perceived justice of service recovery is based on the failure of service and the institution's profile. More importantly the analysis provided the airline's leadership with important insights towards the creation of successful service recovery plans aimed at increasing client loyalty across varied service failure happenings.

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Influence of Customer Retention on Organization Performance

The study's participants had to indicate personal satisfaction or dissatisfaction levels with statements regarding customer retention. Table 4 below detailed the outcomes.

Table 4: Influence of Customer Retention on Organization Performance

	N	Mean	Standard Deviation
Our pricing sensitivity has ensured our customers retention	97	3.64	1.30
Our customers have a steady repeat purchase history	97	2.54	1.25
There are is non-complaining behavior among our customers	97	2.93	1.31
Word of mouth is our dominant strategy of retaining our customers	97	3.19	1.33
Our customers have consistently referred new customers to our institution	97	3.36	1.16
Aggregate Mean		**3.13**	**1.27**

Source: Research Data (2021)

Customer retention continues to be recognized as an aspect impacting institutional performance of the Kenyan privately-owned universities. On a likert scale of 1-5, the study participants had to indicate personal responses, where 1= strongly disagree, 2= disagree, 3= undecided, 4= agree 5= strongly agree. Based on the analysis in table 4 above, every participant in the category agreed that; our pricing sensitivity has ensured our customers retention (M=3.64, SD=1.30). Our customers have consistently referred new customers to our institution (M=3.36, SD=1.16) followed by word of mouth is our dominant strategy of retaining our customers (M=3.19, SD=0.33). There are is non-complaining behavior among our customers (M=2.93,SD=1.31), and our customers have a steady repeat purchase history (M=2.54,SD=1.25).

The findings agreed with a study by Krishnapillai, Padmashantini, and Sharmeela (2013) evaluating the effect of customer retention traditions towards institutional results in Malaysia was done through mall-intercept surveys that successfully obtained 200 completed questionnaires. In examining the effect of customer retention on institutional results, regression analysis was employed with the demographic details acting as the moderator. Verbal referrals, insensitivity to prices, repeat purchases and non-complaining behavior were realized to greatly impact institutional results, especially client fulfillment. Therefore, it is advisable that leaderships be more proactive in improving on the mentioned aspects of customer retention so as to realize their full ability.

Locally, analyses have conducted on customer retention. An example is a study by Siboe (2006) exploring customer retention plans utilized by internet service providers in Kenya, and another review by Jerono (2008) examining the association among the activities in a market and the retention of customer effects within banks in Kenya; this study however had only a single determinant. Also, an analysis was undertaken by Karitie (2011) on the efficiency of customer retention plans in Equity Bank Kenya. Another study undertaken by Simiyu (2010) examining the features impacting customer retention across the petroleum sector; focus on Total Kenya Limited, while Mutai (2013) undertook an analysis exploring the features impacting customer retention within corporate using mobile telephone services in Kenya.

A study by Thenya (2016) analyzed the association among customer retention plans and institutional outcomes of Barclays bank, Kenya. The analysis employed a case study design and primary data on customer retention pans and institutional outcomes was collected from intensive interview processes. Analysis of the primary information was by content analysis. The population size was made up of five top managers of Barclays bank in Nairobi. The analysis reached a determination that there existed a positive association among customer relationship marketing and market share growth. The analysis also revealed the existence of a positive, mild association among client communication and market share growth. The proposals from the analysis was that customer retention plans ought to be improved in financial institutions so as to boost increase market share growth.

Influence of Customer Recovery on Organization Performance

The study's participants had to indicate personal satisfaction or dissatisfaction levels with statements regarding customer recovery. Table 5 below details the outcomes.

