

Addis Ababa
University
(Since 1950)



The Effect of Customer Relationship Marketing on
Retention of Corporate Subscriber Customers
(In the case of Media & Communication Center (MCC) Company)

By: Nega Kendie

Advisor:
Belaynesh Tefera (Ph.D.)

THESIS SUBMITTED TO COLLEGE OF BUSINESS AND ECONOMICS
(COBE) - SCHOOL OF COMMERCE, MARKETING MANAGEMENT
PROGRAM UNIT IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR
MA DEGREE IN MARKETING MANAGEMENT.

June, 2020
Addis Ababa

Statement of Declaration:

I, the person whose name and signature undersigned confirm that this thesis titled as “The Effect of Customer Relationship Marketing on Retention of Corporate Subscriber Customers (In the case of Media & Communication Center (MCC) Company)” is my original work prepared under the guidance of my advisor-in-Chief Belaynesh Tefera (Ph.D.). This thesis is submitted in partial fulfillment of the requirement for the Award of Master of Arts Degree in Marketing Management; and it has never been previously submitted to any college or university; all sources of data used for this research have been boldly and appropriately acknowledged.

Name: Nega Kendie


Handwritten signature of Nega Kendie in black ink, written over a horizontal line.

Signature: _____

Date of submission: June, 2020

Advisor's approval:

This is to approve that Nega Kendie Ayele has carried out his own original research titled as “The Effect of Customer Relationship Marketing on Retention of Corporate Subscriber Customers” (In the case of Media & Communication Center (MCC) Company) under my guidance; to fulfill in part for the requirement of Master of Arts Degree in Marketing Management at Addis Ababa University College of Business and Economics (CoBE) - School of Commerce.



June, 2020

Belaynesh Tefera (Ph.D.)

June, 2020

BOARD OF EXAMINERS' APPROVAL:

The Effect of Customer Relationship Marketing on
Retention of Corporate Subscriber Customers
(In the case of Media & Communication Center (MCC) Company)

By: Nega Kendie

Advisor-in-Chief:

Belaynesh Tefera (Ph.D.)

APPROVED BY BOARD OF EXAMINERS:

Signature:

1. Belaynesh Tefera (Ph.D.)
Advisor-in-Chief



June, 2020

2. Hailemariam Kebede (Ph.D.)
Internal Examiner



June, 2020

3. Getinet Begashaw (Ph.D.)
External Examiner



June, 2020

Acknowledgement

Glory and Praise to the Almighty Holy Savior God!! Thank you my Lord for healing my heart, giving me life again, and blessings. Subsequently, I would like to take this opportunity to acknowledge all those who have supported for the completion of this thesis. First, I would like to express my profound respect and gratitude to my advisor-in-Chief Belaynesh Tefera (Ph.D.), for her skillful research guidance, quick and appropriately commented responses, with a pleasant approach she did for the realization of this thesis. I also acknowledge and extend my appreciation to Getie Andualem (Ph.D.) “The Humorous Prof.” for his genuine, commendable comments and significant inputs to the study proposal of this thesis as my examiner.

Second, my special thanks go to my dear brother Assefa Demissie “The Humble Man” I am so much grateful to him. Thank you so much brother for your open-handed provision of genuine support you did for my benefit. Had it not been your compassionate support, this research thesis wouldn’t have been smoothly realized in the horrifying covid-19 pandemic outbreak. Equally, I appreciate the entire family for their heartfelt caring during this thesis writing as well.

Third, life has its own way of bringing the right people together, at the right time, for some reasons. I am truly grateful to Yonathan Yimer, Tadese Cheru and Mequannint Kassa for all their time, untiring advice, and cheerful encouragements they did for my advantage in realizing this thesis; they are my true friends and I am so much honored having them.

Fourth, I am greatly indebted to my colleagues and friends at the Media & Communication Center (MCC) Company for their collaboration in distributing the research questionnaires and collecting data from corporate customer respondents of the MCC. It would have been very difficult to complete this thesis as per the thesis calendar of the University had it not been their timely distribution and collection of the replied questionnaires prior the spread of covid-19 pandemic. Besides, I would like to extend my thanks to all the corporate customer respondents of the MCC who participated in the study and providing worthy information by replying the research questionnaires.

At last, but not least, I am deeply grateful to Wossenyelesh Taye, for her keen encouragement and everything she has done for me. She is one of my bests who energized my study. I’m lucky to have her in my life. Thank you!

Abstracts

The importance of practicing customer relationship marketing efforts is indispensable to attract and retain corporate customers. Similarly, customer retention is too crucial for a company to have retained corporate customers and generate greater revenues.

Media & Communication Center (MCC) should have more greater retained customers than it has today as it is a pioneer and a more than two and half decade year old Print Media Company. However, because of the external and internal challenges along with competitions among the existing private print media companies are a challenging problem to retain customers. The objective of this study was to examine, understand and predict the effect of customer relationship marketing and their effects on the retention of corporate subscriber customers of the MCC, a private print media company and publisher of “Reporter” and “The Reporter” Newspapers.

Quantitative research techniques were applied and to collect primary data structured questionnaires were also designed and distributed to the corporate subscriber customers of MCC. For data analysis, SPSS 20.0 version was used for descriptive statistics, correlation analysis, and multiple regressions analyses. Findings revealed that the predicted variable is positively and significantly resulted by the respective predictor variables.

The correlation between the dependent variable and the independent variables; the central tendency of IVs; and the multiple regressions analyses results also confirmed that all the four tested constructs of relationship marketing remain as significant and positive predictors of the predicted variable, corporate subscriber customer retention. Therefore, customer relationship marketing has a positive and significant effect on retention of corporate subscriber customers.

Key words: Media & Communication Center (MCC), Relationship Marketing, Trust, Commitment, Communication, Conflict Handling, Customer Retention

List of Tables:

Table 2. 1	The Pre-industrial, Industrial and Post-industrial eras of Marketing	8
Table 3. 1	Sources of Research Questionnaires	35
Table 3. 2	Reliability Analysis: Cronbach's Alpha Value	37
Table 4. 1	Gender descriptive statistics	39
Table 4. 2	Age descriptive statistics	40
Table 4. 3	Education level descriptive statistics	41
Table 4. 4	Marital status descriptive statistics	42
Table 4. 5	Occupations descriptive statistics	43
Table 4. 6	Income descriptive statistics	44
Table 4. 7	Years of being customer of MCC descriptive statistics	45
Table 4. 8	Respondents' reaction: MCC is dependable on its product/service quality and on time delivery descriptive statistics	47
Table 4.9	Respondents' reaction: Its product/service provision is consistent	48
Table 4.10	Respondents' reaction: Its progressive relationship effort made us to trust each other	48
Table 4.11	Respondents' reaction: Delivers a reliable and factual product/service	49
Table 4.12	Respondents' reaction: I am confident in its products/services	50
Table 4.13	Respondents' reaction: Truly doing meaningful relationship marketing	51
Table 4.14	Respondents' Trust: Mean, Median, Mode, and Standard Deviation	52
Table 4.15	Respondents' reaction: MCC is committed in upgrading its product or Services and delivery	53
Table 4.16	Respondents' reaction: Keeps in touch continuously	53
Table 4.17	Respondents' reaction: Committed in keeping promises on its product or Service provision	54
Table 4.18	Respondents' reaction: Delivers its products/services on time	55
Table 4.19	Respondents' reaction: Works in a close relationship	55
Table 4.20	Respondents' reaction: Dedicated in creating a long-term customer Relationship	56
Table 4.21	Respondents' reaction: Provides product/services on the basis of the terms those are mutually agreed	57
Table 4.22	Respondents' Commitment: Mean, Median, Mode, and Std. Deviation	58
Table 4.23	Respondents' reaction: MCC is communicating very friendly and Pleasantly	59
Table 4.24	Respondents' reaction: Well communicate formally and informally	59
Table 4.25	Respondents' reaction: Willing to communicate beyond office-hours	60

Table 4.26	Respondents' reaction: Notify how and where to complain in case of a problem arises	61
Table 4.27	Respondents' Communication: Mean, Median, Mode, and Standard Deviation	62
Table 4.28	Respondents' reaction: MCC makes every effort in avoiding and solving Conflicts	63
Table 4.29	Respondents' reaction: Solve conflicts before it creates problems to our Relationship	64
Table 4.30	Respondents' reaction: Ready, for discussions when problems arise and provide solutions	64
Table 4.31	Respondents' reaction: Quickly, responsive to all my complaints	65
Table 4.32	Respondents' reaction: Gives attention to problems and sincere in solving them	66
Table 4.33	Respondents' Conflict Handling: Mean, Median, Mode, and Standard Deviation	67
Table 4.34	Respondents' reaction: MCC-Reporter / The Reporter Newspaper is my First choice	68
Table 4.35	Respondents' reaction: I am satisfied working with MCC	68
Table 4.36	Respondents' reaction: I have no intention to switch to other Print Medias	69
Table 4.37	Respondents' reaction: I am giving positive-word-of-mouth testimonies to friends and colleagues	70
Table 4.38	Respondents' reaction: I am very happy and benefited in using its Product or services	71
Table 4.39	Respondents' reaction: Prices are fair and reasonable	72
Table 4.40	Respondents' reaction: I am truly doing a meaningful business with MCC	73
Table 4.41	Respondents' reaction: I am pleased and will remain using its Product or services	74
Table 4.42	Respondents' Customers Retention: Mean, Median, Mode, and Standard Deviation	76
Table 4.43	Respondents' IVs and DV: Mean, Median, Mode, and Standard Deviation	77
Table 4.44	Correlations	80
Table 4.45	Collinearity Statistics	81
Table 4.46	Regressions Model Summary	81
Table 4.47	ANOVA ^a	82
Table 4.48	Coefficients ^a	85
Table 4.49	Hypotheses Results	86
Table 4.50	Summary Multiple Regressions	88

List of Figures:

Figure 2. 1 Disciplinary Roots of Relationship Marketing	9
Figure 2. 2 Conceptual Model adopted from “Nelson Oly Ndubisi (2007)”	31
Figure 4. 1 Scatter Plot	78
Figure 4. 2 Histogram	79
Figure 4. 3 Normal P-P Plot of Standardized Residual	79

List of Charts:

Chart 4. 1 Line Chart of Gender Statistical Distribution	39
Chart 4. 2 Line Chart of Age Statistical Distribution	40
Chart 4. 3 Column Chart of Educational Level Statistical Distribution	41
Chart 4. 4 Pie Chart of Marital Status Statistical Distribution	42
Chart 4. 5 Column Chart of Occupation Statistical Distribution	43
Chart 4. 6 Cone Chart of Income Statistical Distribution	44
Chart 4. 7 Pie Chart of years of being customer of MCC Statistical Distribution	45
Chart 4. 8 Cone Chart of “TRUST” Statistical Distribution	52
Chart 4. 9 Column Chart of “COMMITMENT” Statistical Distribution	58
Chart 4. 10 Pie Chart of “COMMUNICATON” Statistical Distribution	62
Chart 4. 11 Line Chart of “CONFLICT HANDLING” Statistical Distribution	67
Chart 4. 12 Cone Chart of “CUSTOMER RETENTION” Statistical Distribution	75
Chart 4. 13 Line Chart of “IVs & DV” Statistical Distribution	76

Table of Contents:

	Page
Statement of Declaration	i
Advisor’s approval	ii
Board of Examiners’ Approval	iii
Acknowledgement	iv
Abstracts	v
List of Tables	vi
List of Figures	viii
List of Charts	viii

Chapter One

1. Introduction

1.1. Background of the Study	1
1.2. Statement of the Problem	3
1.3. Basic Research Questions	3
1.4. Objectives of the Study	4
1.4.1. General Objectives	4
1.4.2. Specific Objectives	4
1.5. Significance of the Study	4
1.6. Delimitations of the Study	5
1.7. Scope of the Study	5
1.8. Organization of the Study	5
1.9. Definitions of terms, concepts or Constructs	6

Chapter Two

2. Literature Review

2.1. Introduction	7
2.2. Private Print Media in Ethiopia	7
2.3. Theoretical Literature Review	7
2.3.1. Relationship Marketing Historical Perspectives	7

2.3.2.	Relationship Marketing Roots	8
2.3.3.	Customer Relationship Management (CRM)	11
2.3.4.	Definitions of Relationship Marketing	12
2.3.5.	Relationship Marketing Benefits	15
2.3.5.1.	Benefit to the Customer	16
2.3.5.2.	Benefit to the Firms	16
2.3.6.	Dimensions of Relationship Marketing	17
2.3.6.1.	Trust	17
2.3.6.2.	Commitment	19
2.3.6.3.	Communication	19
2.3.6.3.1.	Types of Communication	21
2.3.6.4.	Conflict Handling	21
2.3.7.	Customer Relationship Marketing	22
2.3.7.1.	Theory of Relationship Marketing Theory	22
2.3.7.2.	Commitment-Trust Theory	22
2.3.7.3.	Relationship Quality Theory	23
2.3.7.4.	Stakeholders Theory	23
2.3.7.5.	Social Exchange Theory	24
2.3.8.	Customer Retention	24
2.3.8.1.	Corporate customer and retail customer	24
2.3.8.2.	Customer Retention Definitions	26
2.3.8.3.	Customer Retention Dimensions	27
2.4.	Empirical Literature Reviews	28
2.5.	The Study Conceptual Framework and the Study Hypotheses	31
2.5.1.	The Study Conceptual Framework	31
2.5.2.	The Study Hypotheses	31

Chapter Three

3. Research Methodology

3.1.	The study area Description	33
3.2.	Research Approach	33
3.3.	Research Design	33

3.4. Sampling Design	34
3.4.1. Population	34
3.4.2. Sampling Technique	34
3.4.3. Sample Size	34
3.5. Sources of Data Collection	35
3.6. Research Instrument	35
3.7. Sources of Research Instrument	35
3.8. Data Collection Methods	36
3.9. Data Collection Procedures	36
3.10. Methods of Data Analyses	36
3.11. Validity and Reliability	36
3.11.1 Validity	36
3.11.2 Reliability	37
3.12 Ethical Consideration	37

Chapter Four

4. Findings of Analysis, Interpretation and Discussion of Results

	Page
4.1. Introduction	38
4.2. The Study Sample Size and response Rate	38
4.3. Descriptive statistics frequencies	38
4.3.1. Respondents' Profiles	38
4.4. Descriptive Statistics Analyses of Variables	47
4.4.1. Trust	47
4.4.2. Commitment	53
4.4.3. Communication	59
4.4.4. Conflict Handling	63
4.4.5. Customer Retention	68
4.5. Correlation	77
4.6. Regressions Assumption Tests	78

4.6.1. Linearity	78
4.6.2. Normality	79
4.6.3. Multicollinearity	80
4.7. Multiple Regressions Analyses	81
4.7.1. Regressions Model Summary	81
4.7.2. Regressions ANOVA ^a	81
4.7.3. Regressions Coefficients ^a	82
4.7.4. Prediction Equation of Regression	83
4.8. Hypotheses Testing, interpretations and Discussions of Results	84
4.8.1. Hypotheses Testing	84
4.8.2. Interpretation and Discussions of Results	86
4.9. Discussions of findings	89

Chapter Five

5. Summary, Conclusion, and Recommendation, Research Limitations and Areas of Future Research

5. 1 Introduction	90
5. 2 Summary of the Study	90
5. 3 Conclusion of the Study	93
5. 4 Recommendations	94
5. 5 Limitations and Suggestions for future research areas	95
▪ References	96
▪ Annexes:	99
Annex – I	99
▪ SPSS Outputs	99
Annex – II	120
▪ Charts	120
Annex – III	126
▪ Questionnaire	126

Chapter One

1. Introduction

1.1. Background of the Study:

Performing customer relationship marketing plays very important role in retaining current and potential customers of a business organization. According to Bergeron et al., (2008) proper relationship marketing may result in reducing the cost of marketing, boosting satisfaction and loyalty of customers, and reliably raises customer retention level as well.

Implementing proper relationship marketing and being capable to retain customers is undoubtedly vital for the success of business organizations since their existence is heavily rests on its customers. Business organizations which are not appropriately performing relationship marketing and those mishandling their customers will have difficulty in attracting and retaining customers.

The concept of relationship marketing is widely understood, both academically and professionally; its goal is to bolster strong relationships and transform uninterested customers into loyal ones according to Berry and Parasuraman, (1991) suggestions.

Relationship marketing benefits both the customer as well as the business organization. Berry L. (2000) claimed that “many customers desire to be ‘relationship customers,’ for continuously or periodically delivered services that are personally important, variable in quality, and/or complex; high-involvement services also hold ‘relationship appeal’ for customers; medical, banking, insurance, and hairstyling services illustrate some or all of the significant characteristics of importance, variability, complexity, and involvement that would cause many customers to desire continuity with the same providers, a proactive service attitude, and customized service delivery; these all are potential benefits of relationship marketing.”

Customer relationship marketing empowers organizations to deliver first rate real time customer service through the effective usage of individual account evidences Kotler and Keller (2006:152). This requires a more complex approach because of the fact that organizations need to investigate and satisfy their customers’ needs, and have to build relationships with both existing and potential customers (Rootman 2006:2). As a result, long term business organizations will require a loyal customer base in order to secure their sustainability. Relationship marketing characterizes a shift from transactional exchanges to relational ones (Dwyer et al., 1987; Morgan

and Hunt, 1994) and from attracting customers to satisfying and maintaining them (Berry, 1995; Bitner, 1995).

Various studies have developed the trust, commitment, conflict handling and some small number of studies also developed gratitude and empathy, as relationship marketing building blocks as stated by Kaur et al. (2012); Anabila et al. (2012); Ndubisi and Madu (2009); Ndubisi (2005); Parvatiyar and Shet (2000); Morgan and Hunt (1994).

Baron and Harris (2003) summarized the seven key indicators of relationship marketing approach. Such as high level of trust between both parties, high level of commitment between both parties, long time horizon, open communication channels between both parties with information exchanged between both parties, having the customer's best interest at heart, a commitment to quality from both parties, an attempt to favorably lock- in or retain the customer.

And Ndubisi (2006) suggested the four main features that reinforce relationship marketing: trust, commitment, communication, conflict handling.

Therefore, identifying and understanding the building blocks of relationship marketing constructs influencing customer retention is very important. Accordingly, to understand and predict the effect of customer relationship marketing efforts and their outcomes on customers retention, this study will consider four building blocks of relationship marketing constructs that support relationship marketing: trust, commitment, communication, and conflict handling variables as a relationship marketing building block constructs from the customers' perspective and their effect on the retention of corporate subscriber customers of the Media & Communication Center (MCC) Company, publisher of "Reporter" and "The Reporter" Newspapers.

"MCC" is publisher of "Reporter newspaper", a bi-weekly Amharic and "The Reporter newspaper", weekly English. It is a private print media company in the media industry; established on 11 September 1995 to disseminate information; publish advertisements, bids, job announcements and many more.

1.2. Statement of the Problem:

Private Print Media in Ethiopia is subject to external and internal challenges that dwarf its role; the major challenges associated with the private print media themselves is lack of professional knowledge and capacity (Melisew 2013:140). External challenges among others included a low reading culture (the market), cost of publication and distribution, pressure from wholesale distributors, pressure from government, and getting access to information from government officials (Shimelis 2006:187).

At the result of these challenges and strong competitions among the existing private print media companies, retaining corporate subscriber customers become a challenging problem. However, these companies are struggling to survive, increase their circulations, reach the public by large, make a growing profit and become reputably a leading print media company. At this time, since MCC is a pioneer and a more than two decades year old print Media Company, it should have more number of retained corporate subscriber customers than it has today.

The problem is that MCC didn't develop practical evidence how to increase the number of corporate subscriber customers and retains them; didn't assess the level of retention of its corporate subscriber customers and the effect of customer relationship marketing concepts as well. Relationship marketing refers to customer retention, development of relation, and making more attractive the relationship with customers. In fact, it involves understanding and managing the relationship between the customer and provider (Richards & Jones, 2014).

Retention of customer is still one of the most critical challenges that face service firms (Ascarza et al., 2018). Therefore, the aim of this research is to examine the relationship marketing concepts such as trust, commitment, communication and conflict handling of the Media & Communication Center (MCC) Company in Addis Abeba in order to assess whether these concepts have had effects on retaining corporate customer subscribers or not.

1.3. Basic Research Questions:

This research study provided answers for the following basic research questions based on the data that was collected and analyzed from customers of the MCC in Addis Abeba.

- i. How does trust has effect on retaining corporate subscriber customers of MCC?
- ii. To what level can commitment has effect on retaining corporate subscriber customers of MCC?

- iii. How does communication has effect on retaining corporate subscriber customers of MCC?
- iv. How the practice of conflict handling by MCC does has effect on retaining corporate subscriber customers?

1.4. The Study Objectives:

1.4.1. General Objective:

The general objective of this research is to predict or forecast the effect of customer relationship marketing on Media & Communication Center (MCC) Company's corporate subscriber customer retention in Addis Abeba, Ethiopia.

1.4.2. Specific Objectives:

- I. To study effects of trust on retaining corporate subscriber customers of MCC Co. in A.A.
- II. To examine effects of commitment on corporate subscriber customers retention of MCC Co. in Addis Abeba.
- III. To measure effects of communications on corporate subscriber customers retention of MCC Co. in Addis Abeba.
- IV. To assess effects of conflict-handling of MCC Co. on corporate subscriber customer retention in Addis Abeba.

1.5. Significance of the Study:

The significance of a research can well be understood from a famous Hudson's saying "All progress is born of inquiry. Doubt is often better than overconfidence, for it leads to inquiry, and inquiry leads to invention" (Kothari, C.R., 2004:5).

Research provides answers for many doubts. Accordingly, this research has significance to answer doubtful problems in checking and evaluating the extent of customer retention of the company gained on the effect of customer relationship marketing efforts made by the MCC.

This study has importance in helping the MCC marketing practitioners and its stakeholders in identifying and indicating the degree of their customer retention; and it enabled them making a higher profit by increasing and retaining their customers. Moreover, this research may contribute and help to researchers and other business organizations.

1.6. Delimitations of the Study:

Due to time and cost limitations, this study undertook only assessing the MCC's corporate subscriber customers that were found only in Addis Abeba. The necessary primary data were collected using structured questionnaires. However, this study didn't include those corporate subscriber customers found in the remote area of Addis Ababa, Ethiopia.

1.7. The Study Scope

The study scope of this research has considered only four customer relationship marketing measuring concepts: trust, commitment, communication, and conflict-handling. Further, the study did focus on those corporate subscriber customers found in Addis Ababa, Ethiopia in studying the effect of customer relationship marketing on retention of corporate subscriber customers of MCC.

1.8. Report Organization of The Research:

This research study paper of "The effect of customer relationship marketing on corporate subscriber customer retention" in the case of MCC in Addis Abeba, Ethiopia has five chapters.

Chapter One deals with the study background, Organization's Background, Statement of the problem, main research questions, The Study Objectives, The Study Significance, Scope of the Study Delimitations, and Report Organization of The Research, Definitions of concepts or constructs.

Chapter Two deal on related literature reviews of relationship marketing historical perspectives, relationship marketing roots, theories, Customer Relationship Management (CRM), private print media in Ethiopia, corporate and retail customers, definitions and dimensions of relationship marketing and customer retention, empirical literature reviews, conceptual framework and the Study Hypotheses.

Chapter Three discusses Research Methodology, Research Approach, Type or Design of research, Sampling Design, Data collection Source, research instrument, source of research instrument, Data Collection Method, Data Collection Procedures, Data Analysis Methods, Validity, Reliability and Ethical considerations.

Chapter Four deals on data analyses based on the data collected, i.e., the data have summarized using frequency distribution table, descriptive statistics for grouped variables and

appropriate models were applied. Correlation - significance tested among each grouped variables, regressions assumption tests, multiple regressions analyses, predicted result of regression equation, hypotheses testing results, interpretation and discussions of findings presented.

Finally, Chapter Five discussed the summary of the findings, conclusions, recommendations and future research suggestions based on the result of data analyses found in the preceding chapter four.

1.9. Definitions of terms, concepts or constructs:

- 1) Relationship marketing is a philosophy of doing business, a strategic orientation that focuses on keeping and improving current customers rather than on acquiring new customers (Zeithaml and Bitner, 2003);
- 2) Trust is partners' confidence in an exchange partners reliability and integrity (Morgan and Hunt, 1994);
- 3) Commitment is an enduring desire to maintain a valued relationship (Morgan and Hunt, 1994);
- 4) Conflict is the overall level of disagreement between exchange partners (Palmatier, 2008);
- 5) Communication is the amount, frequency, and quality of information shared between exchange parties (Palmatier, 2008) as cited on Chakiso, C.B. (2015:60).
- 6) Customer retention is the activities and actions of companies and organizations take to reduce the number of customer defections (Galletto, 2015) as cited on <https://www.ngdata.com/what-is-customer-retention/>

Chapter Two

2. Literature Review

2.1. Introduction

The literature review chapter will represent the literatures pertinent to this research study. In this chapter theoretical and empirical literature reviews will be discussed in connection to the effects of customer relationship marketing on customer retention. It will have four major subtitles: Private Print Media in Ethiopia, Theoretical Literature Review, Empirical Literature Review, and Conceptual Framework of the Study. In the theoretical literature review, theoretical concepts, constructs, variables and other related ideas will be discussed. In the empirical literature review in relation to this study, previous researches and their findings will be discussed. Finally, the conceptual framework of the study will be illustrated. This review may contribute to bridge the literature gap in the relationship marketing concepts.

2.2. Private Print Media in Ethiopia:

For the private press to come into existence, the end of the military regime in 1991 created an opportunity; the private newspapers are believed to have voiced alternative views for the past two decades; but the private print media in Ethiopia are subject to external and internal challenges that dwarf its role in helping the transition to democracy; the major challenges associated with the private print media themselves are lack of professional knowledge and capacity; its capacity to recruit journalism graduates is limited. Professionals who graduate from journalism programs are mostly employed by the government media (Melisew, 2013:140-149).

The external challenges among others included pressure from the government, getting access to information from government officials, a low reading culture (the market), cost of publication and distribution, and pressure from the wholesale distributors; Moreover, lack of technical and professional expertise, financial instability, and ethical problems are associated within the private print media themselves (Shimelis, 2006:187).

2.3. Theoretical Literature Reviews:

2.3.1. Relationship Marketing Historical Perspective:

The emphasis placed on Relationship Marketing as opposed to transaction based exchanges, is today redefining the domain of marketing (Sheith et al, 1988:54). The beginning and

growth of Relationship Marketing Orientation over time go back to: (1) Pre-industrial era or medieval period when Direct Marketing was the order of the day, (2) The Industrial Era which refers to the period of industrial revolution that gave rise to mass production and mass consumption of goods and services, and (3) The Post-Industrial Era which witnessed a change in marketing practices from transaction orientation to relational orientation. Shapiro and Posner (1979:125) suggest that this period brought about system integration.

Table 2.1 The Pre-industrial, Industrial and Post-industrial eras of Marketing

Period:	Pre-Industrial Era	Industrial Era	Post-Industrial Era
Orientation:	Direct Marketing	Transactional Marketing	Relationship Marketing

Source: Olotu, Maclayton and Opara, (2010:48)

The above table, shows the transition of the marketing theory from the pre-industrial era to the post-industrial era, and this paradigm shift has altered the basic foundations of marketing which was buried in exchange theory.

2.3.2. Relationship Marketing Roots:

Relationship marketing derived from the four sources: Services Marketing, Marketing Channels, Business Marketing-Interaction & Networks, and Database Marketing & Direct Marketing. The choice of these traditions as “roots” is based on earlier researches and reflections by (Halinen, 1994; Moller, 1992, 1994), and on later suggestions by Brodie et al. (1997), Coviello et al. (1997), Gummesson (1996), Morgan and Hunt (1994), and Mattsson (1997).

The selected traditions have emerged and developed within the marketing discipline, and they all put emphasis on the external relationships of a company, particularly on customer relationships. These four marketing traditions have contributed most to the shift from viewing marketing exchange as a transactional phenomenon to viewing it as on-going relationships. They have also given theoretical and practical content to the relationship-marketing concept.

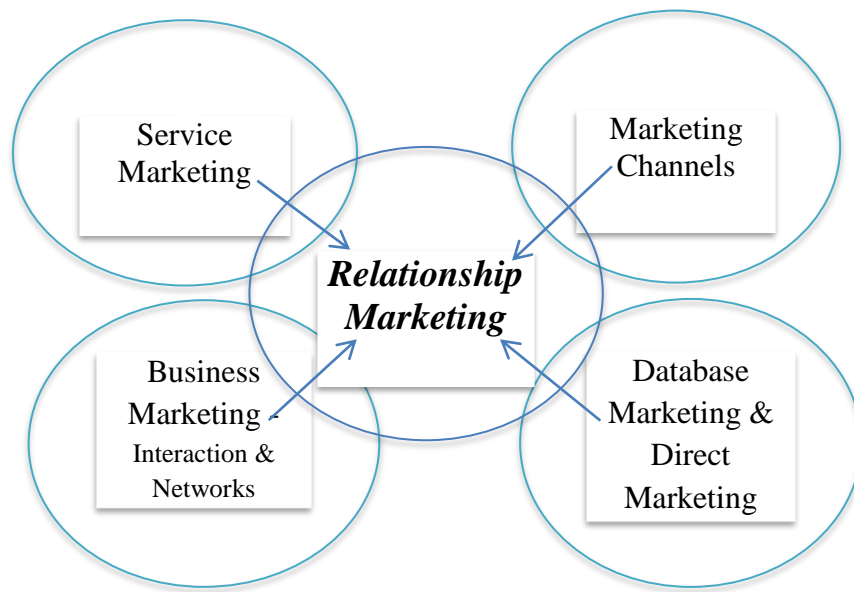


Figure 2. 1 Disciplinary Roots of Relationship Marketing

Source: Moller and Halinen (2000: 32)

In the late 1970s, researchers interested in industrial marketing and marketing channels started to develop frameworks and theories focusing on dyadic relationships between business buyers and sellers. This was new compared to the marketing-mix tradition which regarded exchange from a transactional point of view and studied it either from the marketer's or the buyer's perspective Moller and Halinen (2000).

To meet the market changes, companies have to shift from traditional marketing to relationship marketing Kotler (1992). According to Kotler if the marketers are unable to cope up with modern challenges and are reluctant to adopt change then they will have the difficulties to survive. Further, Kotler suggested that relationship marketing can be very useful in developing the long term relationship. Current scenario of the market suggests that marketers should change their mindset from transaction marketing to relationship marketing because of rapid competition among service sectors (Johnston, 2001). Relationship marketing in the field of service marketing is considered to be the major customer-driven strategy (Wong, 2003). Relationship marketing is a way to complete the marketing process. By keeping in view relationship marketing, a marketer can be able to successfully formulate and implement other segmenting, targeting and positioning strategy (Lindgreen., 2004).

Various studies have contributed to the conceptualization of relationship marketing literature; **trust** (Ahmed, H., 2015; Morgan, 1994), commitment (Morgan & Hunt, 1994; Ndubisi, 2004), communication (Crosby, Evans, & Cowles, 1990; Morgan & Hunt, 1994), and conflict handling (Dwyer, Paul, Schurr, & OH., 1987; Chan, 2004).

One of the major components of relationship marketing is trust on each other; it can be best defined as “the willingness towards accepting the exchange partner”. Trust leads to shared values; ability to fulfill the promise is so-called trust. Trust creates obligations for the customers over marketers (O’Malley, 2014).

In addition to trust, commitment is considered an important result of relationship marketing for effective customer relationship management and also increases firm reputation; a committed client becomes a source of information for affecting consumer behavior (Doorn, 2010). Communication is considered as the main pillar to create a relation between marketer and customer (Anderson, 2002). Communication is a way to perform marketing functions from pre-selling to ultimate final consumption. Communication used to build strong trust in customers’ mind; it supports marketers’ promises made to customers for creating and delivering customer value (Smith, 2000). Communication is the process of exchanging valuable and timely information for achieving the desired objective.

The concept of Relationship Marketing was first introduced by Berry in 1983 as “attracting, maintaining and enhancing customer relationships in multi-service organizations.” While recognizing the fact that customer acquisition as one of the prime duties of the marketer, this standpoint implies that retention and development of customer relationship were of equal or even greater importance than customer acquisition to the organization in the long run. According to Kotler and Keller (2006), the purpose of relationship marketing is to build mutually satisfying long term relations with key parties like the customers, suppliers and distributors in order to earn and retain their business.

Prior studies have found positive significant relationship between trust, continuous commitment and customer retention. Continuous commitment of service delivery creates trust in customer minds to be motivated (Ercis, Unal, Candan, & Yildirim, 2012). Dimensions of relationship marketing found significantly related with customer retention while measuring in different contexts, these dimensions had promoted behavioral aspect of loyalty which leads to

ultimate retention (Putra & Putri, 2019). The consequence of relationship marketing in the field of service marketing is to strengthen the customer relationships management.

Due to the competitive environment in today's business, the most important issue the sellers face is no longer to provide excellent, good quality products or services, but also to keep loyal customers who will contribute long-term profit to organizations (Tseng, 2007). Relationship marketing helps to develop marketing productivity and builds up mutual values for both customer and company through growing marketing effectiveness and efficiencies (Sheth and Parvatiyar 1995). In the meantime, Kotler (1992) claimed that companies can make more profit if they move from relationships with short-term goals towards long-term relationships. Furthermore, Gronroos (1994) stated that the most important goal of customer relationship marketing is to obtain and keep customers.

Now a day's transactional marketing can be integrated into relationship marketing (Tyler and Stanley, 1999), relational exchange is a long-term and complex relationship between service providers and customers, not simply or only a series of transactions (Jackson, 1985).

In contemporary business markets, Relationship Marketing is used as a new competitive weapon. Many organizations are focusing on conquering the minds of consumers, making them loyal brand followers and satisfying their individual needs with the help of aptly designed relationship marketing systems.

Today, relationship marketing is at the forefront of marketing practice and academic marketing research. The concept of marketing to existing customers to win their continuing patronage and loyalty is becoming well integrated into the various sub disciplines of marketing. On marketing's back burner for so many years, relationship marketing now sits on the front burner (Berry, 2000).

2.3.3. Customer Relationship Management (CRM):

CRM stands for customer relationship management; most commonly, the term CRM is used in respect to how a company interacts with customers when marketing the company's products or services; more specifically, CRM relates to how a company interacts with its customers by sending out promotional emails or hosting special events it invites the customer to attend and what the response from the customer is;

One of the benefits of CRM marketing is it allows companies to determine who its best customers are; once a company knows precisely who its target audience is, the company can then tweak its marketing messages to attract more of the ideal types of customers that the company has been servicing; the gathering of this information with the use of CRM also allows companies to create new products and services that meet the needs and wants of its customers (Lorrete K., CRM & Marketing smallbusiness.chron.com 2020).

2.3.4. Definitions of Relationship Marketing:

In the past two decades, marketers have shifted their thinking about transactional marketing; as many researchers have indicated a shift from transaction to relationship marketing (Dash et al., 2009). In addition to many researches that have changed their focus from attracting short-term customers; to build long-lasting close customer relationships as (Berry, 1995; Berry & Parasuraman, 1991; Gronroos, 1994) as cited by Bataineh, A.Q., Al-Abdallah, G.M., Salhab, H.A., & Shoter, A.M., (2015:118).

The concept of relationship marketing reflects deep philosophical culture, which presents the relationship between buyers and sellers as strategic vision (Sin et al. 2005:186). Consequently, relationship marketing can be defined as the overall marketing activities aimed at building, enhancing and retaining successful relational exchanges with all stakeholders (Morgan and Hunt, 1994) as cited by Bataineh, A.Q., Al-Abdallah, G.M., Salhab, H.A., & Shoter, A.M., (2015:119).

According to Gummesson (1999) marketing can be described as expandable networks relationships and company-customers based interactions as cited by Bataineh, A.Q., Al-Abdallah, G.M., Salhab, H.A., & Shoter, A.M., (2015: 119).

Relationship marketing is defined as an attempt to maintain customers and strengthen relationships with them and to understand and manage the relationship between the customer and the supplier (Doaei, Rezaei, & Khajei, 2011). Relationship marketing is the process whereby the buyer and provider establish effective, efficient, ethical, and kinship relationships that are mutually beneficial.

Relationship marketing refers to customer retention, development of relation, and making more attractive the relationship with customers. In fact, it involves understanding and managing the relationship between the customer and provider (Richards & Jones, 2014). Gronroos (1994) also defined relationship marketing as a process to identify, create, maintain, strengthen and, if

necessary, terminate the relationship with customers and other stakeholders in a relationship in a bilateral benefit (Afchangi, Hadavi, & Elahi, 2013).

Relationship marketing has been defined as a concept applied by organizations in order to enhance customer related outcomes such as customer attraction, customer interaction, customer loyalty and customer retention (Husnain and Akhtar, 2015). Definitions of relationship management reported in Rasul (2016) characterized this concept as activities managed by the organization to achieve three major objectives; to establish, maintain and improve relationships with customers.

A similar definition of relationship marketing provided by Hakim and Hakim (2017) described it as the establishment of an advantageous relationship between the organization and its customers or partners. Gummesson (1999 cited in Fyall et al., 2003) defined relationship marketing as a strategy used by an organization to achieve customer retention.

It is important to note that there is a difference between a service interaction and a relationship. “A service interaction occurs when there is a client throughput via an individual service process, whereas a relationship exists when there is a client throughput because of an actual firm-client relationship” (Bruhn and Georgi, 2006).

The most comprehensive definition for Relationship Marketing was proposed by Gronroos, (1994), as follows “the objectives of Relationship Marketing are to identify and establish, maintain and enhance, and, when necessary, terminate relationships with consumers and other stakeholders at a profit so that the objectives of all parties involved are met” as cited by Hettiarachchy, B.S., and Samarasinghe, D.S.R., (2016:515-519).

Relationship marketing is an important sector of marketing that has been conferred between academics and marketing practitioners for more than the last two decades. In business management, relationship marketing was one of the most debatable issues that were growing to prominence. In fact, it was a unifying force within marketing that “served as the generic context for all marketing transactions, whether products or services, consumer or industrial” (Mattsson, 1997) as cited by Rahman, and S.M. Masoom, M.R., (2012:98).

Literally, researchers have given different definitions to relationship marketing. However, they mostly possess common denominators. Comprehensively, a definition addresses that relationship marketing identifies, develops, and enhances relationships among all associated business personnel along with its customers. Furthermore, it focuses fully on potential profitability

and future objectives which can be brought up only by loyal and committed relational exchanges (Egan, 2001). Relationship marketing aims to create relationship with customers so that they can be satisfied and retained, whereas transactional marketing intends to make the sale and look for new customers (Vence, 2002) as cited by Rahman, and S.M. Masoom, M.R., (2012:98).

Volkov (2004) explained that relationship marketing is a useful technique to understand the customer's needs and demands. The term relationship marketing has been explained by many researchers aimed to explain this terminology in their own ways. Sheth and Parvatiyar (2000) defined the terminology of relationship marketing as a "Setup of activities and programmers which ensures the benefits for customers and stakeholder through creating, developing and sustaining healthy relationships." According to Demadarige and Valor, (2007) for the organizations to survive in mature markets it's necessarily important to build long term relationship with customers, because having a loyal customers base is the need of time. As described by Ndubisi, Malhotrah and Wah, (2009) that the cost of attracting, engaging and sustaining the new customers is five to six times higher than retaining loyal customers.

Consumers are becoming increasingly aware of options on offer in relation to the rising standard of services (Krishnaveni & Prava, 2008), since most firms' offer are similar, product differentiation becomes tough in an intense competitive market, therefore, companies will shift from product centered approach to customer centered strategy (Ballard, 2008).

Marketing is no longer just about developing, selling and delivering products/services (Gilbert & Choi, 2003) but is now increasingly concerned with the development and maintenance of mutually satisfying long term relationships with customers (Buttle, 1996). It has been widely acknowledged that retaining a company's existing customers is more profitable than attracting new ones (Ndubuisi, 2003; Rosenberg & Czepiel, 1983).

Customer relationship marketing has its origin in the basic paradigm of marketing that seeks to satisfy customers with the best possible alternative in the market through a relational exchange process that goes beyond the transactional exchange and enables the marketer to estimate the customer's sentiments and buying intentions so that the customer can be provided with products and services before he starts demanding (Chen & Popovich, 2003). In today's business environment, the need to have a close relationship with strategically important customers cannot be under estimated (MacDonald, 2002) as customer retention is now increasingly considered to be the most vital factor. Building relationship with customers is the key factor to attract and retain

them (Tamuliene & Gabryte, 2014); Relationship marketing is further defined as to produce quality improvement in order to generate customer's satisfaction that leads to customer retention (East, Hammond & Gendall 2006) as cited by Binti Mokhtaruddin, S.A., Binti Che Wel, C.A., Binti Khalid, S.A., (2018:716).

On the one hand, relationship marketing is much more efficient to create long-term relationship with customers (Palmatier, 2008) and relationship marketing has been proven to be a useful tool in improving relationship quality (Vyas & Raitani, 2015) as well as enhancing competitive advantage (Zinkhan, 2002) that will lead to customer retention (Berry, 1995); on the other hand, relationship marketing is also seen as a successful relational exchange that will enhance financial performance, satisfaction, learning, propensity to stay, acquiescence and decrease uncertainty (Hunt, Arnett & Madhavaram 2006) as cited by Binti Mokhtaruddin, S.A., Binti Che Wel, C.A., Binti Khalid, S.A., (2018:717-718).

2.3.5. Benefits of Relationship Marketing:

Relationship marketing strategy helps to understanding customers' needs, and can also lead to customer loyalty and cost reduction. Research has revealed that the cost of serving one loyal customer is less significant than the cost of attracting and serving one new customer (Ndubisi, 2004) as cited by Al-Hersh, A.M., Aburoub, A.S., and Saaty, A.S., (2014:79). Rashid (2003) reported that Gwinner et al. (1998) conclude that relationship marketing could bring customers the following advantages:

1. Confidence: reduce anxiety, faith in a product or service provider, and a feeling of trustworthiness towards the provider.
2. Social Benefits: personal recognition by employees, customers feeling familiar with employees, the development of friendship with employees.
3. Special Treatment: extra services, special prices, higher priority than other customers. With respect to relationship marketing advantages from the organizations perspective, it allows organizations not only to retain customers, but also improve profitably and decrease costs of acquisition.

2.3.5.1. Benefits to the Customer:

Relationship marketing benefits the customer as well as the firm. For continuously or periodically delivered services that are personally important, variable in quality, and/or complex, many customers will desire to be “relationship customers.” High-involvement services also hold relationship appeal for customers. Medical, banking, insurance, and hairstyling services illustrate some or all of the significant characteristics—importance, variability, complexity, and involvement—that would cause many customers to desire continuity with the same providers, a proactive service attitude, and customized service delivery. All are potential benefits of relationship marketing (Berry, 2000).

In addition to these benefits of having a relationship with a given supplier, customers can reap social benefits. Barlow (1992) points out that “it fundamentally appeals to people to be dealt with on a one-on-one basis”. Jackson (1993) argues that relationship marketing addresses the basic human need to feel important. Czepiel (1990) writes that because service encounters also are social encounters, repeated contacts naturally assume personal as well as professional dimensions.

Hejazian and Lotfizadeh (2017) indicated that preferential treatment is limited to regular customers; that is, regular-customers receive more services than non-regular-customers. Lacey et al., (2007) and Doaei et al., (2011) stated preferential treatment exemplifies a selective and additional recognition given by an organization to its special customers. Interpersonal communication represents the social perspective by which organizations establish its relationships with its customers (Huang, 2015). Interpersonal communication can be seen in timely information exchange with customers (Doaei et al., 2011).

2.3.5.2. Benefits to the firms:

Reichheld and Sasser (1990) have demonstrated across a variety of service industries that profits climb steeply when a company successfully lowers its customer defection rate. Based on an analysis of more than 100 companies in two dozen industries, researchers found that the firms could improve profits from 25% to 85% by reducing customer defections by just 5%. Not only do loyal customers generate more revenue for more years, the costs to maintain existing customers frequently are lower than the costs to acquire new customers (Berry, 2000).

Relationship marketing allows service providers to become more knowledgeable about the customer's requirements and needs. Knowledge of the customer combined with social bond built

over a series of service encounters facilitate the tailoring or customizing of service to the customer's specifications. Czepiel, (1990) note that relationship marketing involves the mutual recognition of a special status between exchange partners. Thus, for a relationship to exist, it has to be mutually perceived and mutually beneficial (Barnes, 1994).

2.3.6. Dimensions of Relationship Marketing:

The dimensions of Relationship Marketing as mentioned by Pop and Pelau, (2006) are Informational, Management, Instrumental and Organizational.

- The 'informational dimension' is the general communication of the company with the market, and with its customers, especially for gaining as much as possible information about the customer.
- The 'management dimension' of relationship marketing, includes all decisions about managing the relationship between the company and its customers.
- The 'instrumental dimension' refers to all instruments that the company uses in order to attach its clients to its products, services or trademarks for the long term.
- The 'organizational dimension' needs a certain structure in order to direct efforts towards managing relationships with the customers.

Dimensions of relationship marketing found in the literature include trust, commitment, communication and conflict handling (Husnain and Akhtar, 2015); Putra and Ardiani (2018) found a positive impact of communication process on customer retention; for Bataineh et al. (2015) trust, commitment and satisfaction were measures of relationship quality; Sin et al. (2006 cited in Soimo et al., 2015) indicated that relationship marketing has six components: trust, communication, shared values, bonding, reciprocity and empathy; Magasi (2016) considered trust, commitment and satisfaction as antecedents of relationship marketing; and Hakim and Hakim (2017) also adopted four factors from Ndubisi (2007) to measure relationship marketing: trust, commitment, communication and conflict management as cited by Faraj Aldaihani, F.M., and Bin Ali, N.A., (2018:43-45). The existing literatures have identified these foundations of relationship marketing. This study reviewed literatures on these elements.

2.3.6.1. Trust:

Trust is the first and basic foundation of the relationship marketing. From the perspective of Morgan and Hunt (1994), success in the relationship marketing demands trust and commitment

in the relationship. The most major factor that affects customer commitment and hence relationship with the firm is considered to be customer trust. Trust is defined as “confidence in an exchange partner’s reliability and integrity” (Morgan et al., 1994). In business, trust refers to the confidence that one partner, the customer, has in the business’s reliability and integrity to deliver goods and services (Proctor, 2000). Trust relates to the belief that a customer has in an honest investment and engagement with the service provider (Peltier et al., 2006). In the banking context, trust is defined as customer confidence in the quality and reliability of the services offered by the organization (Garbarino et al., 1999); thus, trust exists if a customer believes that a service provider is reliable and has a high degree of integrity (Keshvari et al., 2012); loyalty will occur if the customers truly trust the bank they make transaction. Prior studies indicate that trust is the core of the relational approach and consider it key to the development of the notion of commitment in provider-user relationships (Ratnasingam et al., 2003); trust is also considered as a key element in establishing long-term relationships with customers and in maintaining a company’s market share (Urban et al., 2000) as cited by Magasi, C. (2016:1757-1763).

Trust typically refers to situations that are being characterized by the following aspects: One party who is willing to rely on the actions of another party and the situation is directed to the future (Markova & Gillespie, 2007). Trust has been defined in numerous ways in the relationship marketing literature. It is the inclination to depend on a trading partner in whom someone else has self-confidence according to Hadjikhani and Thilenius (2005); Moorman et al. (1992). Other study defines trust as having self-reliance that the one trading partner will not exploit the other trading partner’s weaknesses claimed by Hart and Johnson (1999). Schurr and Ozanne, (1985) emphasized on elements of reliability and intention of the trading partner to fulfill his/her obligations. According to Rotter (1971) trust is a comprehensive expectation believed by an individual or groups that the promised word either verbal or written statements of the other individual partner or groups could be dependable as cited by Sohail, M.S. (2012:235).

From the above definitions, we conclude that considerable importance is give on the element of confidence in defining trust. Just as we would expect the partner to perform actions that would result in positive outcomes, there is an element of confidence that they would not take unexpected action which would cause negative outcomes (Anderson and Narus 1990). Further, empirical findings also indicate that high trust levels are a good predictor of partner success (Schumacher, 2006).

2.3.6.2. Commitment:

The second important element for relationship marketing is commitment. Commitment is well-defined as the sustainable wants of each of the trading partners in order to retain appreciated relationships as claimed by Rashid (2013). Commitment is a crucial constituent for constructing a fruitful long-term relationship according to Morgan et al. (1994). Commitment is also defined as “a lasting want to keep a valued relationship” as Palmer et al. (1996) suggested. Similarly, (Morgan, et al., 1994) defined commitment as “an exchange partner believing that the ongoing relationship with the other trading partner is so essential as to warrant maximum efforts at maintaining it.” Similarly, it is supported by Berry and Parasuraman (1991) who claimed that “relationships are made on the basis of shared commitments.” Without shared commitment there is no lasting relationship, if it is to be paved for a longer time. Besides, customer satisfaction powers the customer commitment and as a result it enriches customer loyalty according to Zafar (2012) suggested.

Commitment can be defined as the sacrifices made by the seller and buyer to maintain a relationship. Moorman et al. (1992) define commitment as a long-term want to uphold appreciable relationship. Berry and Parasuraman (1991) indicated that commitment is dominant in relationship marketing theory. Mutual commitment is so vital to build a lasting relationship. The other solid definition of commitment stresses on the willingness to depend on an exchange partner on whom the other one has self-reliance as defined by Hadjikhani and Thilenius (2005). Wilson (1995) observed that commitment was found to be the most common dependent variable used in the buyer-seller relationships (Wilson, 1995). Mowday et al. (1982) observed that commitment is greater amongst buyers who believe in that they receive more worth from a relationship. Commitment is another chief determinant of customer loyalty.

2.3.6.3. Communication:

The third variable is communication which is defined as an exchange process and valid and timely information sharing either formally or informally between the parties of a relationship (Rashid, 2013). According to Morgan and Hunt (1994), successful relationship communication can be taken into account as a prominent dimension. In a firm-client relationship, communication has to become a two-way process or dialogue (Christopher et al., 2002).

Communication is a process by which formal and informal sharing of meaningful and timely information between seller and buyers according to Anderson and Narus (1990); Relationship conflict can be reduced by using proper communication system as Moore (1998) suggests; Communication, which enables information exchange, is important element of relationship marketing; Communication in relationship marketing refers to keeping in touch with customers, providing timely and trustworthy information, and communicating proactively if a delivery problem occurs (Ndubisi, 2007) as cited by Sohail, M.S., (2012:236).

According to practical evidences asserted, communication is one of the key determinant elements of relationship marketing. Lambert, et al (1996) specified that in the patterns of communication the more the depth and extent exists, the stronger is the partnership.

Many research results revealed that the important element of relationship marketing is the exchange of relevant information among the sellers and the buyers. Communication includes the accuracy, timeliness, adequacy, and credibility of information exchanged (MacNeil, 1980) as cited by Bataineh, A.Q., Al-Abdallah, G.M., Salhab, H.A., & Shoter, A.M., (2015:19).

Consequently, relevant communications done by the provider company will generate trust among the exchanging trading partners. So, on the basis of frequency, accuracy, timeliness, quality, adequacy, and credibility of information exchange the effect of communication should be measured.