Table 5: Influence of Customer Recovery on Organization Performance

	N	Mean	Standard Deviation
Our organization has a laid down procedure of handling customer complaints	97	4.63	.48
Our customer care representatives have personalized mechanism of handling customer complaints	97	3.79	1.41
I normally respond promptly to customer dissatisfactions	97	4.64	.47
Customer behavior intentions guides customer recovery process	97	3.72	1.43
All customer care representatives have adequate skills on customer recovery	97	3.74	1.05
Aggregate Mean		**4.09**	**0.96**

Source: Research Data (2021)

Customer recovery continues to be recognized as an aspect impacting institutional performance of the Kenyan privately-owned universities. On a likert scale of 1-5, the study participants had to indicate personal responses, where 1= strongly disagree, 2= disagree, 3= undecided, 4= agree 5= strongly agree. Based on the analysis in table 5 above, every participant in the category agreed that; I normally respond promptly to customer dissatisfactions (M=4.64, SD=0.47). Our organization has a laid down procedure of handling customer complaints (M=4.63, SD=0.48) followed by our customer care representatives have personalized mechanism of handling customer complaints (M=3.79, SD=1.41). All customer care representatives have adequate skills on customer recovery (M=3.74, SD=1.05), and Customer behavior intentions guides customer recovery process (M=3.72,SD=1.43).

According to Lemon and Verhoef (2016) pre-purchase phase impacts clients' choice determination processes. Apart from recognizing the client's desires, this phase entails an informational search, developing first communication with the institution and engaging with the institution's offer (Voorhees et al. 2017). During the pre-purchase stage, failures could go undetected since clients prefer quitting instead of trying to raise a complaint. Therefore, future studies ought to examine the ways institutions could identify and correct failures in the initial phase. Application of analytics in detecting and preventing failure along the pre-purchase stage is highly advocated for.

Lastly, according to De Keyser et al. (2015) recovery platforms ought to be context sensitive. The goal heterogeneity forming the client's engagements calls for institutions to support the staff or innovations adjust their recovery reactions to align with clients' situation. According to (CCMC, 2017), the contribution of it shouldn't be overlooked since

The Strategic Journal of Business & Change Management. **ISSN** 2312-9492 (Online) 2414-8970 (Print). www.strategicjournals.com

those complaining always show preference towards a personal engagement. Davidow (2015), argues that contextualization calls for a thorough education of the workforce to ensure they identify and respond to critical matters. Innovations on AI could be useful in assisting the staff or alternatively interact with the clients. Hyken (2017) advance an example is the utilization of extensive contextual information, making Chabot able to improve the results of recovery efforts through the support to human agents in providing personalized communications towards service failure.

Hypothesis Testing

This subsection offers a presentation of the study's findings around regression, ANOVA and co-efficient of determination.

Relationship Between Independent Variables

This part illustrated the association among dependent variables and independent variables across.

Table 6: 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

Source: Research Data (2021)

Based on the presentation above, there exists a positive correlation among customer acquisition and organizational performance within the privately-owned institutions at significant 0.05 level, the strength is average, at 8.9 %. Equally, the there exists a negative correlation among service delivery and organizational performance within the privately-owned institutions at significant 0.05 level, the strength is though weak, at 11.2%. Further, the there exists a positive correlation among customer retention and organizational performance within the privately-owned institutions at significant 0.05 level, the strength is though average, at 79.6%. lastly, the deductions show existence of a strong positive correlation among customer recovery and organization performance within the privately-owned institutions though insignificant p>0.5 level, the strength is average at 2.5%.

Relationship Between Dependent and Independent Variables

This part detailed the strength of association among dependent variables and independent variables.

Table 7: Model Summary

Model Summary

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

a. Predictors: (Constant), Customer Recovery, Customer Retention, Service Delivery, Customer Acquisition
b. Dependent Variable: Organization Performance

Source: Research Data (2021)

Referring to table 7 the study established the R^2 to be 0.659 implying that 65.9%, of organization performance in the private universities in Kenya is explained by customer recovery, customer retention, service delivery, customer acquisition leaving 34.1% untouched. This implies that in a way there exists some strong explanatory power for the whole regression. Thus, it is important for further studies to determine other aspects (34%) impacting organizational performance apart from (customer recovery, customer retention, service delivery, customer acquisition) of the Kenyan privately-owned universities.