Schiffman and Kanuk, (1995:283) saw communication as a tool to persuade consumers; while Canon (1997:382) regard it as the process of establishing a commonness or oneness of thought between a sender and a receiver. Marketing communication can be described as a means by which firms attempt to inform, persuade, and remind consumers, directly or indirectly about the products and brands they sell (Kotler, 2005:536). Ahmad and Buttle (2002:10), Kotler, (2005) and Hawkins et al, (2001) concluded that, if Relationship Marketing is to be successful, an integration of all marketing communications messages is needed to support the establishment, maintenance, and enhancement of relationships with customers.

Communication is considered as a vital component in the establishment of business relationships; yet it is a variable that is often assumed or taken for granted and consequently overlooked as a component of relationship development (Andersen, 2001); Communication is important in marketing relationships; it plays a central role in providing an understanding of the

exchange partner's intentions and capabilities, thus forming groundwork for building trust amongst exchange partners as cited by Al-Hersh, A.M., Aburoub, A.S., and Saaty, A.S., (2014:80).

2.3.6.3.1. Types of Communications:

Communications include human and non-human communications.

- Non-human communication refers to exchanging of information among organisms through sending and receiving signals (Zhang, Cracium, & Shin, 2010)
- Human communication includes nonverbal communication that means conveying the message without words through gesture, body language, facial expressions, eye contact, physical contact, and verbal communication which consist of discussions, lectures, plays, interpersonal communications, and many other forms of communication that is also known as word-of-mouth communication (Goyette, Richard, Bergeron, & Marticotte, 2013).
- Word-of-mouth communication refers to the information sharing and communication among customers to receive better services (Shaemi & Barari, 2011). In this type of relationship, customers who have been pleased of a product, service, or an event, tell other people about their satisfaction (Goyette et al., 2013) and attract progressive attention of people to the products. In fact, it tends to be a viral marketing that one says to two people, two say to four people, four say to eight people etc. (Jamalzadeh, 2014).

Word-of-mouth communications have been studied in two ways, as an input into consumer decision-making (Bloch, Sherrell, and Ridgway, 1986; Feick and Price, 1987) and outcome of the purchase process (Holmes and Lett, 1977). Thomas Jr., (2006) indicated that as an outcome of the purchase process, marketing buzz is a term used in word-of-mouth marketing, the interaction of consumers and users of a product or service support to intensify the primary message of marketing.

Positive word-of-mouth communication is a direct outcome of customer loyalty (Srinivasan et al. (2002); and other studies have also concluded in their respective studies that customers are more likely to engage in positive word-of-mouth (Hagel and Armstrong (1997) and Dick and Basu (1994) as cited by Sohail, M.S., (2012:238).

2.3.6.4. Conflict Handling:

The fourth element is conflict management. Conflict in relationships is a sign of lack of commitment by the members of the relationship. In addition, the increase of conflict in a

relationship leads to the reduction of the confidence of the parties to each other and reduces the desire to create and maintain long-term relationship (Musa, Boniface, & Tanakinjal, 2014).

According to Dwyer et al., (1987) indications, the supplier's capability in avoiding possible conflicts, solving visible conflicts and openly discussing solutions when problems arise is stated as conflict management. The manner in which a conflict is handled by the seller can have either constructive or destructive outcomes (Song et al, 2006). The contingency perspective of conflict handling (Rahim, 2000) reasons that sellers must determine the right conflict management approaches, after analyzing a particular situation (Van de Vliert et al, 1999). In general, the overall strategy of conflict management is targeting on capitalization of affirmative results and decreasing of negative ones.

2.3.7. Customer Relationship Marketing Theories:

2.3.7.1. Relationship Marketing Theory:

Relationship marketing theory states that successful relationship marketing is occasioned by certain aspects of cooperative relationships that characterize successful relational exchanges (Arnett & Badrinayanan, 2005); the success of relationship marketing is pegged on three major factors which are trust, relationship commitment, and communication (Sivadas & Dwyer, 2000); this theory suggests that successful relationship marketing efforts enhance customer loyalty and firm's performance through stronger relational bonds (Sirdeshmukh, Singh, & Sabol, 2002) as cited by Soimo, V.J., Wagoki, J., and Okello, B., (2015:1309).

There are diversified perceptions about relationship concepts, facilitating the effect of relationship marketing efforts on the expected results. Besides commitment, trust and communication, satisfaction, bonding, shared values, empathy, dependence and reciprocity have been identified as vital components of relationship marketing orientation (Sin et al., 2005; Eisingerich & Bell, 2006). The aforementioned different relational mediators have been linked to many antecedents and outcomes (Palmatier et al., 2006).

2.3.7.2. The Commitment-Trust Theory:

Morgan and Hunt (1994), in "The Commitment-Trust Theory of Relationship Marketing" suggest that "the presence of relationship trust and commitment is the foundation of fruitful

relationship marketing, but not power.” They argued that trust and relationship commitment are the key mediators in exchange between participants, which essentially lead to building a relational cooperation. They insist that relationship commitment, “an enduring desire to maintain a valued relationship” (Moorma, 1992), and trust, the “confidence in an exchange partner’s reliability and integrity” (Morgan and Hunt 1994), represent the key elements that explain a relationship’s impact on performance. Thus, relationship partners who are committed expend extra effort and work to maintain and strengthen relational bonds, which positively influences cooperation, financial performance, and other positive outcomes (Kumar, 1994; Morgan 1994).

2.3.7.3. Relationship Quality Theory:

Relationship quality captures multiple aspects or dimensions of a relationship (e.g., trust, commitment, relationship satisfaction) and has a stronger impact on objective performance than any single dimension. Thus, Palmatier and colleagues (2006) suggest that “different aspects or dimensions of a relationship may be synergistic, and performance is optimized only when the relationship is sufficiently strong on all critical aspects”.

2.3.7.4. Stakeholder theory:

Managers should have value formation amongst the stakeholders (i.e., communities, employees, suppliers, customers, investors and other groups) according to Jones et al., (2010) stakeholder theory that will influence the business performance (Freeman, Wicks, & Parmar, 2004) as cited by Binti Mokhtaruddin, S.A., Binti Che Wel, C.A., Binti Khalid, S.A., (2018:719). Moreover, commercial enactment encompasses share in the market, growth of sales, retaining customers and profit. Therefore, the thoughtful part which the managers should study for continuing achievement is the relationship and value to the stakeholders.

Jones (1995) Stakeholder theory describes relationship marketing is one of value creating essentials where managers trying and performing to satisfy the basic needs and wants of stakeholders that leads to develop competitive advantages.

So, using relationship marketing basics in the customer-employee relationship value creation is conducted, in that relationship marketing basics will influence customers’ retention with the company. The stakeholder theory (Jones et al., 2010) also further suggested that customers will

retain with the company through customer-employee relationships when they understand the constructive values of relationship marketing orientation.

2.3.7.5. Social Exchange theory:

Social exchange theory describes that when there are shared agreements in the deal and/or give-and-takes, the exchange procedure will happen between two parties (Emerson, 1976). Furthermore, Cropanzano & Mitchell (2005) specified that in the exchange, social exchange theory applied reciprocity rules wherever there is a need to offer something for intending to get something in return.

2.3.8. Customers Retention:

2.3.8.1. Corporate customers and retail customers:

Corporate customers are customers who are buying any product or service on behalf of the company; corporate customers negotiate better and may ask for quotation or tender before buying; as the quantity they buy is higher discount is also higher; but Retail customers are customers who are going to buy in small quantity; discounts are lower as the quantity retail customers deal in is also lower (Bapha J., (2016), <http://www.quora.com>, corporate customer).

Retention: can be defined as “a commitment to continue doing a business or an exchange with a certain company on a continuing base” Zineldin, M., (2000) as cited by Pezeshki, V., Mousavi, A., and Rakowski, R.T., (2005:212). Also, “The direct retention effect is based on the customer benefit effect” Bennett, R. and Rundle-Thiele, S. (2004).

Peppard, (2000) indicates that Customer Retention would be maximized by matching product and service levels more closely to client expectations, which is possible through proper Relationship Marketing. Customer retention is important to most companies because acquiring a new customer costs far more than the cost of keeping the remaining onse (Ro-King, 2005). Kotler (2006) claims that five times more costs to acquire a new customer than costs to satisfy and retain current customers the current customers and that the customer profit rate tends to increase over the life of the retained customer.

In relationship marketing, more importance has been given to customer retention than simple customer acquisition in accordance to the companies benefit and reputation perspectives

(Gummesson, 1999). In general, more companies accept the customer retention theory for the following reasons;

- ✓ Existing customers are comparatively easier and less expensive to retain than to create new stream of clients;
- ✓ It takes much less levels of marketing effort and financial input to satisfy old customers;
- ✓ Consumers' loyalty serves as secure and superior profitability over time for the company (Reichheld, 1996; Egan, 2001) as cited by Rahman, S.M., and Masoom, M.R., (2012:98).

Customer is a key stakeholder for every kind of organization. Customer is considered as a king and customer satisfaction is a prime concern for many organizations. The organization has to satisfy the customers at any cost (Nguyen, Nguyen, Nguyen, & Phan, 2018).

In a competitive and challenging environment, customer loyalty has become an important issue for many business organizations to success and survives. Because customer can be loyal if the service performance satisfied customer's needs and wants. Customer loyalty is not only considered being as the source of revenue for the marketer but also it is a strong source of attracting new customers towards organizational success which encourage companies to retain customers through relationship marketing (Teng, 2018).

Customer retention is recognized as one of the achievement elements of a company's survival and profitability in the presence of the current intense full market competitions. In both micro and macro environments there are emerging market competitions leading to a constant company customers' lifestyle, attitude, and behavioral changes. Companies need to retain their existing customers to survive and keep on in the present-day intense full competitive markets; thus, they cannot count on only on attracting new ones. Al-Hersh, Aburoub, and Saaty, 2014 and Farquhar (2005) supported this by emphasizing that retaining customers will increase company's profitability and decrease acquisition costs as cited by Binti Mokhtaruddin, S.A., Binti Che Wel, C.A., Binti Khalid, S.A., (2018:719).

Retention of customer is still one of the most critical challenges that face service firms (Ascarza et al., 2018). The most common word that describes customer retention found in the literature is

“continuation” with organization (Farooghi et al., 2016; Lin et al., 2017 and Ascarza et al., 2018), which means a continuous relationship between the organization and its customers. In relation to customer retention justification, the majority of previous studies cited that retaining customers

requires less cost than attracting new customers (Farooghi et al., 2016; Al-Hawary, 2013; Al-Hawary & AL SMERAN, 2016; Al-Hawary & HUSSIEN, 2016).

Customer retention has been defined as organization ability to keep up its customers with no reported cases of customer switch and to achieve customer endurance (Rootman et al., 2014). Singh and Khan (2012) viewed customer retention as a function of organization's products, services, methods of service delivery and reputation.

In a study on the impact of customer retention on firm performance by Gengeswari et al. (2013), the scholars reviewed the literature on customer retention measurements. Based on their review the following dimensions were identified: retained customers prefer discounts and have no problem with paying little higher prices, retained customers have a continuous intention to purchase from the same firm, retained customers also have a good emotional and psychological linkage with the organization, retained customers spread a positive word-of-mouth to their close social network (Alshurideh et al., 2016; Alolayyan et al., 2018).

Every organization needs to know how to retain its customers, even if they appear to be satisfied. Retention rate leads to higher net present value of customers. Reichheld et al. (1990), found that profits in service industries, increased in direct proportion to the length of a customer's relationship and that a 5% improvement in customer retention increased the average customer value by 125%. At least 75% of an organizations marketing budget has to be spent on customer retention strategy and strengthening relationship (Weinstein, 2002).

Behavioral intentions are very important to understand whether customers will remain or defect from a company (Anani, 2013) and will be influenced by service quality dimensions (Parasuraman et al., 2002). Customers are retained if customer service quality and satisfaction are improved (Parasuraman et al., 2002). Service quality can increase customer loyalty, retention and improved business performance (Ennew et al., 1996). An empirical study by (Nwankwo, 2013) using evidence from the Nigerians banking sector and its small business customers, found that there is a positive impact of service quality on customer loyalty and retention.

2.3.8.2. Definitions of Customer Retention:

Many studies (Jones et al., 2000; Colgate et al., 1996) have shown that a firm's most important asset is its existing client base. "Customer retention refers to the longevity of a client's relationship with a product and/or service providing firm" (Menon and O'Connor 2007:157). "A

firm with effective customer retention convinces its clients to stay with the firm” Bruhn and Georgi (2006:18). Customer retention is “The number of clients doing business with a firm at the end of a financial year expressed as a percentage of those who were active clients at the beginning of the year” Buttle (2004:298).

2.3.8.3. Dimensions of Customer Retention:

‘Trust’ develops through past experience and prior interaction over time. ‘Commitment’ implies that there are mutual benefits and that the parties involved want to stay in the relationship and are prepared to put in effort and investments in terms of monetary and psychologically in maintaining the relationship (Morgan and Hunt, 1994). ‘Switching Cost’, according to Brink and Berndt, (2008) firms need to focus on customer migration in order to improve customer retention. Reichheld, (1993) suggests that personal relationships between sales persons and customers contribute to customer retention that is stated as ‘Personalization’.

2.4. Empirical Literature Reviews:

Kwan and Carlson, (2016) revealed that trust, communication, conflict handling, bonding, empathy, reciprocity and harmonious, shared value have a positive effect on customer retention. Wongsansuk Charonet et al., (2015) also proved that trust, communication, bonding, empathy, shared value and reciprocity has indirect effect on customer retention of banking.

As the backgrounds of customer retention, previous researches have recommended various components of relationship marketing. These components embrace relationship marketing features such as communication, seller's expertise, alternatives level of comparison, dependence and cooperation on sellers according to Bataineh et al., (2015) indications. C. Liang, Chen, & Wang, (2008) also specified as online relationship marketing such as structural bonding, social bonding and financial bonding;

In addition, Soimo & Wagoki, (2015) itemized as relationship marketing and customer trust such as ethical behavior, personalization, communication, technology, fees and empowerment. Furthermore, the earlier researches also include other consequences on the examined relationship marketing. For instance, Anabila et al., (2012) and Chiu et al., (2005) discovered performance; Hau & Viet Ngo (2012) found customer loyalty; Kanti and Dixit (2014) and Mpinganjira (2014) exposed repeat purchase intentions.

Kanti & Dixit, (2014) found the significant effects of trust, complaint management, perceptions of price, service quality and satisfaction of customers on retaining customers. Bojei et al., (2013) indicated that reward programs, customer service, personalization, customizations, and Brand excluding customization have affirmative relationship with retaining customers.

Asif Ur Rahman & Masoom, (2012) disclosed that retaining customers and advantage of competitive are the effect of relationship marketing. Rootman, Tait & Sharp, (2011) showed that knowledge, personalization, communication, empowerment, behavioral ethics, technology and fees need modifications to be positively effective on relationship marketing and retaining customers. Kucukkancabas, Akyol & Ataman, (2009) also indicated that among the indicated IVs: trust, communications, shared values, empathy, bonding and, reciprocity shared values, empathy and bonding boosts customer retentions apart from trust, reciprocity and communication.

C. Liang, Chen & Wang (2008) revealed that structural & financial bonding; investment of relationship, quality of relationship affirmatively effects the online customers' perceptions, their loyalty and actual purchasing behavior.

Murthy, Shankar, Erramilli & Lam, (2004) indicated that “loyalty and trust” are closely interlinked. Loyalty describes building and fueling of trusted relationships with customers that could lead customers repeatedly purchase products or services of the company over a definite length of time. Sivadas and Dwyer (2000) also identified “trust” as one of the main factors that consistently influencing success of relationship marketing.

Moreover, Sin et al., (2005) considered trust to be one of the fundamental aspects of relationship marketing orientation. In addition, it is asserted that a firm which exhibits relationship marketing competence has the ability to identify, develop, and manage cooperative relationships with its key customers through enhancement of their customers’ trust (Arnett & Badrinarayanan, 2005).

Relationship marketing has been averred to be successful in building trust and commitment with external stakeholders such as customers in order to create loyal customer relationships (De Madariaga & Valor, 2007). Sin et al., (2005) in their study conducted in China established trust as one of the components that enables relationship marketing to yield a significant impact on firm’s performance. An interesting observation is that relational customers want trust and commitment from the firms they interact with whereas transactional customers seek satisfactions from their interaction.

Promise and trust are asserted to be determining elements of how relationship is established, maintained and enhanced. Long-term profitability requires that the relationship between a firm and its customers be maintained and enhanced in order to retain customer base.

Organizations acknowledge that indeed customer retention is more profitable than customer attraction. It is noted that customer loyalty and customer retention are the most vital challenges faced by majority of chief executive officers (CEOs) across the world (Ball, 2004). Bhardwaj (2007) points out that the key challenge facing all marketers today is in identifying modalities of enhancing customer loyalty and retention.

Customer retention is also enhanced by the perceived customer trust. Kurias, (2010) study on relationship marketing strategies among commercial banks in Kenya indicated that the adoption of information and communications technology (ICT) has enhanced customer retention and customer loyalty in banks. When citing Zeithanl (2008), Kuria observed that service firms do provide superior value through enhanced offers which can improve customer satisfaction by increasing the customer’s perceived benefits with the aim of retaining customers.

In a study on relationship marketing and customer loyalty in mobile telecommunication sector in Nairobi, Kenya, it is stated that customer relationship marketing has become a strategic imperative for all firms since its effective implementation can increase customer satisfaction, loyalty and retention (Kibeh, 2013).

The study conducted by Morgan and Hunt (1994) on Influence of Customer Trust and Commitment on Long-term Relationship, found that successful relationship marketing requires relationship commitment and trust. Furthermore, Cohen et al., (2006) examined empirically the potential constructs in customer retention in the New Zealand banking industry found that consumers can be highly satisfied but still leave their service providers.

Jemaa (2014) in the study of “Relationship Marketing Key Concepts as Relationship Value Determinant “, and found that there is a positive relationship between customer’s commitment and relationship value, while customer’s trust is only positively associated to direct relationship value. The results reveal that the satisfaction is neither linked to direct nor to indirect relationship value. The study suggested that commitment is often based on specific investments related to a specific customer / supplier relationship and that trust is mainly based on partner credibility and benevolence. The research thus, suggested that it is inevitable for the managers to adopt relational approach to maintain valued relationships with their customers.

Msoka et al., (2014) investigated the “Determinants of Customer Retention in Commercial Banks in Tanzania”. The study discovered that academics need to incorporate quality of products provided by the banks together with pricing of banks products in customer retention models. For Bank of Tanzania, there is a need to expand monitoring and include quality of the products provided by banks to determine the sustainability of banking industry. Again, Elly (2010), conducted the study on “Service Quality and Customers Retention in Tanzania Commercial Banks”, with the purpose of investigating the link between service quality and customers loyalty. The research findings revealed that the overall service quality provided by the commercial banks had a direct relationship with customer loyalty. However, despite of improving bank services still other customers could leave the particular bank (Auka, 2013; Elly, 2010). Tarokh (2015) found that the company competes and enjoys the competitive advantages, and can be a winner if it is able to create a positive long-term relationship with its customers and tries to enhance the customer satisfaction and loyalty.

2.5. Conceptual Framework of the Study and Hypothesis of the Study:

2.5.1. Conceptual Framework of the Study:

The five dimensions of relationship marketing were adopted from Nelson Oly Ndubisi (2007) to study the effect of customer relationship marketing on corporate subscriber customer retention of MCC Company.

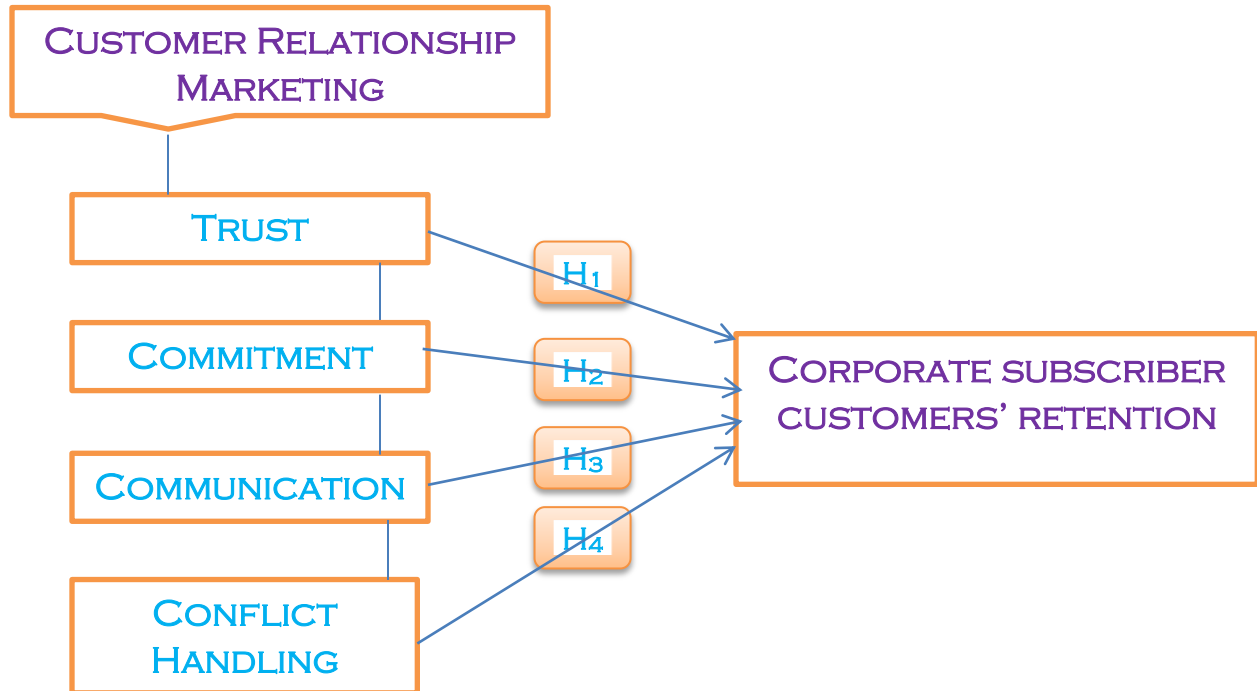


Figure 2. 2 Conceptual Model adopted from “Nelson Oly Ndubisi (2007)”

Source: Solangi, B. (2019:36).

2.5.2. Hypothesis of the Study:

High levels of trust are a good predictor of partners success (Schumacher, 2006). It is the inclination to depend on a trading partner in whom someone else has self-confidence (Hadjikhani and Thilenius, 2005).

H₁: The Trust on MCC Company in Addis Abeba has a positive and significant effect on corporate subscriber customer retention.

The null hypothesis that there is no positive and significant relationship between trust and corporate subscriber customer retention is rejected.

Commitment is the sustainable wants of each of the trading partners in order to retain appreciated relationships (Rashid (2013). Besides, customer satisfaction powers the customer commitment and as a result it enriches customer loyalty (Zafar 2012).

H₂: The Commitment of MCC Company in Addis Abeba has a significant and positive effect on corporate subscriber customer retention.

The null hypothesis that there is no positive and significant relationship between trust and corporate subscriber customer retention is rejected.

Communication, is an important element of relationship marketing; it enables information exchange; Communication in relationship marketing refers to keeping in touch with customers, providing timely and trustworthy information, and communicating proactively if a delivery problem occurs (Ndubisi, 2007) as cited by Sohail, M.S., (2012:236).

H₃: The Communication of MCC Company in Addis Abeba has a positive and significant effect on retaining corporate subscriber customers.

The null hypothesis that there is no positive and significant relationship between trust and corporate subscriber customer retention is rejected.

Conflict in relationships is a sign of lack of commitment by the members of the relationship. In addition, the increase of conflict in a relationship leads to the reduction of the confidence of the parties to each other and reduces the desire to create and maintain long-term relationship (Musa, Boniface, & Tanakinjal, 2014).

H₄: The Conflict-handling of MCC Company in Addis Abeba has a significant and positive effect on corporate subscriber customer retention.

The null hypothesis that there is no positive and significant relationship between trust and corporate subscriber customer retention is rejected.

Chapter Three

2. Research Methodology

3.1.1. Description of the Study Area:

This Study was conducted in Addis Abeba city area. Addis Abeba is considered as the seat of headquarters of many private companies, government, non-government, local and international business organizations.

It was assumed that Addis Abeba city area could fairly represent the participants of the customers of MCC Company in the study. Therefore, the study was focused on potential and existing MCC Company's customers found in Addis Abeba city area and they have been chosen non-randomly.

3.2. Research Approach:

In studying the effect of Customer relationship marketing on retaining customer in the case of MCC Company in Addis Abeba, this research study used a quantitative approach.

Quantitative approach involves the generation of data in quantitative form; and this approach is classified in to inferential, experimental, and simulation approaches to research; the aim of inferential approach to researches is to form statistical data base from which to conclude the characteristics or relationships of population Kothari., C.R., (2004:5).

Using Quantitative approach, data were collected from the existing and potential customers of MCC Company in Addis Abeba using sampling methods and questionnaires in order to analyze and interpret the effect of Customer relationship marketing on Customer retention.

3.3. Research Design:

In studying the effect of customer relationship marketing on customer retention of MCC Company in Addis Abeba, this research study used explanatory research type to identify the existing relationship among different variables and their importance in the proposed study.

Explanatory research is the appropriate choice and more preferable than descriptive and exploratory research types because it explains the relationship between the research variables in the study.

On the other hand, descriptive research is simply description of the state of affairs as it exists at present; and exploratory research study is more appropriate for those who are at a higher research level and expertise those who must spend many years and detailed study on the matters under consideration. Therefore, it is unachievable at this post graduate level of this study.

3.4. Sampling Design, Israel, G. D., (1992:2-4):

This study focused only assessing the MCC Company’s customers that were found only in Addis Abeba. Currently, the MCC Company has around 2,047 registered and known subscriber customers in Addis Abeba who are benefiting the different product/services of the company.

3.4.1. Population:

2,047 subscriber customers were considered as a total population of this research study.

3.4.2. Sampling Technique:

Corporate subscriber customer respondents were selected from the total population using non-random /convenience/accidental sampling technique. This technique was applied due to the respondents’ willingness and availability or not in replying the questionnaires for their own different reasons; and the instructions of the ethical consideration of the study as well.

3.4.3. Sample Size:

The sample size was determined from the population of the study using the sample determination formula (Cocheran, 1963:75). Since the population for the study was finite, the sample size (n_o) was as follows:

$$n = n_o / (1 + (n_o - 1)/N)$$

Where, n = the sample size of study, and

N = population of the study.

$$n_o = 385$$

$$N = 2,047$$

$$n = 385 / (1 + (385 - 1)/2047)$$

$$= 385 / (1 + 0.1875) = 385 / 1.19$$

$$n = 323.52 \approx 324.$$

Therefore, the study Sample Size will be **$n = 324$** .

3.5. Sources of Data Collection:

The sources of the data collection were primary sources using questionnaires. This researcher has used primary data collection as it is a suitable method for this research; primary data were collected through data collectors. The sources of data were corporate customers of MCC Company in Addis Abeba who were participating and responding the questionnaires.

3.6. Research Instrument:

The questionnaire method was used to collect data from customer respondents of the MCC Company in Addis Abeba. The research questionnaire was consisting of a close-ended structured type of questions. The questionnaire has two parts. Part-I: It was consisting demographic characteristics of the respondents such as, Age, gender, educational levels, marital status, occupations, income and years of being customer of MCC. Part-II was containing the main construct of the survey of this research.

3.7. Sources of Research Instruments:

Table 3.1 Sources of Research Questionnaires

No.	Dimensions	No. of Items	Sources
1	Trust	6	Adapted from Gyasi, (2012) Ndubisi and Wah, (2005), and the researcher
2	Commitment	7	Adapted from Ndubisi and Wah, (2005) and the researcher
3	Communication	4	The researcher and adapted from Ndubisi and Wah, (2005)
4	Conflict Handling	5	Adapted from Ndubisi and Wah, (2005), and the researcher
5	Customer Retention	8	The researcher and adapted from Gyasi , (2012)
Total		30	

3.8 Methods of Data Collection:

This researcher will use data collectors to collect data from customer respondents of the MCC Company.

3.9 Procedures of Data Collection:

The structured questionnaires were prepared in December and ready for distribution to the MCC Company corporate customer respondents in Addis Abeba. These questionnaires have been given to some of the staff members of MCC and they distributed them to the corporate customers of MCC; who were corporate subscriber customers of the company for a year or more. The questionnaires were distributed to respondents in mid-February. In four weeks when the circulated questionnaires were filled and ready, they were collected and recorded for further analysis by this researcher.

3.10 Data Analyses Methods:

In formulating the statistical analyses of the study, the collected data were analyzed using statistical package Software (SPSS version 20) and completed for presentation.

In this study descriptive statistics, frequency tables, correlation significance analyses, and multiple regressions analyses were put into practice. Categorically, customer retention was used as dependent variable (DV), and trust, commitment, communication and conflict handling as independent variables (IVs).

3.11 Validity and Reliability:

3.11.1 Validity:

The validity of the measuring instrument was checked to ensure its accuracy. So, this researcher has screened and cleaned the data prior the data analyses. Out of the total questionnaires distributed, 324, only 287 questionnaires were answered and collected. Consequently, the collected questionnaires were checked for validity; and 276 questionnaires were found valid for statistical analyses.

3.11.2 Reliability:

The Reliability of the questionnaires was conducted on the DV: customer retention and IVs: trust, commitment, communication and conflict handling. The reliability of the questionnaires was measured using the Cronbach's Alpha Coefficient.

The reliability of a measuring instrument is defined as its ability to consistently measure the phenomenon it is designed to measure. Based on the suggestion proposed by Guilford (1965), the higher the Cronbach's Alpha value, the higher the internal consistency is; if a value is higher than 0.70, then it showed that the reliability of measurement is high as cited by Chakiso, C.B., (2015:61).

Table 3.2 Reliability Analysis: **Cronbach's Alpha Value**

Variables	No. of Items	Cronbach's Alpha
Trust	6	.831
Commitment	7	.816
Communication	4	.853
Conflict Handling	5	.837
Customers' Retention	8	.809
Overall Variables' Reliability	30	.859

Source: Own Survey, May 2020

As shown in the above **Table 3.2**, the Cronbach's alpha for all the items is greater than 0.65 indicating that all of the items are reliable and the entire test is internally consistent. Cronbach's alpha for the overall internal consistency among the items is 0.86, which is higher than 0.70 and this shows that the measuring instrument is very reliable.

3.12 Ethical Consideration:

This study will consider the following ethical issues: Respondents will have the right to participate or not. The study will inform the purpose of the research instrument to MCC Company customer respondents, will respect and protect their privacy, assure confidentiality of their response and will remain anonymous throughout the study.

Chapter Four

4. Findings and Analysis, Interpretation and Discussion of Results

4.1. Introduction

The result of the collected data analyses of this study were presented in this chapter based on the study methodology. The study sample size and response rate were checked. Valid data were entered using SPSS version 20, and then analyzed using descriptive statistics; to examine the demographic characteristics of respondents and the results were summarized as frequencies and percentages between respondents. Sample size of the study and the study response rate were discussed. Following the respondent's demographic profile, the customers' responses for the main constructs were analyzed using descriptive statistics, correlation significance analyses, and multiple regressions analyses.

4.2. Sample Size of the Study and Response Rate

The former sample size were 324 total in number. These 324 questionnaires were distributed to corporate customers of Media and Communication Center (MCC). However, 287 questionnaires were answered and collected which is 89% of the total questionnaires distributed. Consequently, the collected questionnaires were checked for validity; and 276 questionnaires were valid for statistical analysis. Finally, 85% of the questionnaires data were entered to the statistical software, SPSS version 20 for analyses.

4.3. Descriptive Statistics

4.3.1. Respondents' Profiles:

The demographic profiles' of the customer respondents: gender, age, education level, marital status, occupation, monthly income, and years of being customer of MCC are presented in this section as follows.

A. Gender

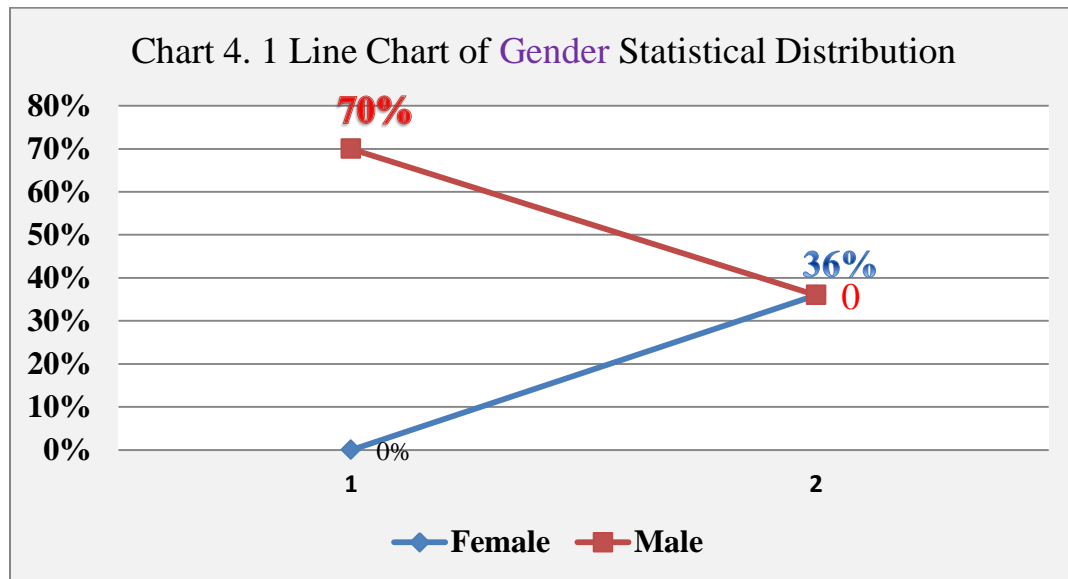
Table 4.1 Descriptive statistics of respondents' gender distribution

		Frequency	Percent	Valid Percent	Cumulative Percent
	1	2	.7	.7	.7
Valid	Male	174	63.0	63.0	63.8
	Female	100	36.2	36.2	100.0
Total		276	100.0	100.0	

Source: Own Survey, May 2020

Explanations:

According to the above **Table 4.1** it is evident that the majority of the respondents for the variable of Gender exhibited were male (64%; n=176). The rest of the respondents consisted of 100 were females (32%; n=100). For the sample of 276 respondents, 64% were males and the remaining 32% were females of the sample representing a cumulative percentage of 100%.



Source: Own Survey, May 2020

Even though the higher number of customers is male both sexes are incorporated as customers of MCC. So, to secure effective relationship marketing effects, the company should give equal attentions to both genders.

B. Age

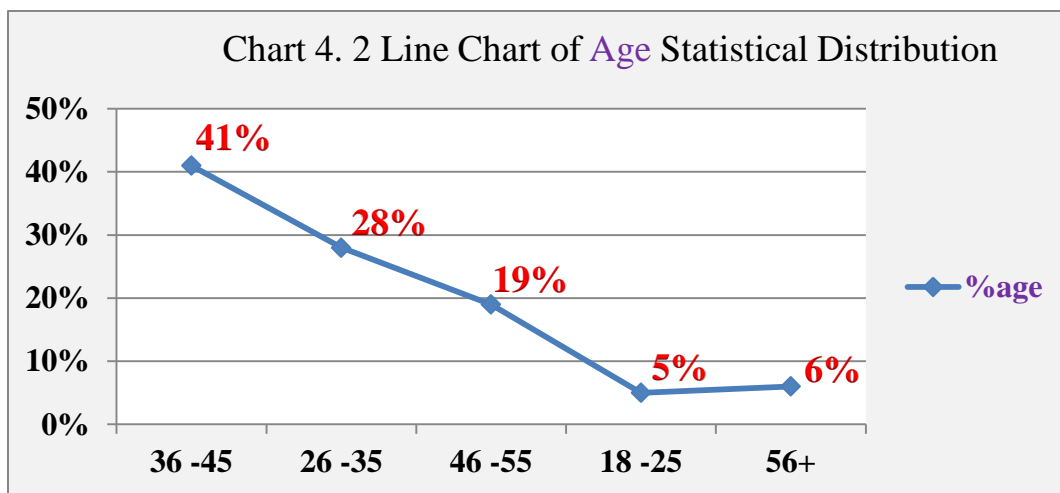
Table 4.2 Descriptive statistics of respondents' age distribution

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 18 - 25	15	5.4	5.4	5.4
26 - 35	78	28.3	28.3	33.7
36 - 45	113	40.9	40.9	74.6
46 - 55	53	19.2	19.2	93.8
56 and above	17	6.2	6.2	100.0
Total	276	100.0	100.0	

Source: Own Survey, May 2020

Based on the **Table 4.2** above the majority of the respondents belonged to the 36-45 years of age group (41%; n = 113). The second largest belonged to the 26-35 years of age group (28%; n=78) of the respondents. The third largest belonged to the 46-55 years of age group (19%; n=53). The smallest percentage of respondents, with regard to age, belonged to the 18-25 and 56+ years of age group (5%; n = 15) and (6%; n = 17) respectively.

For the sample of 276 respondents, 41%, 28%, 19%, 6% and 5% were 36-45, 26-35, 46-55, 56+ and 18-25 years of age group of the sample respectively; representing a cumulative percentage of 100%.



Source: Own Survey, May 2020

Most of the customers are in between 36 and 55 years of age. This indicates the future benefits and focus area of potential customers' age range. Thus, MCC should focus on these ranges to secure effective relationship marketing effects.

C. Education Level

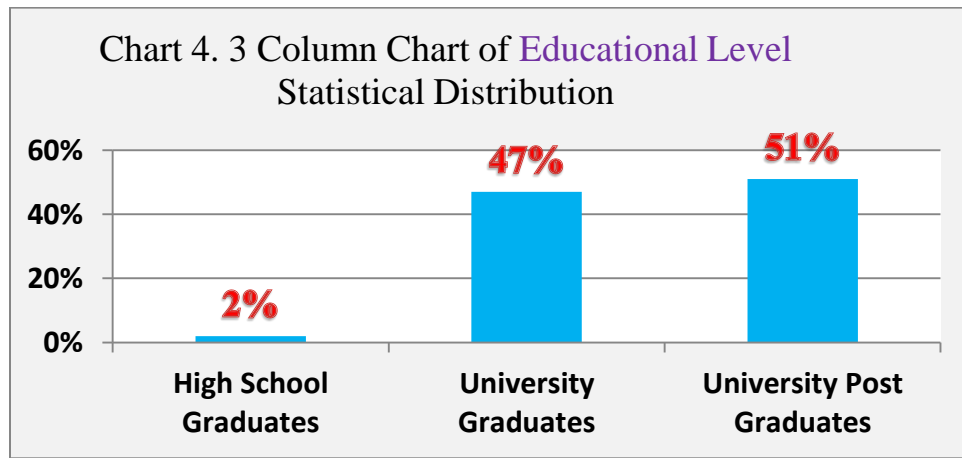
Table 4.3 Descriptive statistics of respondents' education level distribution

	Frequency	Percent	Valid Percent	Cumulative Percent
High School Graduate	6	2.2	2.2	2.2
University Graduate	130	47.1	47.1	49.3
Valid University Post Graduate	140	50.7	50.7	100.0
Total	276	100.0	100.0	

Source: Own Survey, May 2020

When we observe the educational level of respondents in the above **Table 4.3** the first largest (51%, n=140) of the respondent customers were university post graduates. The second largest of respondents (47%, n =130) were university graduates. The smallest (2%, n=6) of the respondents were high school graduates with regard to education level.

for the sample of 276 respondents, 51%, 47% and 2% represent university post graduates, university graduates and high school graduates of the sample respectively; representing a cumulative percentage of 100%.



Source: Own Survey, May 2020

The principal customers of MCC are educated and university graduates. This is an important opportunity having educated and university graduate customers. Because as a customer they could give constructive comments and could share their knowledge in relationship marketing efforts with MCC. Thus, MCC should implement a thoughtful quality relationship marketing arrangements in keeping their standard desires and pleasing them to secure the benefit from them.

D. Marital Status

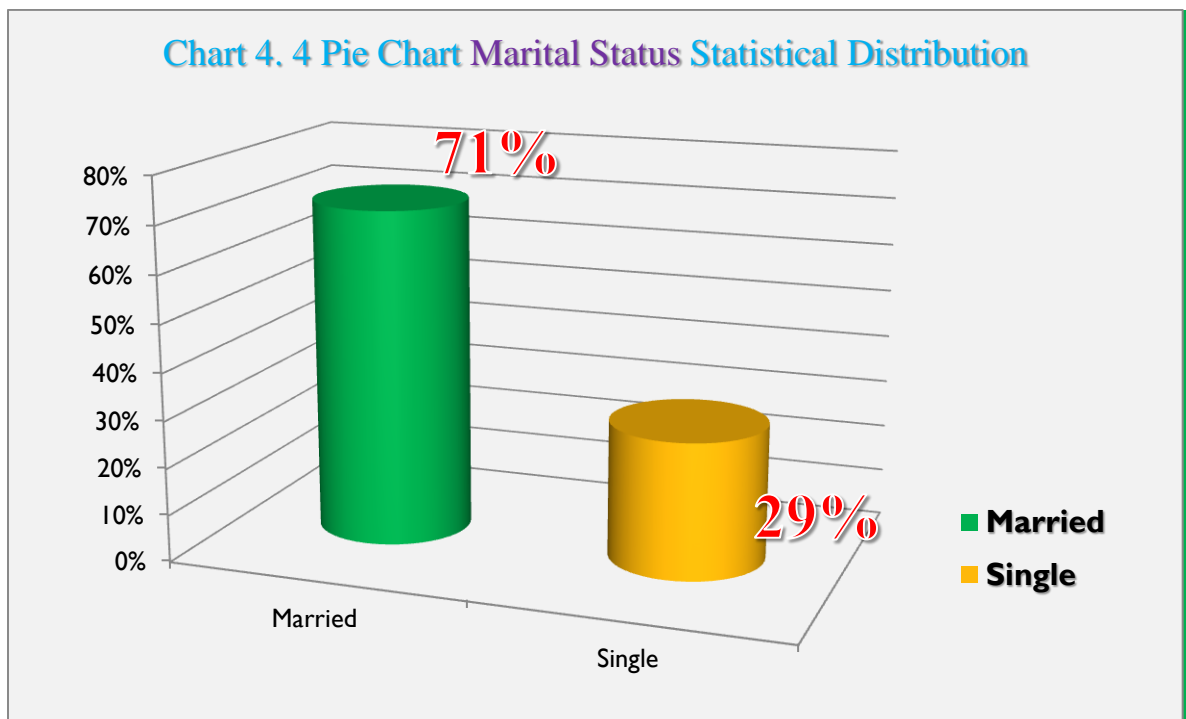
Table 4.4 Descriptive statistics of respondents' marital status distribution

	Frequency	Percent	Valid Percent	Cumulative Percent
Single	79	28.6	28.6	28.6
Valid Married	197	71.4	71.4	100.0
Total	276	100.0	100.0	

Source: Own Survey, May 2020

According to the above **Table 4.4**, it is evident that the majority of the MCC customer respondents were married (71%, n=197). The rest of the respondents were single (29%, n=79).

For the sample of 276 respondents, 71% were married and 29% were single of the sample representing a cumulative percentage of 100%.



Source: Own Survey, May 2020

Consequently, even if the widely held customers are married, single customers are moderately represented as MCC customers as well.

E. Occupation

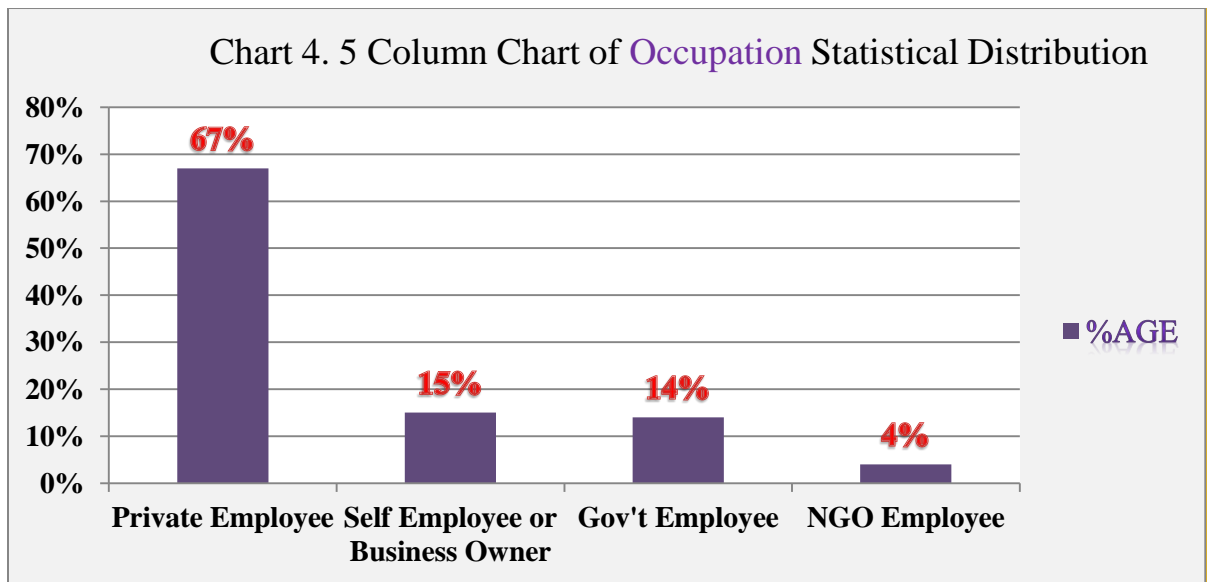
Table 4.5 Descriptive statistics of respondents' occupation distribution

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Private Employee	185	67.0	67.0	67.0
	Business Owner	41	14.9	14.9	81.9
	Gov't Employee	38	13.8	13.8	95.7
	NGO Employee	12	4.3	4.3	100.0
	Total	276	100.0	100.0	

Source: Own Survey, May 2020

Referring to the above **Table 4.5** most of the MCC customer respondents were private employees (67%, n=185). Self-employees/Business owners (15%, 41) and government employees (14%, n=38) were the second largest respondents. The smallest percentage of respondents, with regard to occupation were NGO employees (4%, n=12).

As a result, for the sample of 276 respondents, 67%, 15%, 14%, 4% were private employees, Self-employees/Business owners, government employees and NGO employees respectively in descending order; representing a cumulative percentage of 100%.



Source: Own Survey, May 2020

This is additional creditable opportunity for MCC to achieve relationship marketing through reaching both the public and private sectors; and this will allow enlarging its circulation further more through these broad sectors.

F. Income per month

Table 4.6 Descriptive statistics of respondents' income per month distribution

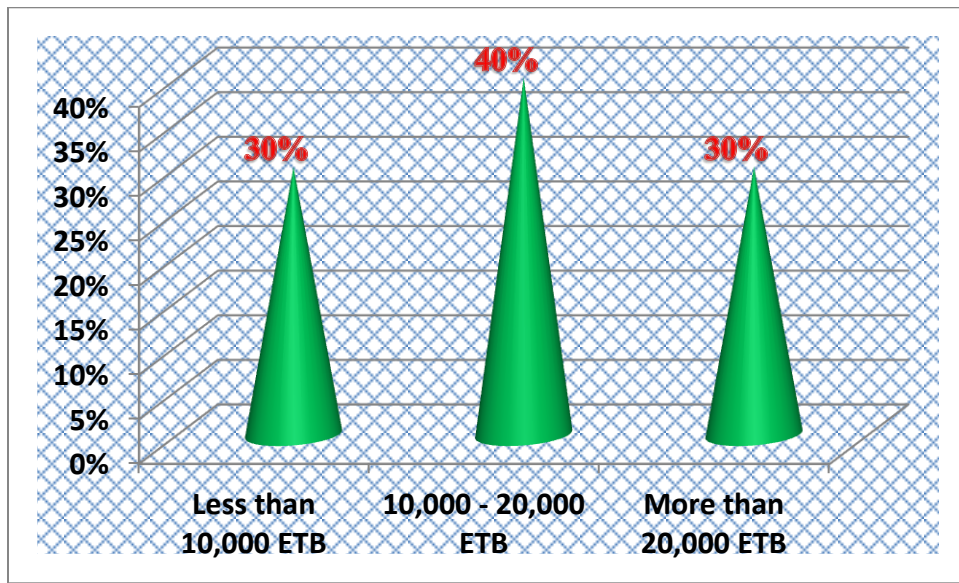
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 10,000	84	30.4	30.4	30.4
	10,000 - 20,000	109	39.5	39.5	69.9
	More than 20,000	83	30.1	30.1	100.0
	Total	276	100.0	100.0	

Source: Own Survey, May 2020

As indicated in the above **Table 4.6** the majority of the respondents earn income 10,000 – 20,000 Birr/month (40%, n=109). The remaining respondents earn income less than 10,000 Birr/month (30%, n=84) and more than 20,000 Birr/month (30%, n=83).

Thus, for the sample of 276 respondents, 40%, 30% and 30% represent respondents' income 10,000 – 20,000, less than 10,000 and more than 20,000 Birr/month of the sample respectively represent a cumulative percentage of 100%.

Chart 4. 6 Column Chart of **Income** Statistics Distribution:



Source: Own Survey, May 2020

This reveals also another important opportunity to MCC. The aforementioned customers' income indicated that they have a potential to pay for the products or services they required. Therefore, MCC should maintain quality relationship marketing provisions to retain them and generate more income.