Table 8: 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			

a. Dependent Variable: Organization Performance
b. Predictors: (Constant), Customer Recovery, Customer Retention, Service Delivery, Customer Acquisition
Source: Research Data (2021)

At a probability value of p<0.00, the regression relationship was highly significant in the prediction of the manner customer recovery, customer retention, service delivery, customer acquisition impact organizational performance of the Kenyan privately-owned universities.

Table 9: Relationship Between Dependent and Independent Variables

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	2.448	.380		6.443	.000
	Customer Acquisition	.223	.112	.012	.301	.041
	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)

Certainly, customer retention greatly and positively influences organizational performance, followed by customer recovery, customer acquisition, and service delivery, individual significance of the predictor variables was tested using t-test. Based on the findings, customer retention, customer acquisition, and service delivery were individually statistically significantly associated with organizational performance p-value<0.05, however, customer recovery wasn't significant.

Based on the presentations in table 9, considering every aspect (customer recovery, customer retention, service delivery, customer acquisition) constant factor was 2.448 as a result of variation. Further, a unit change in customer acquisition while setting the coefficient of other independent variables zero leads to organizational performance increase within the privately-owned universities by a factor of .023; a unit change in service delivery while setting the coefficient of other independent variables zero leads to an decrease in organization performance by a factor of organization performance; a unit increase in customer retention while setting the coefficient of other independent variables zero leads to an increase in organization performance within the privately-owned universities by a factor of .548; a unit increase in customer recovery while setting the coefficient of other independent variables zero leads to an increase in organizational performance among the private universities by a factor of 0.054;

Based on the findings, customer retention, customer acquisition, and service delivery were individually statistically significantly related to organizational performance p-value<0.05. Hence all the hypotheses were rejected.

CONCLUSION AND RECOMMENDATIONS

The study's first objective intended to determine influence by customer acquisition towards organizational performance of the Kenyan privately-owned universities. The study established that customer acquisition impacts organizational performance greatly; concluding that customer acquisition significantly determines institutional outcomes.

The study's second objective intended to determine influence by service delivery towards organizational performance of the Kenyan privately-owned universities. The study established that effect of service delivery affects the organization performances; concluding that service delivery significantly determines organizational results.

The study's third objective intended to determine influence by customer retention towards organizational performance of the Kenyan privately-owned universities. It determined that customer retention impacts organizational performance greatly; concluding that customer retention significantly determines institutional performance.

The study's fourth objective intended to determine influence by customer recovery towards organizational performance of the Kenyan privately-owned universities. It determined that the impact by customer recovery fails to manipulate organizational performance; concluding that customer recovery insignificantly determines organizational performance.

The study recommended that an important intervention towards influencing client behavior in a positive manner towards universities lies with information delivery; making sure there is clarity and timely received. This would serve to have an assurance both internally and externally that the institution is aware of their experiences, the different adjustments to their purchasing activities, and the current and expanded demands on excellent service. In order to improve service delivery, communication plays an important role towards realizing quality delivery of customer experience. The study recommends for immediate institutional communication internally and externally in a manner that clarity, reliability, accuracy are the dominant features; this has the effect of improving institutional outcomes.

The study recommended that private universities should invest in customer feedback to ensure customer retention. Asking customers for feedback is a great way of ascertaining if there are any customer complaints. It is crucial that the privately-owned institutions have interventions making their clients feel included through updates on new trends and products. This could be realized by issuing publications or newsletters that serve better compared to mails.

In order to improve customer recovery private universities should encourage their bases to prioritize feedback provision through the availed feedback mechanisms enabling them express their experiences, improvement areas as well as grievances. With regards to service recovery, everything revolves around timing. These privately-owned institutions ought to be immediate and effective when it comes to responses and conflict resolution; making sure that the concerns are quickly resolved. Faster responses and resolutions leads into an unhappy client turning into a committed brand ambassador.

Suggestion for Further Studies

As a result of the study's conclusion and the consequent proposals, a call is placed for more studies on other variables apart from (customer recovery, customer retention, service delivery, customer acquisition) that are not covered in this study tin order to have a validation of the real elements impacting the outcomes of the Kenyan privately-owned universities; with the study seeking to offer additional awareness on the present study deductions and offer a validation of the deductions.

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