G. Years of being customer of MCC – Reporter and The Reporter Newspapers

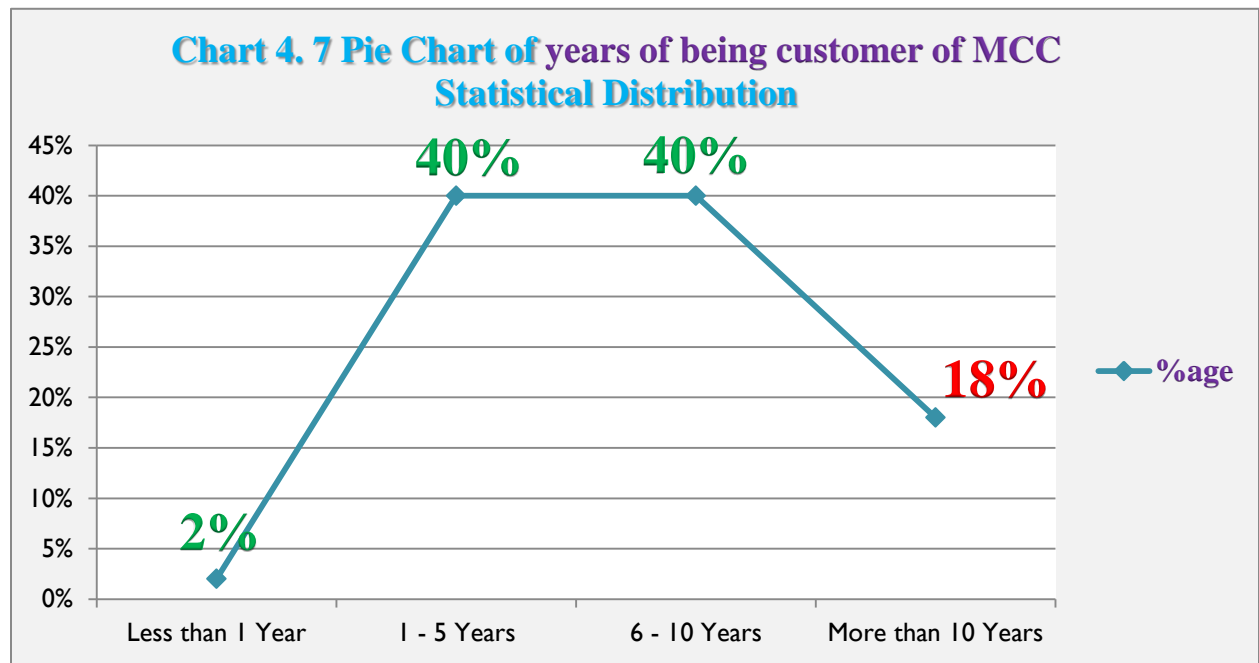
Table 4.7 Descriptive statistics of respondents’ years of being customer of MCC distribution

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Less than 1 Year	6	2.2	2.2	2.2
1 - 5 Years	111	40.2	40.2	42.4
6 - 10 Years	110	39.9	39.9	82.2
More than 10 Years	49	17.8	17.8	100.0
Total	276	100.0	100.0	

Source: Own Survey, May 2020

The above **Table 4.7** states the highest respondents of customer of MCC for 1-5 years (40%, n=111) and 6-10 years (40%, n=110). This revealed that 80% the respondents were customers of MCC from one year to ten years. Respondents for more than 10 year (18%, n=49) were the second largest. The smallest percentage of respondents, with regard to year of being customer of MCC for less than a year (2%, n=6).

For the sample of 276 respondents, 40%, 40%, 18% and 2% represent respondents’ year of being customer of MCC for 1-5 years, 6-10 years, more than 10 year and less than a year of the sample respectively represent a cumulative percentage of 100%.



Source: Own Survey, May 2020

This confirms that before a decade ago MCC's effort on executing customer relationship marketing concepts was very weak. But, as shown in the study, later on its efforts become increasing. Therefore, professional marketers of MCC should continue and broadly implement relationship marketing concepts in order to retaining more corporate subscriber customers, achieving higher profit and enjoying reputability as well.

4.4. Descriptive Statistics Analyses of Variables:

4.4.1. Trust:

Table 4.8 Descriptive statistics of respondents’ reaction:

MCC is dependable on its product/service quality and on time delivery

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	5	1.8	1.8	1.8
Disagree	11	4.0	4.0	5.8
Neutral	42	15.2	15.2	21.0
Agree	176	63.8	63.8	84.8
Strongly Agree	42	15.2	15.2	100.0
Total	276	100.0	100.0	

Source: Own Survey, May 2020

In the above **Table 4.8** (64%, n=176) responds for “Agree” which is the highest; (15%, n=42) and (15%, n=15) responds for “Strongly Agree” and “Neutral” respectively. This revealed that 79% of the respondents have agreed for “MCC Co. is dependable on its product/service quality and on time delivery.” The smallest percentage of respondents are (6%, n=16).

For the sample of 276 respondents, 64%, 15%, 15%, 4% and 2% represent respondents’ answer for agree, strongly agree, neutral, disagree and strongly disagree of the sample respectively represent a cumulative percentage of 100%.

Therefore, this is an achievement for MCC having quite commendable respondents’ approval for being dependable on its product or service quality and on time delivery. But it requires improvements and more efforts to get a complete respondents’ agreement on the issue.

Table 4.9 Descriptive statistics of respondents’ reaction:

Its product/service provision is consistent

	Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	Strongly Disagree	4	1.4	1.4	1.4
	Disagree	9	3.3	3.3	4.7
	Neutral	51	18.5	18.5	23.2
	Agree	194	70.3	70.3	93.5
	Strongly Agree	18	6.5	6.5	100.0
	Total	276	100.0	100.0	

Source: Own Survey, May 2020

Table 4.9 above shows that (70%, n=194) responds for “Agree” which is the highest; (18%, n=51) and (7%, n=18) responds for “Neutral” and “Strongly Agree” respectively. This shows that 77% of the respondents agreed for “MCC Co.’s product/service provision is consistent.” The smallest percentage of respondents is (5%, n=13).

From the sample of 276 respondents, 70%, 19%, 7%, 3% and 2% represent respondents’ answer for agree, neutral, strongly agree, disagree and strongly disagree of the sample respectively represent a cumulative percentage of 100%.

Consequently, MCC has got a large amount of the respondents’ agreement on the consistency of its product or service provision. This is also an achievement for being consistent on its product or service provision. However, it should improve and exercise more efforts to catch the total respondents’ agreement on the subject.

Table 4.10 Descriptive statistics of respondents’ reaction:

Its progressive relationship effort made us to trust each other

	Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	Strongly Disagree	2	.7	.7	.7
	Disagree	11	4.0	4.0	4.7
	Neutral	53	19.2	19.2	23.9
	Agree	144	52.2	52.2	76.1
	Strongly Agree	66	23.9	23.9	100.0
	Total	276	100.0	100.0	

Source: Own Survey, May 2020

The descriptive statistics of **Table 4.10** above displays (52%, n=144) responds for “Agree” which is the largest; (24%, n=66), (19%, n=53), (4%, n=11) and (1%, n=2) responds for “Strongly Agree”, “Neutral”, “disagree” “strongly disagree” respectively. This shows that 76% of the respondents agreed for “MCC Co.’s progressive relationship effort made us to trust each other.” The smallest percentage of respondents is (1%, n=2).

From the sample of 276 respondents, 52%, 24%, 19%, 4% and 1% represent respondents’ answer for agree, strongly agree, neutral, disagree and strongly disagree of the sample respectively represent a cumulative percentage of 100%.

Trust is a key concept for the continuation of an enlightened relationship. This confirms that it has achieved the respondents’ approval on the MCC’s progressive relationship effort that made them to trust each other. It is a great sign of success for being trusted. Yet, it should improve and work hard to obtain a broad respondents’ approval as well.

Table 4.11 Descriptive statistics of respondents’ reaction:

Delivers a reliable and factual product/service

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	5	1.8	1.8
	Disagree	11	4.0	5.8
	Neutral	46	16.7	22.5
	Agree	158	57.2	79.7
	Strongly Agree	56	20.3	100.0
	Total	276	100.0	100.0

Source: Own Survey, May 2020

The above descriptive statistics **Table 4.11** exhibits (57%, n=158) responds for “Agree” which is the highest; (20%, n=56), (17%, n=46), (4%, n=11) and (2%, n=5) responds for “Strongly Agree”, “Neutral”, “disagree” “strongly disagree” respectively. This indicates 77% of the respondents agreed for “MCC Co. delivers a reliable and factual product/service”

From the sample of 276 respondents, 57%, 20%, 17%, 4% and 2% represent respondents’ answer for agree, strongly agree, neutral, disagree and strongly disagree of the sample respectively represent a cumulative percentage of 100%.

In business relationship being reliable and factual are very important components. Considerable number of respondents gave their approval on the reliable and factual product or service delivery. Hence, this is also a great sign of success being reliable and factual. Yet, MCC needs more improved effort to possess the entire respondents' approval too.

Table 4.12 Descriptive statistics of respondents' reaction:

I am confident in its products/services

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	1.4	1.4
	Disagree	10	3.6	5.1
	Neutral	41	14.9	19.9
	Agree	191	69.2	89.1
	Strongly Agree	30	10.9	100.0
	Total	276	100.0	100.0

Source: Own Survey, May 2020

The above descriptive statistics **Table 4.12** discloses (69%, n=191), (15%, n=41), (11%, n=30), (4%, n=10) and (1%, n=4) answers for “Agree”, “Neutral”, “Strongly Agree”, “disagree” and “strongly disagree” respectively. This specifies 80% of the respondents agreed for “I am confident in MCC Co.’s products/services.”

From the sample of 276 respondents, 69%, 15%, 11%, 4% and 1% represent respondents' answer for agree, neutral, strongly agree, disagree and strongly disagree of the sample respectively represent a cumulative percentage of 100%.

So, higher number of respondents approved their confidence in MCC's products or services. This reveals that its products or services have got higher demand by its confident respondent customers. However, MCC should strengthen to achieve a comprehensive respondents' confidence as well.

Table 4.13 Descriptive statistics of respondents’ reaction:

Truly doing meaningful relationship marketing

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	5	1.8	1.8
	Disagree	7	2.5	4.3
	Neutral	57	20.7	25.0
	Agree	178	64.5	89.5
	Strongly Agree	29	10.5	100.0
	Total	276	100.0	100.0

Source: Own Survey, May 2020

As we can take a look the above descriptive statistics **Table 4.13** reveals (65%, n=178), (21%, n=57), (11%, n=29), (3%, n=7) and (2%, n=5) replies for “Agree”, “Neutral”, “Strongly Agree”, “disagree” and “strongly disagree” respectively. This shows 76% of the respondents agreed for “MCC Co. is truly doing meaningful relationship marketing.”

From the sample of 276 respondents, 65%, 21%, 11%, 3% and 2% describe respondents’ reply for agree, neutral, strongly agree, disagree and strongly disagree of the sample respectively represent a cumulative percentage of 100%.

Accordingly, MCC is on the right track since the wide percentage of respondents approved their agreement that it’s doing truly meaningful relationship marketing. This paves the way that MCC have an opportunity to attain its desired goal.

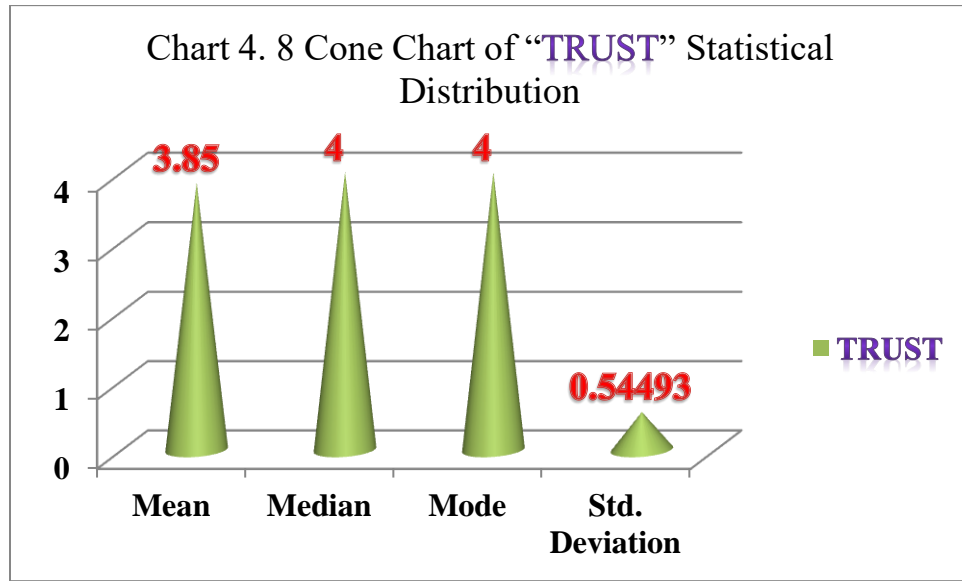
Table 4.14 Descriptive statistics of respondents’ reaction: Mean, Median, Mode, and Standard Deviation

TRUST	N	Mean	Median	Mode	Std. Deviation
MCC is dependable on its product/service quality and on time delivery(Tr1)	276	3.87	4.00	4	.782
Its product/service provision is consistent(Tr2)	276	3.77	4.00	4	.679
Its progressive relationship effort made us to trust each other(Tr3)	276	3.95	4.00	4	.809
Delivers a reliable and factual product/service(Tr4)	276	3.90	4.00	4	.828
I am confident in its products/services(Tr5)	276	3.84	4.00	4	.714
Truly doing meaningful relationship marketing(Tr6)	276	3.79	4.00	4	.732
Valid N (List wise)	276				
Overall value for TRUST =		3.85	4.00	4	.54493

Source: Own Survey, May 2020

Morgan & Hunt, (1994) stated that trust is a key for upgrading the coordination between sellers and buyers, for building reasonable confidence and reaching a joint goal in between them.

In the above **Table 4.14**, descriptive statistics of Trust were measured by six items. The overall mean, median, mode and standard deviation score values of trust were 3.85, 4.00, 4, and 0.54493 respectively for 276 respondent customers of MCC Co.



Source: Own Survey, May 2020

The variability is lower as shown in the standard deviation of trust. According to Schumacher (2006), High trust levels are a good predictor of partner success. Thus, the overall score values of trust point out that customer respondents’ higher approval on trusting MCC.

4.4.2. Commitment

Table 4.15 Descriptive statistics of respondents’ reaction:

MCC is committed in upgrading its product/services and delivery

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	2	.7	.7	.7
Disagree	19	6.9	6.9	7.6
Neutral	71	25.7	25.7	33.3
Agree	156	56.5	56.5	89.9
Strongly Agree	28	10.1	10.1	100.0
Total	276	100.0	100.0	

Source: Own Survey, May 2020

The descriptive statistics of **Table 4.15** above shows (57%, n=156) the major responds for “Agree”; (26%, n=71), (10%, n=28), (7%, n=19) and (1%, n=2) responds for “Neutral”, “Strongly Agree”, “disagree” “strongly disagree” respectively. This expresses 67% of the respondents agreed on “MCC is committed in upgrading its product/services and delivery.”

From the sample of 276 respondents, 57%, 26%, 10%, 7% and 1% respondents’ reply for agree, neutral, strongly agree, disagree and strongly disagree of the sample respectively represent a cumulative percentage of 100%.

So, this is a moderate success for MCC having the respondents’ approval for being committed in upgrading its product or services and delivery. But it should employ more serious effort to get the remaining respondents’ approval on the topic.

Table 4.16 Descriptive statistics of respondents’ reaction:

Keeps in touch continuously

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	2	.7	.7	.7
Disagree	13	4.7	4.7	5.4
Neutral	91	33.0	33.0	38.4
Agree	137	49.6	49.6	88.0
Strongly Agree	33	12.0	12.0	100.0
Total	276	100.0	100.0	

Source: Own Survey, May 2020

The **Table 4.16** above for descriptive statistics illustrates (50%, n=137) the answers for “Agree”; (33%, n=91), (12%, n=33), (5%, n=13) and (1%, n=2) replies for “Neutral”, “Strongly Agree”, “disagree” “strongly disagree” respectively. From this, we can see 62% of the respondents agreed on “MCC Keeps in touch continuously.”

From the sample of 276 respondents, 50%, 33%, 12%, 5% and 1% respondents’ accounts for agree, neutral, strongly agree, disagree and strongly disagree of the sample respectively represent a cumulative percentage of 100%.

The respondents’ approval for being continuously keeping in touch is little more above average performance for MCC. So, it should apply more improvement and determination to get full respondents’ approval on the question.

Table 4.17 Descriptive statistics of respondents’ reaction:

Committed in keeping promises on its product/service provision

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	1	.4	.4	.4
Disagree	12	4.3	4.3	4.7
Neutral	69	25.0	25.0	29.7
Agree	153	55.4	55.4	85.1
Strongly Agree	41	14.9	14.9	100.0
Total	276	100.0	100.0	

Source: Own Survey, May 2020

In the above **Table 4.17** descriptive statistics explains (55%, n=153) the reactions for “Agree”; (25%, n=69), (15%, n=41), (4%, n=12 and (1%, n=1) reacts for “Neutral”, “Strongly Agree”, “disagree” “strongly disagree” respectively. From this, we can see 62% of the repliers agreed on “MCC is committed in keeping promises on its product/service provision.”

From the sample of 276 reactions, 55%, 25%, 15%, 4% and 1% respondents’ accounts for agree, neutral, strongly agree, disagree and strongly disagree of the sample respectively represent a cumulative percentage of 100%.

Therefore, MCC has a good stand of respondents’ approval that MCC is committed in keeping promises on its product or service provision. This is a good sign for MCC in supporting its promises.

Table 4.18 Descriptive statistics of respondents’ reaction:

Delivers its products/services on time

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	1.4	1.4
	Disagree	20	7.2	8.7
	Neutral	67	24.3	33.0
	Agree	154	55.8	88.8
	Strongly Agree	31	11.2	100.0
	Total	276	100.0	100.0

Source: Own Survey, May 2020

In the above **Table 4.18** descriptive statistics explains (56%, n=154) the highest answer for “Agree”; (24%, n=67), (11%, n=31), (7%, n=20 and (2%, n=4) responds for “Neutral”, “Strongly Agree”, “disagree” “strongly disagree” respectively. From this, we can see 80% of the reactions agreed on “MCC delivers its products/services on time.”

From the sample of 276 reactions, 56%, 24%, 11%, 7% and 2% replies’ accounts for agree, neutral, strongly agree, disagree and strongly disagree of the sample respectively represent a cumulative percentage of 100%.

Thus, this is a moderate success for MCC having the respondents’ approval for delivering its products or services on time. But, MCC has to utilize more effort to get unbiased respondents’ approval on the matter.

Table 4.19 Descriptive statistics of respondents’ reaction:

Works in a close relationship

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	1.1	1.1
	Disagree	16	5.8	6.9
	Neutral	100	36.2	43.1
	Agree	135	48.9	92.0
	Strongly Agree	22	8.0	100.0
	Total	276	100.0	100.0

Source: Own Survey, May 2020

In the above **Table 4.19** descriptive statistics explains (49%, n=135) answer for “Agree”; (36%, n=100), (8%, n=22), (6%, n=16 and (1%, n=3) reacts for “Neutral”, “Strongly Agree”, “disagree” “strongly disagree” respectively. This describes 57% of the repliers’ agreed on “MCC is working in a close relationship.”

From the sample of 276 reactions, 49%, 36%, 8%, 6% and 1% repliers’ accounts for agree, neutral, strongly agree, disagree and strongly disagree of the sample respectively represent a cumulative percentage of 100%.

57% of the respondents approved that MCC is working in a close relationship. This discloses that MCC has got a little above average approval of its customer’s reply. Hence, MCC should improve working closely to achieve a complete respondents’ approval as well.

Table 4.20 Descriptive statistics of respondents’ reaction:

Dedicated in creating a long-term customer relationship

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	4	1.4	1.4	1.4
Disagree	20	7.2	7.2	8.7
Neutral	89	32.2	32.2	40.9
Agree	145	52.5	52.5	93.5
Strongly Agree	18	6.5	6.5	100.0
Total	276	100.0	100.0	

Source: Own Survey, May 2020

In the above **Table 4.20** descriptive statistics (53%, n=145) answer for “Agree”; (32%, n=89), (7%, n=20), (7%, n=18 and (1%, n=4) reacts for “Neutral”, “Strongly Agree”, “disagree” “strongly disagree” respectively. This indicates 60% of the respondents’ agreed on “MCC is dedicated in creating a long-term customer relationship.”

From the sample of 276 reactions, 53%, 32%, 7%, 7% and 1% respondents’ reacts for agree, neutral, strongly agree, disagree and strongly disagree of the sample respectively represent a cumulative percentage of 100%.

60% of the respondents approved that MCC is dedicated in creating a long-term customer relationship. This tells that the customer respondents’ approval is a little above average. Hence, MCC has to improve its dedication in creating a long term customer relationship to get a total approval.

Table 4.21 Descriptive statistics of respondents’ reaction:

Provides product/services on the basis of the terms that are mutually agreed

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	3	1.1	1.1	1.1
Disagree	11	4.0	4.0	5.1
Neutral	55	19.9	19.9	25.0
Agree	180	65.2	65.2	90.2
Strongly Agree	27	9.8	9.8	100.0
Total	276	100.0	100.0	

Source: Own Survey, May 2020

The above descriptive statistics **Table 4.21** displays (65%, n=180) reply for “Agree”; (20%, n=55), (10%, n=27), (4%, n=11 and (1%, n=3) answers for “Neutral”, “Strongly Agree”, “disagree” “strongly disagree” respectively. This specifies 75% of the majority respondents’ agreed on “MCC Co. provides product/services on the basis of the terms that are mutually agreed.”

From the sample of 276 reactions, 65%, 20%, 10%, 4% and 1% respondents’ answers for agree, neutral, strongly agree, disagree and strongly disagree of the sample respectively represent a cumulative percentage of 100%.

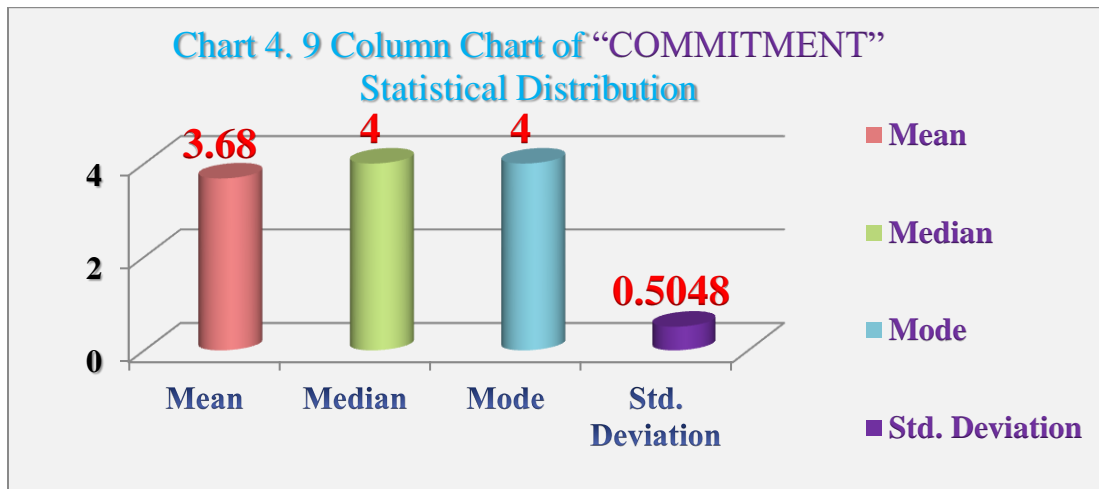
Hence, MCC has a fair stand of respondents’ approval of that MCC provides product or services on the basis of the terms that are mutually agreed. This is a good sign for MCC in respecting the basic terms of their mutual agreements.

Table 4.22 Descriptive statistics of respondents’ reaction: **Mean, Median, Mode, and Std. Deviation**

COMMITMENT	N	Mean	Median	Mode	Std. Deviation
MCC is committed in upgrading its product/services and delivery(Cmt7)	276	3.68	4.00	4	.776
Keeps in touch continuously(Cmt8)	276	3.67	4.00	4	.774
Committed in keeping promises on its product/service provision(Cmt9)	276	3.80	4.00	4	.753
Delivers its products/services on time(Cmt10)	276	3.68	4.00	4	.822
Works in a close relationship(Cmt11)	276	3.57	4.00	4	.767
Dedicated in creating a long-term customer relationship(Cmt12)	276	3.55	4.00	4	.782
Provides services on the basis of the terms that are mutually agreed(Cmt13)	276	3.79	4.00	4	.714
Valid N (List wise)	276				
Overall value for COMMITMENT =		3.68	4.00	4	.50480

Source: Own Survey, May 2020

According to Zafar (2012), without commitment there is no relationship, if it is to be cemented for a longer time. In the above **Table 4.22**, descriptive statistics of commitment were measured by seven items. The overall mean, median, mode and standard deviation score values of commitment were 3.68, 4.00, 4, and 0.50480 respectively for 276 respondent customers of MCC Co.



Source: Own Survey, May 2020

So, the overall score values of commitment shows that customer respondents’ approval on MCC commitment. But the variability is somehow lower as shown in the standard deviation of commitment that there is a gap in the subject. This needs a thoughtful more improved commitment.

4.4.3. Communication

Table 23 Descriptive statistics of respondents’ reaction:

MCC is communicating very friendly and pleasantly

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	4	1.4	1.4	1.4
Disagree	13	4.7	4.7	6.2
Neutral	86	31.2	31.2	37.3
Agree	161	58.3	58.3	95.7
Strongly Agree	12	4.3	4.3	100.0
Total	276	100.0	100.0	

Source: Own Survey, May 2020

The **Table 4.23** displays (58%, n=161) reply for “Agree”; (31%, n=86), (5%, n=13), (4%, n=12) and (2%, n=4) answers for “Neutral”, “disagree”, “Strongly disagree” “strongly Agree”, respectively. This states 62% of the majority respondents’ agreed on “MCC is communicating very friendly and pleasantly.”

From the sample of 276 reactions, 58%, 31%, 5%, 4% and 2% respondents’ answers for agree, neutral, disagree, strongly agree and strongly disagree of the sample respectively representing a cumulative percentage of 100%.

The respondents’ approval for being communicating very friendly and pleasantly is a little more above average success of MCC. On the other hand, it requires more arrangements and determinations to get the entire respondents’ approval on the topic.

Table 24 Descriptive statistics of respondents’ reaction:

Well communicate formally and informally

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	2	.7	.7	.7
Disagree	8	2.9	2.9	3.6
Neutral	79	28.6	28.6	32.2
Agree	152	55.1	55.1	87.3
Strongly Agree	35	12.7	12.7	100.0
Total	276	100.0	100.0	

Source: Own Survey, May 2020

The **Table 4.24** above, it has shown that (55%, n=152) reply for “Agree”; (28%, n=79), (13%, n=35), (3%, n=8 and (1%, n=2) answers for “Neutral”, “Strongly Agree”, “disagree” and “strongly disagree” respectively. It indicates 68% of the majority respondents’ agreed on “MCC Co. is well communicating formally and informally.”

Thus, from the sample of 276 reactions, 55%, 28%, 13%, 3% and 1% respondents’ answers for agree, “Neutral”, “Strongly Agree”, “disagree” and “strongly disagree” of the sample respectively represents a cumulative percentage of 100%.

So, this is a moderate success for MCC having respondents’ approval for MCC is well communicating formally and informally. But this requires more improvement and effort to acquire respondents’ entire approval on the issue.

Table 25 Descriptive statistics of respondents’ reaction:

Willing to communicate beyond office-hours

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	9	3.3	3.3	3.3
Disagree	33	12.0	12.0	15.2
Neutral	130	47.1	47.1	62.3
Agree	86	31.2	31.2	93.5
Strongly Agree	18	6.5	6.5	100.0
Total	276	100.0	100.0	

Source: Own Survey, May 2020

The descriptive statistics **Table 4.25**, exhibits (47%, n=130) major reply for “Neutral”; (31%, n=86), (12%, n=33), (7%, n=18 and (3%, n=9) answers for “Agree”, “disagree”, ‘strongly Agree” and “strongly disagree” respectively. This accounts 47% of the majority respondents’ neutral on “MCC Co. is willing to communicate beyond office-hours.”

From the sample of 276 reactions, 47%, 31%, 12%, 7% and 3% respondents’ answers for neutral, agree, disagree, strongly agree, and strongly disagree of the sample respectively representing a cumulative percentage of 100%.

The higher percentage of respondents disapproved that MCC is willing to communicate beyond office-hours. Thus, some arrangements for this question might contribute to obtain their improved and complete approval on the subject.

Table 26 Descriptive statistics of respondents’ reaction:

Notify how and where to complain in case of a problem arises

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	6	2.2	2.2	2.2
Disagree	21	7.6	7.6	9.8
Neutral	75	27.2	27.2	37.0
Agree	146	52.9	52.9	89.9
Strongly Agree	28	10.1	10.1	100.0
Total	276	100.0	100.0	

Source: Own Survey, May 2020

The above descriptive statistics **Table 4.26** shows (53%, n=146) reply for “Agree”; (27%, n=75), (10%, n=28), (8%, n=21) and (2%, n=6) answers for “Neutral”, “Strongly Agree”, “disagree” “strongly disagree” respectively. This specifies 63% were major respondents’ agreed on “MCC Co. notifies how and where to complain in case of a problem arises.”

Therefore, from the sample of 276 reactions, 53%, 27%, 10%, 8% and 2% respondents’ answers for agree, neutral, strongly agree, disagree and strongly disagree of the sample respectively representing a cumulative percentage of 100%.

Hence, MCC has a fair stand of respondents’ approval that MCC notifies how and where to complain in case of a problem arises. But this requires more attention in filling the gap in notifying how and where to complain.

Table 4.27 Descriptive statistics of respondents’ reaction: Mean, Median, Mode, and Standard Deviation

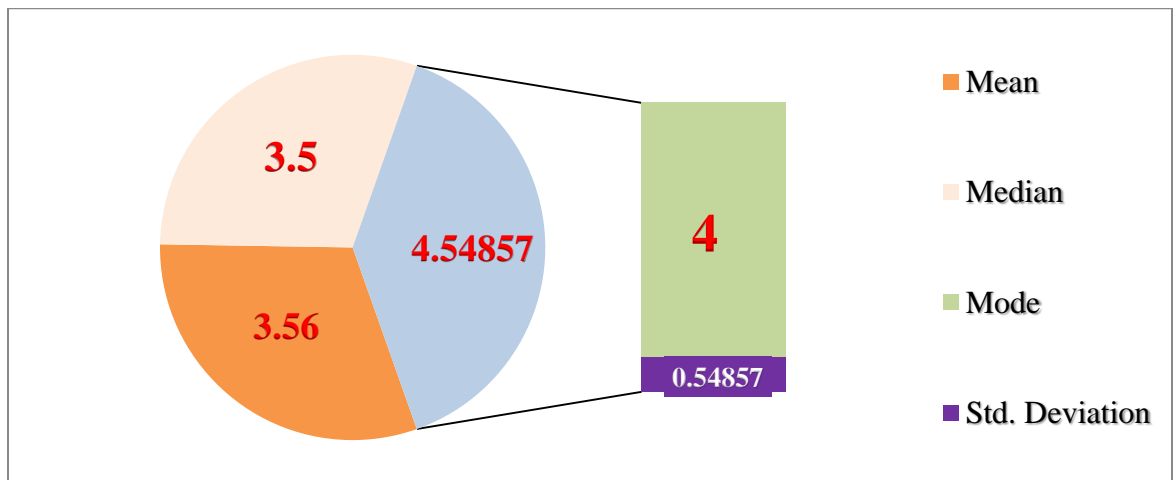
COMMUNICATION	N	Mean	Median	Mode	Std. Deviation
MCC is communicating very friendly and pleasantly (Cmn14)	276	3.59	4.00	4	.715
Well communicate formally and informally (Cmn15)	276	3.76	4.00	4	.734
Willing to communicate beyond office-hours (Cmn16)	276	3.26	3.00	3	.871
Notify how and where to complain in case of a problem arises (Cmn17)	276	3.61	4.00	4	.852
Valid N (List wise)	276				
Overall value for COMMUNICATION =		3.56	3.50	4	.54857

Source: Own Survey, May 2020

Ndubisi (2007) suggests that in relationship marketing, communication refers to communicate with customers, providing timely and trustworthy information, proactively whenever a delivery troubles happened.

In the above **Table 4.27**, the descriptive statistics of communication was measured by four items. The overall mean, median, mode and standard deviation score values of communication were 3.56, 3.50, 4, and 0.54857 respectively for 276 respondent customers of MCC. These score values of communication describe that customer respondents have “agreed” on MCC Co.’s ways of communication.

Chart 4. 10 Pie Chart of “**COMMUNICATION**” Statistical Distribution:



Source: Own Survey, May 2020

The variability is lower as shown in the standard deviation of communication. So, the overall score values of communication indicate that the majority of customer respondents approved MCC’s ways of communication. However, it requires more improvement effort to keep up its way of communications and to bridge the gaps.

4.4.4. Conflict Handling

Table 28 Descriptive statistics of respondents’ reaction:

MCC makes every effort in avoiding and solving conflicts

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	4	1.4	1.4	1.4
Disagree	16	5.8	5.8	7.2
Neutral	84	30.4	30.4	37.7
Agree	138	50.0	50.0	87.7
Strongly Agree	34	12.3	12.3	100.0
Total	276	100.0	100.0	

Source: Own Survey, May 2020

The above descriptive statistics **Table 4.28** shows (50%, n=138) reply for “Agree”; (30%, n=84), (12%, n=34), (6%, n=16) and (2%, n=4) answers for “Neutral”, “Strongly Agree”, “disagree” “strongly disagree” respectively. This states 62%, the major respondents’ agreed on “MCC Co. makes every effort in avoiding and solving conflicts.”

Consequently, from the sample of 276 reactions, 50%, 30%, 12%, 6% and 2% respondents’ answers for agree, neutral, strongly agree, disagree and strongly disagree of the sample respectively representing a cumulative percentage of 100%.

The respondents’ approval for MCC makes every effort in avoiding and solving conflicts is a little more above average success of MCC. However, it requires more arrangements and determinations in avoiding and solving conflicts to obtain complete respondents’ approval on the topic.

Table 29 Descriptive statistics of respondents’ reaction:

Solve conflicts before it creates problems to our relationship

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	2	.7	.7	.7
Disagree	15	5.4	5.4	6.2
Neutral	86	31.2	31.2	37.3
Agree	131	47.5	47.5	84.8
Strongly Agree	42	15.2	15.2	100.0
Total	276	100.0	100.0	

Source: Own Survey, May 2020

The above descriptive statistics **Table 4.29** shows (48%, n=131) reply for “Agree”; (31%, n=86), (15%, n=42), (5%, n=15) and (1%, n=2) answers for “Neutral”, “Strongly Agree”, “disagree” “strongly disagree” respectively. This states 63%, the major respondents’ agreed on “MCC Co. solves conflicts before it creates problems to our relationship.”

Consequently, from the sample of 276 reactions, 48%, 31%, 15%, 5% and 1% respondents’ answers for agree, neutral, strongly agree, disagree and strongly disagree of the sample respectively representing a cumulative percentage of 100%.

The respondents’ approval for MCC solves conflicts before it creates problems to their relationship is also a little more above average achievement of MCC. So, this issue requires a more serious improvement in solving conflicts before it creates problems to their mutual relationships.

Table 30 Descriptive statistics of respondents’ reaction:

Ready, for discussions when problems arise and provides solutions

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	5	1.8	1.8	1.8
Disagree	8	2.9	2.9	4.7
Neutral	73	26.4	26.4	31.2
Agree	128	46.4	46.4	77.5
Strongly Agree	62	22.5	22.5	100.0
Total	276	100.0	100.0	

Source: Own Survey, May 2020

The above descriptive statistics **Table 4.30** shows (46%, n=128) reply for “Agree”; (26%, n=73), (23%, n=62), (3%, n=8) and (2%, n=5) answers for “Neutral”, “Strongly Agree”, “disagree” “strongly disagree” respectively. 69% of the respondents’ were agreed on “MCC Co. is ready, for discussions when problems arise and provide solutions.”

Consequently, from the sample of 276 reactions, 46%, 26%, 23%, 3% and 2% of respondents’ answers for agree, neutral, strongly agree, disagree and strongly disagree of the sample respectively representing a cumulative percentage of 100%.

The commendable percentage of respondents’ approval achieved that MCC is ready for discussions when problems arise and provide solutions. But still requires some more arrangements and improvements for addressing this question to achieve a complete support on the topic.

Table 31 Descriptive statistics of respondents’ reaction:

Quickly, responsive to all my complaints

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	2	.7	.7	.7
Disagree	16	5.8	5.8	6.5
Neutral	99	35.9	35.9	42.4
Agree	123	44.6	44.6	87.0
Strongly Agree	36	13.0	13.0	100.0
Total	276	100.0	100.0	

Source: Own Survey, May 2020

The above descriptive statistics **Table 4.31** illustrates (44%, n=123) reply for “Agree”; (36%, n=99), (13%, n=36), (6%, n=16) and (1%, n=2) answers for “Neutral”, “Strongly Agree”, “disagree” “strongly disagree” respectively. 57% of the respondents’ were agreed on “MCC Co. is quickly responsive to all my complaints.”

Accordingly, from the sample of 276 reactions, 44%, 36%, 13%, 6% and 1% of respondents’ answers for agree, neutral, strongly agree, disagree and strongly disagree of the sample respectively representing a cumulative percentage of 100%.

The respondents’ approval for MCC is quickly responsive to all their complaints is a little more above average success of MCC. So, this issue requires a more serious improvement in responding quickly to all its customers’ grievances.

Table 32 Descriptive statistics of respondents’ reaction:

Gives attention to problems and sincere in solving them

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	7	2.5	2.5	2.5
Disagree	15	5.4	5.4	8.0
Neutral	77	27.9	27.9	35.9
Agree	140	50.7	50.7	86.6
Strongly Agree	37	13.4	13.4	100.0
Total	276	100.0	100.0	

Source: Own Survey, May 2020

The descriptive statistics **Table 4.32** above, demonstrates (51%, n=140) reply for “Agree”; (28%, n=77), (13%, n=37), (5%, n=15) and (3%, n=7) answers for “Neutral”, “Strongly Agree”, “disagree” “strongly disagree” respectively. 64% of the respondents’ were agreed on “MCC Co. is giving attention for problems and sincere in solving them.”

From the sample of 276 reactions, 51%, 28%, 13%, 5% and 3% of respondents’ answers for agree, neutral, strongly agree, disagree and strongly disagree of the sample respectively representing a cumulative percentage of 100%.

The respondents’ approval for MCC is giving attention for problems and sincere in solving them is also a little more above average achievement of MCC. So, this issue also requires a more serious concern in giving attention for problems and being sincere in solving them.

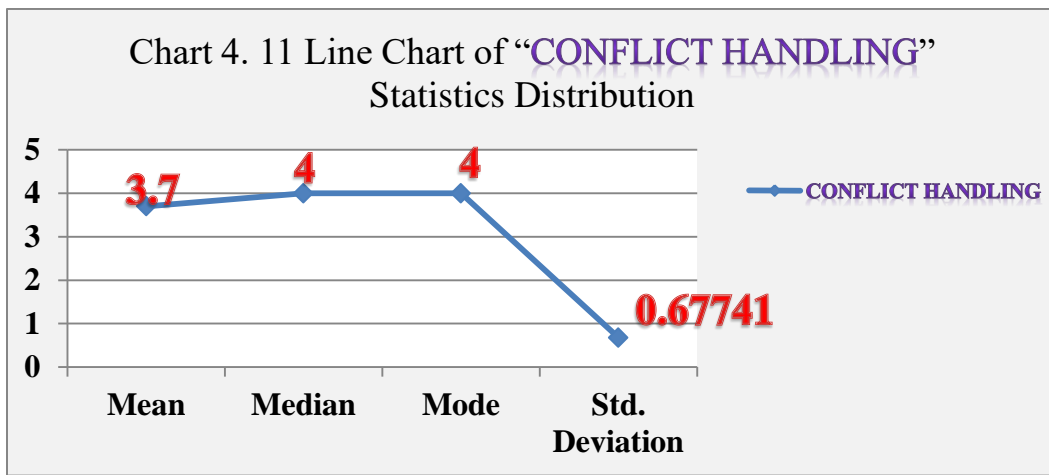
Table 4.33 Descriptive statistics of respondents’ reaction: Mean, Median, Mode, and Standard Deviation

CONFLICT HANDLING	N	Mean	Median	Mode	Std. Deviation
MCC makes every effort in avoiding and solving conflicts (CH18)	276	3.66	4.00	4	.822
Solve conflicts before it creates problems to our relationship(CH19)	276	3.71	4.00	4	.815
Ready, for discussions when problems arise and provides solutions(CH20)	276	3.85	4.00	4	.865
Quickly, responsive to all my complaints(CH21)	276	3.63	4.00	4	.809
Gives attention to problems and sincere in solving them (CH22)	276	3.67	4.00	4	.868
Valid N (List wise)	276				
Overall value for CONFLICT ANDLING =		3.70	4.00	4	.67741

Source: Own Survey, May 2020

Song et al (2006) suggested that the manner of conflict handling or management by the supplier can bring either constructive or destructive consequences.

In the above **Table 4.33**, the descriptive statistics of conflict handling was measured by five items. The overall mean, median, mode and standard deviation score values of conflict handling were 3.70, 4.00, 4, and 0.67741 respectively for 276 respondent customers of MCC Co. These score values of conflict handling illustrate that customer respondents have “agreed” on MCC Co.’s ways of conflict handling.



Source: Own Survey, May 2020

As shown in the standard deviation of conflict handling, the variability is lower. The overall score values of conflict handling show majority of the customer respondents’ approval on MCC’s ways of conflict handling. But still there is a gap in the topic. So, it is very crucial arranging and improving a thoughtful ways of conflict handling to the maximum height with the aim of avoiding destructive and securing constructive outcomes.

4.4.5. Customer Retention

Table 4.34 Descriptive statistics of respondents’ reaction:

MCC-Reporter / The Reporter Newspaper is my first choice

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	8	2.9	2.9	2.9
Disagree	4	1.4	1.4	4.3
Neutral	38	13.8	13.8	18.1
Agree	170	61.6	61.6	79.7
Strongly Agree	56	20.3	20.3	100.0
Total	276	100.0	100.0	

Source: Own Survey, May 2020

The descriptive statistics **Table 4.34**, displays (62%, n=170) reply for “Agree”; (20%, n=56), (14%, n=38), (3%, n=8) and (1%, n=4) answers for “Strongly Agree”, “Neutral”, “strongly disagree” and “disagree” respectively. 82% of the respondents’ replied their approvals on MCC’s Reporter and The Reporter Newspapers are their first choice.

As a result, from the sample of 276 reactions, 62%, 20%, 14%, 3% and 1% of respondents’ answers for agree, strongly agree, neutral, strongly disagree, and disagree of the sample respectively representing a cumulative percentage of 100%.

The commendable percentage of respondents’ approval achieved that MCC’s Reporter and The Reporter Newspapers are their first choice. However, there is a gap to win the respondents’ choice. Thus, improving its preference level and overall quality in a competitive market is commendable.

Table 4.35 Descriptive statistics of respondents’ reaction:

I am satisfied working with MCC

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	6	2.2	2.2	2.2
Disagree	9	3.3	3.3	5.4
Neutral	51	18.5	18.5	23.9
Agree	170	61.6	61.6	85.5
Strongly Agree	40	14.5	14.5	100.0
Total	276	100.0	100.0	

Source: Own Survey, May 2020

The descriptive statistics **Table 4.35**, presents (62%, n=170) reply for “Agree”; (19%, n=51), (14, n=40), (3%, n=9) and (2%, n=6) answers for “Neutral”, “Strongly Agree”, “disagree”, and “strongly disagree” respectively. The majority of respondents’, 76% replied for “agree” on “I am satisfied working with MCC.”

From the sample of 276 reactions, 62%, 19%, 14%, 3% and 2% of respondents’ answers for “agree”, “Neutral”, “Strongly Agree”, “disagree”, and “strongly disagree” of the sample respectively representing a cumulative percentage of 100%.

The respondents’ approval for they are satisfied working with MCC is moderately commendable achievement of MCC. But still requires some more improvements for addressing this question to achieve a complete support on the issue.

Table 4.36 Descriptive statistics of respondents’ reaction:

I have no intention to switch to other Print medias

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	26	9.4	9.4	9.4
Disagree	68	24.6	24.6	34.1
Neutral	117	42.4	42.4	76.4
Agree	57	20.7	20.7	97.1
Strongly Agree	8	2.9	2.9	100.0
Total	276	100.0	100.0	

Source: Own Survey, May 2020

The descriptive statistics **Table 4.36**, reveals (42%, n=117), major respondents’ reply for “Neutral”; (25%, n=68), (21, n=57), (9%, n=26) and (3%, n=8) answers for “disagree”, “agree”, “strongly disagree” and “strongly agree” respectively. The majority of respondents’, 42% replied for “neutral”; however, 25% of respondents’ disagreed and 21% agreed on “I have no intention to switch to other Print Medias.”

From the sample of 276 reactions, 42%, 25%, 21%, 9% and 3% of respondents’ answers for “Neutral”, “disagree”, “agree”, “strongly disagree” and “Strongly Agree” of the sample respectively representing a cumulative percentage of 100%.

The higher percentage of respondents disapproved a question for they have no intention to switch to other Print Medias. Thus, some improvements and arrangements for this question might contribute to obtain their improved and complete approval on the question.

Table 4.37 Descriptive statistics of respondents’ reaction:

I am giving positive-word-of-mouth testimonies to friends and colleagues

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	4	1.4	1.4	1.4
Disagree	10	3.6	3.6	5.1
Neutral	52	18.8	18.8	23.9
Agree	180	65.2	65.2	89.1
Strongly Agree	30	10.9	10.9	100.0
Total	276	100.0	100.0	

Source: Own Survey, May 2020

The above descriptive statistics **Table 4.37**, discloses (65%, n=180), major respondents’ reply for “agree”; (19%, n=52), (11, n=30), (4%, n=10) and (1%, n=4) answers for “neutral”, “strongly agree”, “disagree” and “strongly disagree” respectively. The majority of respondents’, 76% agreed and 5% disagreed on “I am giving positive-word-of-mouth testimonies to friends and colleagues.”

From the sample of 276 reactions, 65%, 19%, 11%, 4% and 1% of respondents’ answers for agree, “Neutral”, “Strongly Agree”, “disagree”, and “strongly disagree” of the sample respectively representing a cumulative percentage of 100%.

The respondents’ approval for I am giving positive-word-of-mouth testimonies to friends and colleagues is somewhat more achievement of MCC. Thus, this issue requires a more comprehensive effective customer relationship marketing efforts and attention to get their complete approval on testimonies.

Table 4.38 Descriptive statistics of respondents’ reaction:

I am very happy and benefited in using its product/services

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	4	1.4	1.4	1.4
Disagree	12	4.3	4.3	5.8
Neutral	37	13.4	13.4	19.2
Agree	176	63.8	63.8	83.0
Strongly Agree	47	17.0	17.0	100.0
Total	276	100.0	100.0	

Source: Own Survey, May 2020

The descriptive statistics **Table 4.38**, tells (64%, n=176), major respondents’ reply for “agree”; (17%, n=47), (13, n=37), (5%, n=12) and (1%, n=4) answers for “strongly agree”, “neutral”, “disagree”, and “strongly disagree” respectively. The majority of respondents’, 81% agreed on “I am very happy and benefited in using its product/services.” However, 6% of respondents’ disagreed and 13% neutral.

From the sample of 276 reactions, 64%, 17%, 13%, 5% and 1% of respondents’ answers for “agree”, “neutral”, “strongly agree”, “disagree”, and “strongly disagree” of the sample respectively representing a cumulative percentage of 100%.

So, higher number of respondents approved that they are very happy and benefited in using its product/services. This reveals that its products or services have met the standards and their expectations of the respondent customers. But, MCC should strengthen more to achieve a comprehensive respondents’ agreement as well.

Table 4. 39 Descriptive statistics of respondents’ reaction:

Prices are fair and reasonable

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	7	2.5	2.5	2.5
Disagree	40	14.5	14.5	17.0
Neutral	118	42.8	42.8	59.8
Agree	98	35.5	35.5	95.3
Strongly Agree	13	4.7	4.7	100.0
Total	276	100.0	100.0	

Source: Own Survey, May 2020

The descriptive statistics **Table 4.39**, tells (43%, n=118), major respondents’ reply for “neutral”; (35%, n=98), (14%, n=40), (5%, n=13) and (3%, n=7) answers for “agree”, “disagree”, “strongly agree”, and “strongly disagree” respectively. The majority of respondents’, 43% are neutral on “prices are fair and reasonable.” But, 40% of the respondents’ agreed and 17% remain disagreed.

From the sample of 276 reactions, 43%, 35%, 14%, 5% and 3% of respondents’ answers for “neutral”, “agree”, “disagree”, “strongly agree”, and “strongly disagree” of the sample respectively representing a cumulative percentage of 100%.

Accordingly, above average percentage of respondents disapproved questions for prices are fair and reasonable. This gives a sign that MCC needs to improve some price arrangements so as to obtain their complete approval on the question.

Table 40 Descriptive statistics of respondents' reaction:

I am truly doing a meaningful business with MCC

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	8	2.9	2.9	2.9
Disagree	8	2.9	2.9	5.8
Neutral	54	19.6	19.6	25.4
Agree	156	56.5	56.5	81.9
Strongly Agree	50	18.1	18.1	100.0
Total	276	100.0	100.0	

Source: Own Survey, May 2020

The descriptive statistics **Table 4.40**, expresses (56%, n=156), major respondents' reply for "agree"; (20%, n=54), (18, n=50), (3%, n=8) and (3%, n=8) answers for "neutral", "strongly agree", "disagree", and "strongly disagree" respectively. The majority of the respondents', 74% agreed on "I am truly doing a meaningful business with MCC." On the other hand, 20% of the respondents' are neutral and 6% disagreed.

From the sample of 276 reactions, 56%, 20%, 18%, 3% and 3% of respondents' answers for "agree", "neutral", "strongly agree", "strongly disagree", and "disagree" of the sample respectively representing a cumulative percentage of 100%.

MCC has got a large amount of the respondents' agreement on truly doing a meaningful business with MCC. This is a commendable achievement for MCC. However, it should act, improve and exercise more efforts to catch the total respondents' agreement on the issue.

Table 41 Descriptive statistics of respondents' reaction:

I am pleased and will remain using its product/services

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	5	1.8	1.8	1.8
Disagree	5	1.8	1.8	3.6
Neutral	42	15.2	15.2	18.8
Agree	167	60.5	60.5	79.3
Strongly Agree	57	20.7	20.7	100.0
Total	276	100.0	100.0	

Source: Own Survey, May 2020

The descriptive statistics **Table 4.41**, displays (60%, n=167), major respondents' reply for "agree"; (21%, n=57), (15, n=42), (2%, n=5) and (2%, n=5) answers for "strongly agree", "neutral", "disagree", and "strongly disagree" respectively. The majority of the respondents', 81% agreed on "I am pleased and will remain using its product/services." However, 4% of the respondents' disagreed and 15% remained neutral.

From the sample of 276 answers, 60%, 21%, 15%, 2% and 2% of respondents' answers for "agree", "strongly agree", "neutral", "strongly disagree", and "disagree" of the sample respectively representing a cumulative percentage of 100%.

Accordingly, higher number of respondents approved that they are pleased and willing to remain using MCC's product or services. This discloses that its effort that has been done to retain its customers. But, in order to achieve a comprehensive respondents' approval on the matter, MCC should strengthen relationship efforts.

Table 4.42 Descriptive statistics of respondents' reaction: Mean, Median, Mode, and Standard Deviation

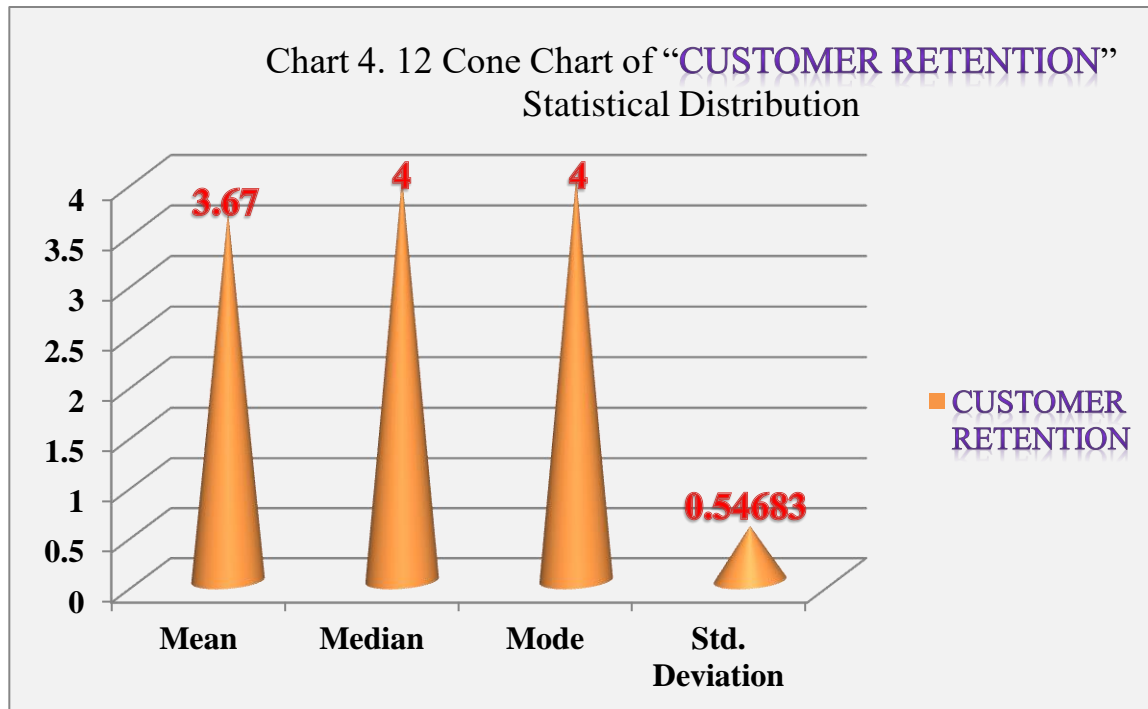
CUSTOMER RETENTION	N	Mean	Median	Mode	Std. Deviation
MCC – Reporter / The Reporter Newspaper is my first choice	276	3.95	4.00	4	.812
I am satisfied working with MCC	276	3.83	4.00	4	.793
I have no intention to switch to other Print medias	276	2.83	3.00	3	.959
I am giving positive-word-of-mouth testimonies to friends & colleagues	276	3.80	4.00	4	.732
I am very happy and benefited in using its product/services	276	3.91	4.00	4	.776
Prices are fair and reasonable	276	3.25	3.00	3	.853
I am truly doing a meaningful business with MCC	276	3.84	4.00	4	.855
I am pleased and will remain using its product/services	276	3.96	4.00	4	.771
Valid N (List wise)	276				
Overall values for CUSTOMER RETENTION =		3.67	4.00	4	.54683

Source: Own Survey, May 2020

Eriksson and Lofmarck (2000) relate customer retention to a general sense of satisfaction that the relationship has fulfilled their demands or increased their profits.

The above **Table 4.42** shows that the descriptive statistics of customer retention was measured by five items. The overall mean, median, mode and standard deviation score values of customer retention were 3.67, 4.00, 4, and 0.54683 respectively for 276 respondent customers of

MCC. These score values proved that majority respondents have satisfied to retain as customer of MCC.



Source: Own Survey, May 2020

Bhardwaj (2007) points out that the key challenge facing all marketers today is in identifying modalities of enhancing customer loyalty and retention.

As shown in the standard deviation of customer retention, the variability is lower. The overall score values of customer retention confirm that more respondents' are willing to remain as customer of MCC. But still there is a gap in retaining customers. So, it is very important selecting customer retention modalities carefully to maximize the growth of customer retention.

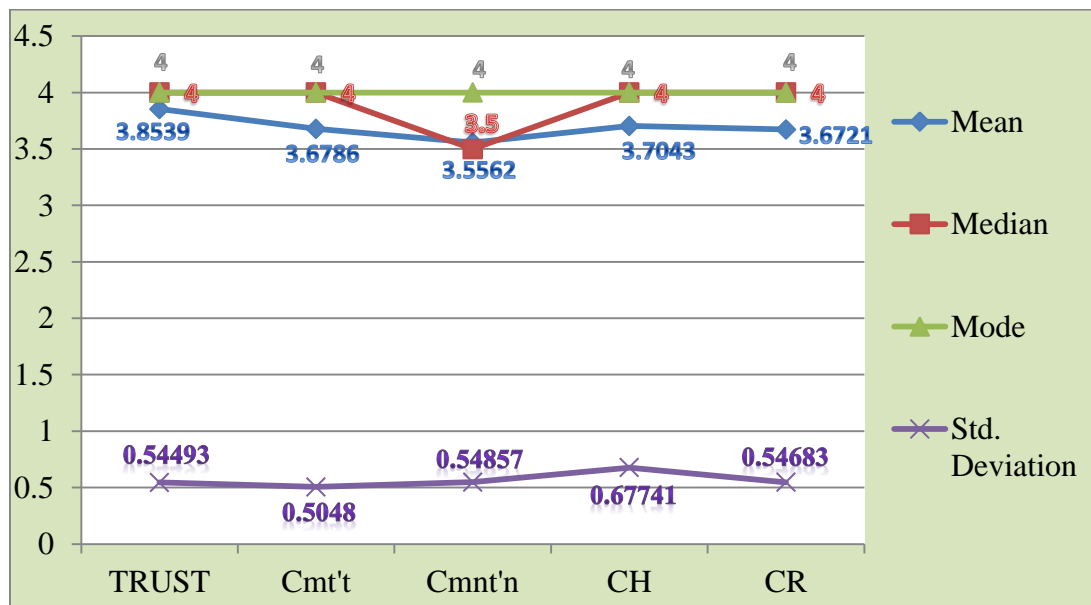
Table 4.43 Respondents' IVs and DV: Mean, Median, Mode, and Standard Deviation

IVs and DV	N	Mean	Median	Mode	Std. Deviation
Trust	276	3.8539	4.00	4	.54493
Commitment	276	3.6786	4.00	4	.50480
Communication	276	3.5562	3.50	4	.54857
Conflict Handling	276	3.7043	4.00	4	.67741
Customer Retention	276	3.6721	4.00	4	.54683

Source: Own Survey, May 2020

In **Table 4.43** above, Respondents' IVs and DV dimensions of the central tendency: Mean, Median, Mode and Standard Deviation of Trust 3.85, 4.00, 4, 0.54493; Commitment 3.68, 4.00, 4, 0.50480; Communication 3.56, 3.50, 4, 0.54857; Conflict Handling 3.70, 4.00, 4, 0.67741; and Customer Retention 3.67, 4.00, 4, 0.54683 respectively revealed the respondents' agreement.

Chart 4. 13 Line Chart of "IVS & DV" Statistical Distribution:



Source: Own Survey, May 2020

Accordingly, the central tendency values of IVs displayed above substantiated that the predictor variables: Trust, Commitment, Communication and Conflict Handling, have vital power on the DV, Customer Retention. In order to satisfy and retain more customers, MCC should work more on communication as its mean and median values indicated lower.

4.5. Correlations Analyses:

Correlation is primarily concerned with finding out whether a relationship exists and determining its magnitude and direction. Correlational studies were attempted to find the extent to which this study variables were related. Accordingly, in this study Pearson correlation coefficient test was performed in order to measure the degree of association between the dependent variable and independent variables.

Table 4. 44 Correlations

		Trust	Commitment	Communication	Conflict Handling	Customer Retention
Trust	Pearson Correlation	1	.711**	.372**	.495**	.644**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	276	276	276	276	276
Commitment	Pearson Correlation	.711**	1	.494**	.547**	.645**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	276	276	276	276	276
Communication	Pearson Correlation	.372**	.494**	1	.536**	.523**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	276	276	276	276	276
Conflict Handling	Pearson Correlation	.495**	.547**	.536**	1	.616**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	276	276	276	276	276
Customer Retention	Pearson Correlation	.644**	.645**	.523**	.616**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	276	276	276	276	276

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Own Survey, May 2020

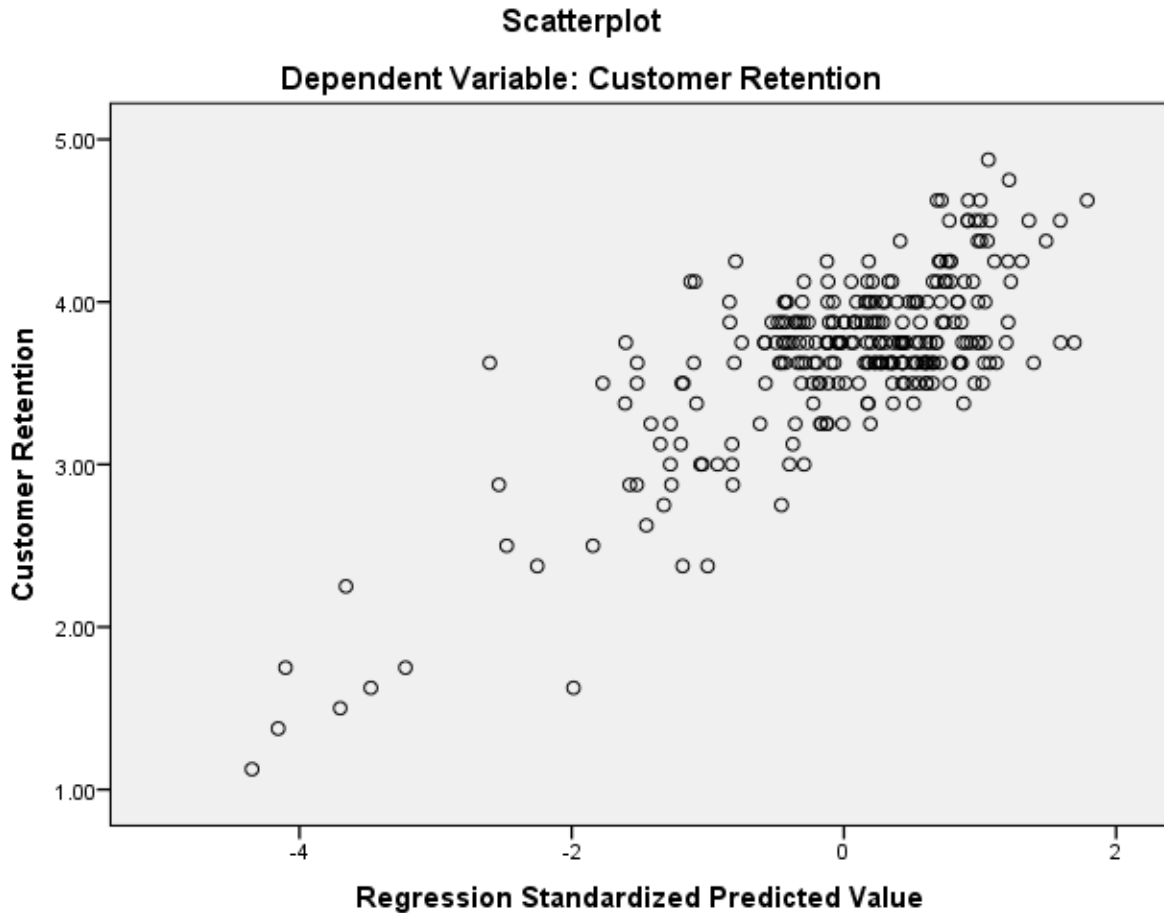
The **Table 4.44** above illustrates that the correlation between the DV, Customer Retention and the IVs: trust, commitment, communication and conflict handling is positive and statistically significant ($p < 0.001$) with correlation coefficients of 0.644, 0.645, 0.523 and 0.616 respectively.

4.6. Regressions Assumption Tests:

Assumptions such as Linearity, Normality and Multicollinearity assumptions were tested prior the regressions analyses assessment.

4.6.1. Linearity:

Figure 4.1 scatter plot



As shown on the scatter plot above, there is linearity between regression standardized predicted values and the dependent variable, customer retention. Thus, there is a reasonable linearity between IVs: trust, commitment, communication, conflict handling; and DV, customer retention.

4.6.2. Normality:

Figure 4. 2 Histogram

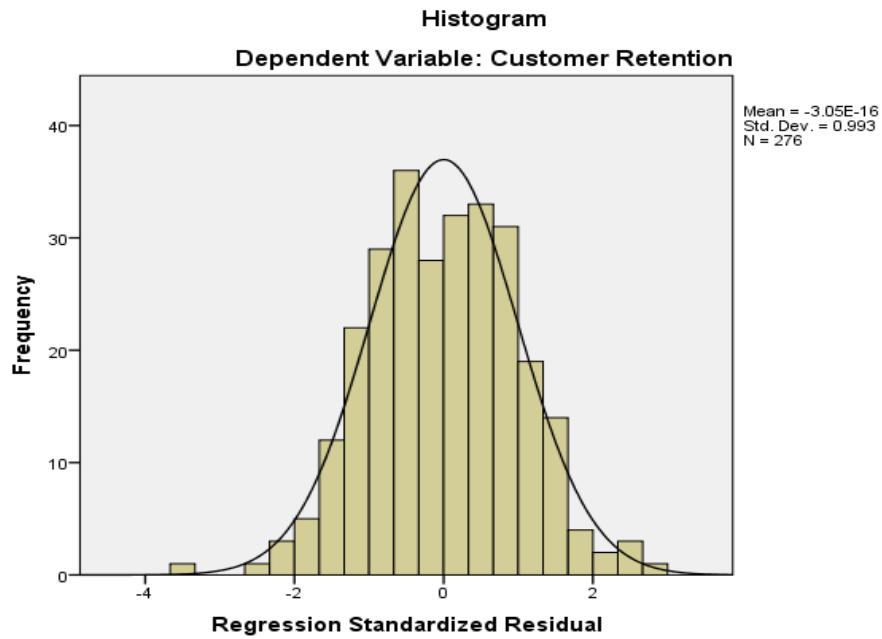
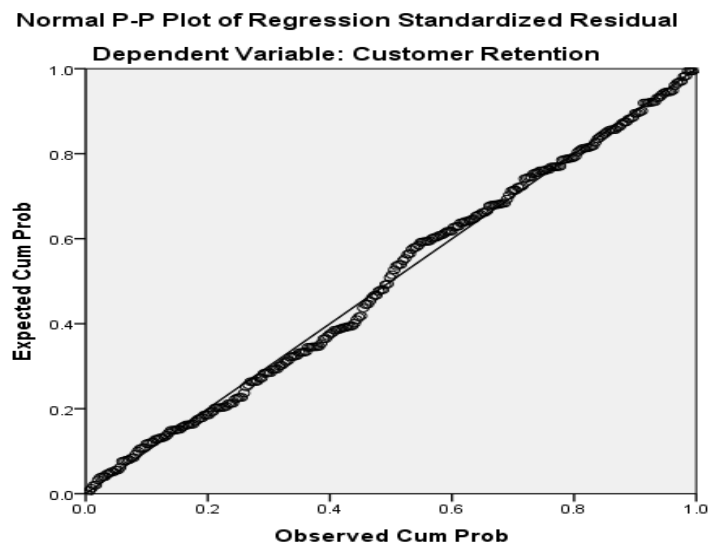


Figure 4. 3 Normal P-P Plot of Standardized Residual



As illustrated on **Figure 4.2 Histogram** and **Figure 4.3 Normal P-P Plot of Standardized Residual**, the variables are normally distributed.

4.6.3. Multicollinearity:

Multicollinearity refers to the situation in which the independent/predictor variables are highly correlated. When independent variables are multicollinear, there is “overlap” or sharing of predictive power (Dillon, 1993).

Table 4.45 Collinearity Statistics

Model	Collinearity Statistics		
	Tolerance	VIF	
1	Trust	.478	2.092
	Commitment	.417	2.400
	Communication	.655	1.528
	Conflict Handling	.587	1.703

Source: Own Survey, May 2020

In this study, multicollinearity was checked using the Tolerance and variance inflation factor, VIF value. As presented in the above **Table 4.45**, all the independent variables have a “Tolerance” values > 0.10 and the “VIF” values < 10 are quite acceptable. Therefore, there is no multicollinearity problem in the predictor variables of this study.

4.7. Multiple Regressions Analyses:

4.7.1 Regression of Model Summary:

Table 4. 46 Regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.760 ^a	.578	.571	.35797	.578	92.681	4	271	.000

a. Predictors: (Constant), Conflict Handling, Trust, Communication, Commitment

Source: Own Survey, May 2020

Multiple regression analysis is the study of how a dependent variable is related to two or more independent variables (Wooldridge, 2013). It is a statistical technique used to find the best prediction.

In the Model Summary table, **Table 4.46** represents the predictor variables: Trust, Commitment, Communication and Conflict Handling. The result shows that predictor variables accounted for 58% of the variance ($R^2 = 0.578$, 58 %) which is the value of the variation in the measurement of dependent variable. This result suggests that the predictor variables have a positive and significant effect on the predicted variable, customer retention. The remaining 42% of the variations are other variables which were not contained in this study.

The Model Summary, **Table 4.46** also illustrates the multiple correlation coefficients $R = 0.760$ is in between -1 and +1, $p < 0.001$. This proves that the predictor variables: Trust, Commitment, Communication and Conflict Handling have a positive and significant effect on the dependent variable, Customer Retention.

4.7.2 Regression of ANOVA^a

Table 4.47 ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	47.505	4	11.876	92.681	.000^b
Residual	34.726	271	.128		
Total	82.231	275			

a. Dependent Variable: Customer Retention

b. Predictors: (Constant), Conflict Handling, Trust, Communication, Commitment

Source: Own Survey, May 2020

In the ANOVA table, Table 4.47 above, the F value serves to test how well the regression model fits the data. F value = 92.68, with a significance level of $p < 0.001$ shows that the dependent variable, Customer Retention is positively and significantly affected by the respective predictor Variables: Trust, Commitment, Communication and Conflict Handling. Thus, the null hypotheses that there is no positive and significant relationship between the predictors and dependent variable are rejected.

4.7.3 Regression of Coefficients^a

Table 4.48 Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
	B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
(Constant)	.300	.183		1.642	.102	-.060	.660		
Trust	.312	.057	.311	5.442	.000	.199	.425	.478	2.092
Commitment	.213	.066	.196	3.208	.001	.082	.343	.417	2.400
Communication	.168	.049	.168	3.451	.001	.072	.264	.655	1.528
Conflict Handling	.214	.042	.265	5.141	.000	.132	.296	.587	1.703

a. Dependent Variable: Customer Retention

Source: Own Survey, May 2020

In the Coefficients^a Table 4.48, presents the standardized **Beta** coefficient between the predictor variables Trust, Commitment, Communication and Conflict Handling and the dependent variable customer retention. The Beta coefficient is shown to be positive and statistically significant at $p < 0.05$ level.

Thus, the higher the predictors value, the higher the predicted value. The predictor variables': Trust, Commitment, Communication and Conflict Handling, Beta (β) values are: **0.311**, **0.196**, **0.168** and **0.265** respectively; and t values are 5.442, 3.208, 3.451, and 5.141 respectively as well. Examining the Beta weights (standardized regression coefficients), it can be seen that all the four variables are significant predictors of the predicted variable, customer retention.

Thus, Regression - Coefficients^a displayed above substantiated that the Coefficients^a for all the predictor variables have a positive and significant effect on the dependent variable, corporate subscriber customers retention.

4.7.4 Prediction Equation of Regression:

The prediction equation is: $Y' = A + B_1X_1 + B_2X_2 + B_3X_3 + B_4X_4$.

Where Y' = the predicted dependent variable, A = Constant, B_1 , B_2 , B_3 , and B_4 = unstandardized regression coefficient, and X_1 , X_2 , X_3 , and X_4 = values of the predictor variables.

Predicted Variable, corporate subscriber customers retention,

$$Y' = 0.300 + (0.311 * \text{Trust}) + (0.196 * \text{Cmt}'t) + (0.168 * \text{Cmm}'n.) + (0.265 * \text{Cnfl}'t\text{-Hndl}'g)$$

Thus, for Trust, Commitment (Cmt't), Communication (Cmm'n) and Conflict Handling (Cnfl't-Hndl'g) have values of 3.85, 3.68, 3.56 and 3.7 respectively; the predicted corporate subscriber customers retention will be:

Predicted customer retention (Y'),

$$\begin{aligned} Y' &= 0.300 + (0.311 * 3.85) + (0.196 * 3.68) + (0.168 * 3.56) + (0.265 * 3.70) \\ &= 0.300 + 1.198 + 0.721 + 0.597 + 0.980 = \mathbf{3.80}. \end{aligned}$$

However, in the **Model Summary Table 4.47**, the **Standard Error of the Estimate** is 0.35797. This means that at the 95% confidence interval, the predicted customer retention value 3.80 lies between the values of **3.10 and 4.50**. [i.e., $3.10 = (3.80 - (1.96 * 0.35797))$ and $4.50 = (3.80 + (1.96 * 0.35797))$].

The predicted value of 3.8 would suggest that the predictor variables would attribute moderate agreement to retain MCC customers'.

The prediction equation of regression result clearly indicates the cause and effect of the relationship between the predictor variables and predicted variable.

A measure of the strength of the computed equation is **R-square**, sometimes called the **coefficient of determination**. R-square is simply the square of the multiple correlation coefficient listed under **R** in the **Model Summary Table 4.47**, and represents the proportion of variance accounted for in the DV (corporate subscriber customers retention) by the predictor variables (Trust, Commitment, Communication and Conflict Handling). R-square is 0.578. Thus, for this sample, the predictor variables have explained 58% of the variance in the dependent variable.

4.8 Hypotheses Testing, Interpretation and Discussions of Results:

4.8.1 Hypotheses Testing:

To test the hypothesized relationships, quantitative data collected from MCC Co. customer respondents were entered and analyzed using SPSS version 20. Descriptive statistics were carried out to study the demographic characteristics of respondents and the results were summarized as frequencies and percentages. Furthermore, several methods of analyses were applied including correlations, multiple regressions of linearity, normality, multicollinearity, model summary, ANOVA^a and coefficients^a.

In the correlation analyses, the relationship between IV (independent variables) and DV (dependent variable) were resulted as positive and significant. Also as indicated in the multiple regressions analyses, it was identified the predictor variables which are the relationship marketing constructs have the power of explaining a predicted variable. Accordingly, from these analyses it is revealed that all the study IVs: Trust, Commitment, Communication and Conflict Handling have positive and significant effect on the DV, customer retention.

- H₁:** The Trust on MCC Company in Addis Abeba has Positive and Significant effect on corporate subscriber customer retention ($\beta = 0.311, \rho < 0.05$). The null hypothesis rejected.
- H₂:** The Commitment of MCC Company in Addis Abeba has Positive and Significant effect on corporate subscriber customer retention ($\beta = 0.196, \rho < 0.05$). The null hypothesis rejected.
- H₃:** The Communication of MCC Company in Addis Abeba has Positive and Significant effect on retaining corporate subscriber customers ($\beta = 0.168, \rho < 0.05$). The null hypothesis rejected.
- H₄:** The Conflict-handling of MCC Company in Addis Abeba has Positive and Significant effect on corporate subscriber customer retention ($\beta = 0.265, \rho < 0.05$). The null hypothesis rejected.

Table 4.49 Hypotheses Results

Hypotheses	Predictor Variables	Statements of Hypotheses	Methods of Analyses	Results
H₁:	Trust	<ul style="list-style-type: none"> ▪ Trust has positive and significant effect on corporate subscriber customer retention. 	Correlations & Multiple Regressions Analyses	$\beta = +0.311$ $\rho < 0.05$ Significant The null hypothesis rejected.
H₂:	Commitment	<ul style="list-style-type: none"> ▪ Commitment has positive and significant effect on corporate subscriber customer retention. 	»	$\beta = +0.196$ $\rho < 0.05$ Significant The null hypothesis rejected.
H₃:	Communication	<ul style="list-style-type: none"> ▪ Communication has positive and significant effect on corporate subscriber customer retention. 	»	$\beta = +0.168$ $\rho < 0.05$ Significant The null hypothesis rejected.
H₄:	Conflict Handling	<ul style="list-style-type: none"> ▪ Conflict Handling has positive and significant effect on corporate subscriber customer retention. 	»	$\beta = +0.265$ $\rho < 0.05$ Significant The null hypothesis rejected.

Source: Own Survey, May 2020

4.8.2 Interpretation and Discussions of Results:

The purpose of this study was to examine, understand and predict the effect of customer relationship marketing on customers' retention of the Media & Communication Center (MCC) Company, publisher of Reporter and The Reporter Newspapers. For this study, the questionnaire method was used and data were collected from 276 customer respondents and analyzed. The questionnaire contains two parts, Part-I and Part-II.

Part-I: In this part customer respondents' demographic profile: age, gender, education level, marital status, occupation, income, and years of being customer of MCC Co. were presented; and in Part-II the main survey constructs of this study: trust, commitment, communication, conflict handling and customer retention; and their sub-part questions of the survey were presented.

On part one of gender, males were found as a major respondents; and for age scale age scale of 36 – 45 (41%) was revealed as the major respondents. Age scale of 26 – 35 (28%) and 46 – 55 (19%) years old also stood as a second and a third level respondent respectively.

Although the majority customers are male and married both sexes are MCC customers; and more of its customers are in between 36 and 55 years of age. This could indicate the upcoming advantages and focus area of MCC's potential customers for relationship marketing effectiveness.

The major customers of MCC were educated and graduates of university: 51% were university post graduates and 47% were university graduates. Educated customers are not as such careless in choosing business product/service dealers.

This is an opportunity having educated and graduates as its customers. They could give constructive comments in their relationship with MCC and could share their knowledge as well. Thus, MCC should implement quality relationship marketing activities in keeping the standards of their desires and pleasing to get the benefit from them.

In the case of income, 40% of the MCC respondents earn monthly from 10,000 to 20,000 Birr followed by 30% earning more than 20,000 Birr; and 67% of respondents were private employees followed by 30% self-employees/business owners. This is additional opportunity for MCC that its customers could pay for the products or services; and reached both the public and private sectors and could enlarge its circulation further.

Regarding years of being customer of MCC-Reporter and The Reporter Newspapers, 40% of respondents were in the 1-5 years of range and the other 40% in the 6-10 years of range.

Combining these two ranges, 80% of respondents were retained as customers of MCC for less than a decade. For different reasons, customers will retain or leave.

This study reveals that MCC's effort on implementing customer relationship marketing concepts before a decade ago was very weak. This was the main reason why MCC couldn't retain more of its customers in the first one and half decade since its formation. But, later on its efforts become increasing. Therefore, MCC's professional marketers should enforce and continue performing relationship marketing concepts broadly in order to retain more customers and acquire higher profit.

This study identified four building blocks of customer relationship marketing: trust, commitment, communication and conflict handling that develop effective customer retention in MCC and their result is disclosed as follows.

- i. The correlation coefficients of the dependent variable, Customer Retention and the independent variables: trust, commitment, communication and conflict handling is positive and statistically significant ($\rho < 0.001$) with correlation coefficients of +0.644, +0.645, +0.523 and +0.616 respectively.
- ii. The predictor variables: trust, commitment, communication and conflict handling accounted for 58% of the variance ($R^2 = 0.578, 58\%$) which is the value of the variation in the measurement of predicted variable, Customer Retention. This result suggests that the predictor variables have a positive and significant effect on the predicted variable.
- iii. The multiple correlation coefficients $R = 0.760$ is in between -1 and +1, $\rho < 0.001$. This proves that the predictor variables have a positive and significant effect on the predicted variable.
- iv. In the ANOVA regression the F value = 92.68 with a significance level of $\rho < 0.001$ expresses that the predicted variable is positively and significantly resulted by the respective predictor Variables.
- v. The regression coefficients with a significance level of $\rho < 0.05$ and Beta (β) values 0.311, 0.196, 0.168 and 0.265 respectively reveals all the four IVs are positively significant predictors of Customer Retention. Thus, this substantiated that all the predictor variables have a positive and significant effect on the dependent variable, Customer Retention.
- vi. The prediction equation of regression measurement result clearly indicates the cause and effect of the relationship between the predictor variables and predicted variable.

Predicted customer retention,

$$Y' = 0.300 + (0.311*3.85) + (0.196*3.68) + (0.168*3.56) + (0.265*3.70)$$

$$= 0.300 + 1.198 + 0.721 + 0.597 + 0.980 = 3.80.$$

However, in the **Model Summary Table 4.47**, the **Standard Error of the Estimate** is 0.35797. This means that at the 95% confidence interval, the predicted customer retention value **3.80** lies between the values of **3.10 & 4.50**. [i.e., $3.10 = (3.80 - (1.96*0.35797))$ and $4.50 = (3.80 + (1.96*0.35797))$]; **3.10, Y', 4.5**.

Table 4.50 Summary of Multiple Regressions

	Predictor Variables	R	R2	Regressions ANOVA^a F Value	Regressions Coefficients^a
1	Trust	0.760	0.580 58%	92.68	+0.311
2	Commitment				+0.196
3	Communication				+0.168
4	Conflict Handling				+0.265

a. Dependent Variable: Customer Retention
 $\rho < 0.001$

Source: Own Survey, May 2020

As presented in the above **Table 4.50**, the findings of Trust, Commitment, Communication and Conflict Handling for regression coefficients 0.311, 0.196, 0.168, 0.265 respectively with $\rho < 0.001$. Consequently, this shows that all the predictor variables have strong, positive and significant relationship with the predicted variable, customer retention.

4.9 Discussions of findings:

The finding of Sin et al., (2002 and 2005) has demonstrated that, trust and communication have effective relational association on customer retention; and Wongsansuk Charonet al., (2015) findings also confirmed trust and communication have indirect influence on customer retention. Soimo & Wagoki, (2015), research showed that Customer trust is a relationship marketing key and effects on customer retention; and Rootman, Tait & Sharp (2011) indicated, communication has a positive influence on customer retention; Bataineh et al., (2015) revealed, communication has an effect on customer retention. In the same way, this research also proved that trust and communication have effective relational association on customer retention.

Kanti & Dixit (2014), revealed complaint handling has significant effects on customer retention; Kwan & Carlson (2016), also substantiated communication and harmonious conflict resolution leads to a direct positive impact on customer retention. Similarly, this research's findings led to positive and significant effect.

The research of Asif Ur Rahman & Masoom, (2012) revealed that customer relationship marketing affects customer retention. Likewise, this study also found that relationship marketing has a strong effect on customers' retention.

Chapter Five

5. Summary, Conclusion, Recommendation, Research Limitations and Future Research Suggestions:

5.1 Introduction:

Chapter five provides research summary, conclusion and recommendation of the study; including research limitations and future study suggestions as follows.

5.2 Summary of the Study:

This study examined and predicts the effect of customer relationship marketing on customers' retention of the Media & Communication Center (MCC) Company, publisher of Reporter and The Reporter Newspapers. Using the questionnaire method data were collected from 276 customer respondents and analyzed. The questionnaire was containing two parts, Part-I and Part-II.

Part-I: presented customer respondents' demographic profile of age, gender, education level, marital status, occupation, income, and years of being customer of MCC; Part-II the main survey constructs of the study: trust, commitment, communication, conflict handling and customer retention; and sub - questions of the constructs.

The major respondents were males; and for age, the major respondents in the age scale were 36 – 45 (41%), 26 – 35 (28%) and 46 – 55 (19%) years old in descending order.

Although the majority customers are male and married both sexes are MCC customers; and more of its customers are in between 36 and 55 years of age. This could indicate the upcoming advantages and focus area of MCC's potential customers for relationship marketing effectiveness.

The main customers of MCC are educated and graduates of university. This is an opportunity having educated and graduates as its customers. They could give constructive comments in their relationship with MCC and could share their knowledge as well. Thus, MCC should implement quality relationship marketing activities in keeping the standards of their desires and pleasing to get the benefit from them.

On the subject of income and occupation, 40% of the respondents earn 10,000 to 20,000 Birr followed by 30% earn more than 20,000 Birr and 30% earn less than 10,000 Birr monthly; and the respondents' occupation were private employees and self-employees/business owners,

government employees, and non-government employees in descending order. This is additional opportunity for MCC that its customers could pay for the products or services; and reached both the public and private sectors and could enlarge its circulation further.

Regarding years of being customer of MCC Company, publisher of Reporter and The Reporter Newspapers, large percentage of respondents, i.e., briefly 80% were retained as customers of MCC Company for less than a decade.

This study reveals that MCC's effort on implementing customer relationship marketing concepts before a decade ago was very weak. This was the main reason why MCC couldn't retain more of its customers in the first one and half decade since its formation. But, later on its efforts become increasing. Therefore, MCC's professional marketers should enforce and continue performing relationship marketing concepts broadly in order to retain more customers and acquire higher profit.

The validity of the measuring instrument was checked by way of screening and cleaning the data prior the data analyses to ensure its accuracy. Besides, the Reliability of the questionnaires was conducted on the DV and IVs. The reliability of the questionnaires was measured using the Cronbach's Alpha Coefficient. the Cronbach's alpha for all the items is greater than 0.70 indicating that all of the items are reliable and the entire test is internally consistent. Cronbach's alpha for the overall internal consistency among the items was 0.86, which is higher than 0.70 and this confirmed that the measuring instrument is very reliable.

To predict IVs effectiveness on DV: customer retention of MCC, four customer relationship marketing constructs: trust, commitment, communication and conflict handling were applied; and the findings of these constructs summary proved as follows:

Trust was measured by six items. The variability is lower as shown in the standard deviation of trust. Thus, the overall score values of trust indicated customer respondent's agreement on trusting MCC.

Commitment was measured by seven items. The variability is lower as shown in the standard deviation of commitment. So, the overall score values of commitment indicated customer respondent's agreement on MCC's commitment.

Communication was measured by four items. The variability is lower as shown in the standard deviation of communication. So, the overall score values of communication indicated the majority of the customer respondent's agreement on MCC's ways of communication.

Conflict handling was measured by five items; as shown in the standard deviation of conflict handling, the variability is lower. Thus, the overall score values of conflict handling exhibited the majority of the customer respondent's agreement on MCC's ways of conflict handling.

Customer retention was measured by five items. As shown in the standard deviation of customer retention, the variability is lower. Accordingly, the overall score values of customer retention disclosed that a higher number of customer respondents' are willing to remain as customer of MCC.

The hypothesis test result analyses revealed that all the study IVs: Trust, Commitment, Communication and Conflict Handling have positive and significant effect on the DV, customer retention.

- H₁:** The Trust on MCC Company in Addis Abeba has Positive and Significant effect on corporate subscriber customer retention. The null hypothesis rejected.
- H₂:** The Commitment of MCC Company in Addis Abeba has Positive and Significant effect on corporate subscriber customer retention. The null hypothesis rejected.
- H₃:** The Communication of MCC Company in Addis Abeba has Positive and Significant effect on retaining corporate subscriber customer. The null hypothesis rejected.
- H₄:** The Conflict-handling of MCC Company in Addis Abeba has Positive and Significant effect on corporate subscriber customer retention. The null hypothesis rejected.

Methods of analyses were used including correlations significant, multiple regressions assumption tests (i.e., linearity, normality, and multicollinearity), multiple correlation coefficients R, regressions ANOVA^a and regressions coefficients^a.

The correlation coefficients of the DV and IVs were found positive and statistically significant; the predictor variables accounted for 58% of the variance which is the value of the variation in the measurement of predicted variable; this result suggests that the predictor variables have a positive and significant effect on the predicted variable; the remaining 42% of the variations are other variables which were not contained in this study.

The multiple correlation coefficients R, the ANOVA^a regression, the regression coefficients^a proved that the predictor variables, trust, commitment, communication and conflict handling have a positive and significant effect on the predicted variable, Customer Retention.

Similarly, the prediction equation of regression measurement has also proved that the predictor variables have a positive and significant effect on the predicted variable.

In comparison with former researchers' findings, this study also found similarity that relationship marketing concepts have a strong effect on customers' retention.

5. 3 Conclusion of the Study:

Marketing is no longer just about developing, selling and delivering products or services (Gilbert & Choi, 2003) but is now increasingly concerned with the development and maintenance of mutually satisfying long term relationships with customers (Buttle, 1996).

So, since this study has been focused on predicting the effect of customer relationship marketing on retaining customers of the MCC, disclosed its findings as follows: The correlation between the DV and the IVs, the central tendency of IVs and the multiple regressions analyses also confirmed all the four tested constructs of relationship marketing remain as significant and positive predictors of the predicted variable, customer retention.

The comprehensive result of retention of corporate subscriber customers, confirmed that more respondents' are willing to remain as customer of MCC than leaving. However the result also shows the presence of a little gap in retaining customers as well.

So, it is very important identifying relationship constructs and execute them carefully to maximize the growth of retention of corporate subscriber customers. Therefore, customer relationship marketing has significantly positive effect on retaining corporate subscriber customers.

5.4 Recommendations:

- 1) To check and evaluate the level of customer retention and the extent of the effect of customer relationship marketing concepts, MCC should develop practical evidence how to increase and retain potential customers.
- 2) For a number of different reasons, customers either leave or retain with their product or service supplier companies. Thus, MCC should monitor and continue executing customer retention efforts, i.e., customer relationship marketing concepts, in order to avert its potential corporate customers from leaving.
- 3) The higher percentage of MCC major customers was educated and graduates and post graduates of university. Accordingly, MCC should carry out quality and standard relationship marketing activities and meet the desires of its educated customers so as to retain them and enhance their revenue.
- 4) As years of being customer of MCC Company proved that 82% of the respondents were retained as customers of MCC for less than a decade. MCC's effort on implementing customer relationship marketing concepts before a decade ago was very weak. This was the main reason why MCC couldn't retain more of its customers in the first one and half decade since its formation. But, later on its efforts become increasing. Therefore, MCC's professional marketers should enforce and continue performing relationship marketing concepts broadly in order to retain more customers, acquire higher profit and enjoy reputability.
- 5) MCC should increase and achieve trust in the perspectives of its customer's through improving the consistent provision of products or services and doing truly meaningful relationship marketing.
- 6) MCC could attain more reputations as long as it keeps up commitment with its business obligations; and improve the gap in dedication to create long term relationship, working in a close relationship, keeping in touch continuously, on time delivery of its products or services and commitment in upgrading its product or service and delivery.
- 7) Communication is a key component in relationship marketing. Unless there is appropriate and timely communications between a firm and its customers, the effort to retain customers will become unsuccessful. Thus, MCC has to bridge the gaps in communication with its customers; to inform and be informed.

- 8) It very crucial organizing and improving ways of conflict handling thoughtfully with the aim of avoiding destructive and securing constructive outcomes.
- 9) The selected relationship marketing concepts can bring significant and positive result on retaining customers, increasing reputability and making greater revenue if the selected concepts are appropriately and skillfully implemented;

5. 5 Limitations and future research Suggestions:

- I. The study is limited only to Media and Communication Center (MCC), publisher of “Reportes” and “The Reporter” newspapers. Still, more practical studies will be worthy in forecasting the effect of relationship marketing constructs on retaining customers in the print media industry plus other business industries as well.
- II. Due to time and cost limitations, this research was focused and conducted only for sample frame of 324 of the MCC company corporate customer respondents in Addis Abeba; this doesn't include customers respondents in remote area, out of Addis Abeba. So, future researches will require focusing, conducting and collecting research data; including from customer respondents living in remote areas, out of Addis Abeba representing a wider sampling from the population.
- III. This research, besides the demographic characteristics of the respondents was limited only on four IVs: trust, commitment, communication and conflict handling which are the partial elements of building blocks of relationship marketing concepts practiced in retaining customers; other elements weren't discussed in this study. Accordingly future researches will require encompassing more appropriate elements of relationship marketing constructs and interview arrangements so as to achieve a better comprehensive understanding.
- IV. This study was focused only on the print media part, mainly MCC Company; subsequently, additional and inclusive research expansions in other media with in the industry will give emphasis to generalize the print media and the media industry as a whole.

References:

- Akbari, M., Kazemi, R., and, Haddadi, M., (2016), Relationship marketing and word-of mouth communications: Examining the mediating role of customer loyalty, *AIMI Journal, Marketing and Branding Research* 3 63-74. P.⁶⁴⁻⁶⁸
- Ahmed, R. and Buttle, F., (2002), Customer Retention Management: A Reflection of Theory and Practice, *Marketing Intelligence and Planning*, P.¹⁴⁹
- Al-Hersh, A.M., Aburoub, A.S., and Saaty, A.S., (2014), The Impact of Customer Relationship Marketing on Customer Satisfaction of the Arab Bank Services, *International Journal of Academic Research in Business and Social Sciences*, Vol. 4, No. 5 P.⁷¹⁻⁸⁰
- Ali, S. H., (2016), The Influence of Customer Relationship Marketing on Customer Loyalty, *Global Journal of Management and Business Research: E-Marketing*, Volume 16 Issue 5 Version 1.0, USA, P¹¹⁻¹³
- Bataineh, A.Q., Al-Abdallah, G.M., Salhab, H.A., & Shoter, A.M., (2015), The Effect of Relationship Marketing on Customer Retention in the Jordanian's Pharmaceutical Sector, *International Journal of Business and Management*; Vol. 10, No. 3 Published by Canadian Center of Science and Education, P.^{118/19}
- Berry, L., (2000), *Handbook of Relationship Marketing*, "Relationship Marketing of Services: Growing Interest, Emerging Perspectives", SAGE Publications, Inc., p.¹⁶
- Bhat A, (2020), quantitative research, <https://www.questionpro.com/blog/quantitative-research/>
- Bhat A, (2020), questionnaire, <https://www.questionpro.com/blog/what-is-a-questionnaire/>
- Binti Mokhtaruddin, S.A., Binti Che Wel, C.A., Binti Khalid, S.A., (2018), The Influence of Relationship Marketing Orientation (ROM) on Customer Retention in Travel Agency Services, *International Journal of Academic Research in Business and Social Sciences* Vol. 8, No.2, 2018, P⁷¹⁶⁻⁷²⁰
- Chakiso, C.B., (2015), The effect of relationship marketing on customers' loyalty, Volume 5 No 2 | <http://emaj.pitt.edu> *Emerging Markets Journal*, P.⁵⁸⁻⁶⁰
- Cochran W.G., (1963:75), "Sampling Techniques", Second Edition, New York, Wiley
- Customer loyalty, <http://www.granthaalayah.com> *International Journal of Research*
- Diana (2019), Descriptive Statistics, <https://www.aresearchguide.com/a-descriptive-statistics.html>
- Du Plessis, L. & Roberts-Lombard, M., (2013), 'Customer loyalty in the South African long-term

- insurance industry', *Acta Commercii* 13(1), Art. #167
- Faraj Aldaihani, F.M., and Bin Ali, N.A., (2018), The Mediating Role of Customer Empowerment in the Effect of Relationship Marketing on Customer Retention, *European Journal of Economics, Finance and Administrative Sciences* Issue 99, P.⁴³⁻⁴⁵
- Gummerus, J., Von Koskull, C., and Kowalkowski, C., (2017, "Relationship marketing: Past, present and future", *Journal of Services Marketing*, Vol. 31 Issue 1, Emerald www.emerald.com
- Hettiarachchy, B.S., and Samarasinghe, D.S.R., (2016), Influence of Relationship Marketing on Customer Retention, 13th International Conference on Business Management. P.⁵¹⁵⁻⁵¹⁹
- Ho, Robert. (2006), *Handbook of univariate and multivariate data analysis and Interpretation with SPSS*, Chapman & Hall/CRC Taylor & Francis Group
- Israel, G. D. (1992), *Sampling the evidence of Extension Program Impact. Program Evaluation and Organizational Development*, IFAS, University of Florida, PEOD-6. P¹⁻⁴
- Kothari, C.R., (2004), *Research Methodology: Methods and Techniques*, 2nd ed., New Age International (P) Ltd., Publishers, P.²⁻⁵
- Lorrete K., CRM & Marketing smallbusiness.chron.com 2020
- Magasi, C., (2016), Customer Relationship Marketing and its Influence on Customer Retention, *Journal of Emerging Issues in Economics, Finance and Banking (JEIEFB) An Online International Research Journal* Vol: 5 Issue: 1. P¹⁷⁵⁷⁻¹⁷⁶³
- Malik, M.S., Ali, H., and Ibraheem, T., (2017), Consequences of Relationship marketing on Customer loyalty, [Http://www.granthaalayah.com](http://www.granthaalayah.com) *International Journal of Research–GRANTHAALAYAH*, Vol.5 (Iss.2). P.¹⁸⁰⁻¹⁸¹
- Melisew D. L., (2013), the role of the private print media in post-socialist Ethiopia views from government, opposition politicians, academics and the private press, *Global Media Journal African Edition* 2013 Vol 7(2), P¹⁴⁰⁻¹⁷¹
- Moller, K., and Halinen, A., (2000), *Relationship Marketing Theory: Its Roots and Direction*, *Journal of Marketing Management*, 16, 29-54. Westburn Publishers Ltd. P³¹⁻⁴⁸
- Ogbechi, A.D., Okafor, L.I., and Orukotan, C.I., (2018), Effect of Relationship Marketing on Customer Retention and Loyalty in the Money Deposit Bank Industry, *Indexed African Journals Online: www.ajol.info AFRREV* Vol. 12 (2), Serial No 50. P.²⁴⁻²⁶

- Ojiaku, O.C., Aghara, V.O., and Ezeoke, O.L., (2017), Effect of Relationship Marketing and Relationship marketing Programs on Customer Loyalty, *International Journal of Business and Management Review* Vol.5, No.5, p.⁵⁸⁻⁷¹
- Olotu, A.O., Maclayton, D.W., and Opara, B.C. (2010), Historical Perspective of Relationship Marketing, *Research Journal of International Studies - Issue 16*.P⁴⁸⁻⁵⁰
- Pezeshki, V., Mousavi, A. and Rakowski, R.T., (2005), Proceedings of the International Conference on Computer and Industrial Management, ICIM, Bangkok, Thailand, p.^{21.2}
- Rahman, and S.M. Masoom, M.R., (2012, Effects of Relationship Marketing on Customer Retention and Competitive Advantage, *Asian Business Review*, Volume 1, Issue 1. P.⁹⁸
- SAGE Research Methods, <https://www.slideshare.net/manukumarkm/source-of-data-in-research>
- Sivesan, S., (2012), Impact of Relationship marketing and customer loyalty, *SAJMMR* Volume 2, Issue 3 p.¹⁷⁸⁻¹⁸²
- Sohail, M.S., (2012), The Antecedents of Relationship Marketing and Customer Loyalty: A Conceptual Framework to Determine Outcomes, *International Conference Economics, Business Innovation IPEDR* vol.38 IACSIT Press, Singapore, p.²³⁵⁻²³⁸
- Soimo, V.J., Wagoki, J., and Okello, B., (2015), Influence of Relationship Marketing on Customer Retention, *International Journal of Economics, Commerce and Management United Kingdom* Vol. III, Issue 5. P.¹³⁰⁹⁻¹³¹³
- Solangi, B., Talpur, U., Shaikh, S.S., Mushatque, T., & Channa, M.A., (2019), Relationship Marketing as an Orientation to Customer Retention, *International Business Research*; Vol. 12, No. 7; Published by Canadian Center of Science and Education, p.¹³³⁻³⁶

Annexes:

Annex - I

▪ **SPSS out puts**

a) Descriptive Statistics Frequency Tables:

Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
1	2	.7	.7	.7
Valid Male	174	63.0	63.0	63.8
Female	100	36.2	36.2	100.0
Total	276	100.0	100.0	

Age

	Frequency	Percent	Valid Percent	Cumulative Percent
18 - 25	15	5.4	5.4	5.4
26 - 35	78	28.3	28.3	33.7
Valid 36 - 45	113	40.9	40.9	74.6
46 - 55	53	19.2	19.2	93.8
56 and above	17	6.2	6.2	100.0
Total	276	100.0	100.0	

Education Level

	Frequency	Percent	Valid Percent	Cumulative Percent
High School Graduate	6	2.2	2.2	2.2
Valid University Graduate	130	47.1	47.1	49.3
University Post Graduate	140	50.7	50.7	100.0
Total	276	100.0	100.0	

Marital Status

	Frequency	Percent	Valid Percent	Cumulative Percent
Single	79	28.6	28.6	28.6
Valid Married	197	71.4	71.4	100.0
Total	276	100.0	100.0	

Occupation

	Frequency	Percent	Valid Percent	Cumulative Percent
Private Employee	185	67.0	67.0	67.0
Business Owner	41	14.9	14.9	81.9
Valid Gov't Employee	38	13.8	13.8	95.7
NGO Employee	12	4.3	4.3	100.0
Total	276	100.0	100.0	

Income per month

	Frequency	Percent	Valid Percent	Cumulative Percent
Less than 10,000	84	30.4	30.4	30.4
10,000 - 20,000	108	39.1	39.1	69.6
Valid More than 20,000	83	30.1	30.1	99.6
4	1	.4	.4	100.0
Total	276	100.0	100.0	

For how long have you been customer of MCC – Reporter/The Reporter Newspaper?

	Frequency	Percent	Valid Percent	Cumulative Percent
Less than 1 Year	6	2.2	2.2	2.2
1 - 5 Years	111	40.2	40.2	42.4
Valid 6 - 10 Years	110	39.9	39.9	82.2
More than 10 Years	49	17.8	17.8	100.0
Total	276	100.0	100.0	

FREQUENCIES VARIABLES=
Tr1, Tr2, Tr3, Tr4, Tr5, Tr6

/STATISTICS=STDDEV MEAN MEDIAN MODE
 /ORDER=ANALYSIS.

Statistics

		MCC is dependable on its product/service quality and on time delivery,	Its product/service provision is consistent	Its progressive relationship effort made us to trust each other	Delivers a reliable and factual product/service	I am confident in its products/services	Truly doing meaningful relationship marketing
N	Valid	276	276	276	276	276	276
	Missing	0	0	0	0	0	0
Mean		3.87	3.77	3.95	3.90	3.84	3.79
Median		4.00	4.00	4.00	4.00	4.00	4.00
Mode		4	4	4	4	4	4
Std. Deviation		.782	.679	.809	.828	.714	.732

MCC is dependable on its product/service quality and on time delivery,

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	5	1.8	1.8
	Disagree	11	4.0	5.8
	Neutral	42	15.2	21.0
	Agree	176	63.8	84.8
	Strongly Agree	42	15.2	100.0
	Total	276	100.0	100.0

Its product/service provision is consistent

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	1.4	1.4
	Disagree	9	3.3	4.7
	Neutral	51	18.5	23.2
	Agree	194	70.3	93.5
	Strongly Agree	18	6.5	100.0
	Total	276	100.0	100.0

Its progressive relationship effort made us to trust each other

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	2	.7	.7	.7
Valid Disagree	11	4.0	4.0	4.7
Valid Neutral	53	19.2	19.2	23.9
Valid Agree	144	52.2	52.2	76.1
Valid Strongly Agree	66	23.9	23.9	100.0
Total	276	100.0	100.0	

Delivers a reliable and factual product/service

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	5	1.8	1.8	1.8
Valid Disagree	11	4.0	4.0	5.8
Valid Neutral	46	16.7	16.7	22.5
Valid Agree	158	57.2	57.2	79.7
Valid Strongly Agree	56	20.3	20.3	100.0
Total	276	100.0	100.0	

I am confident in its products/services

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	4	1.4	1.4	1.4
Valid Disagree	10	3.6	3.6	5.1
Valid Neutral	41	14.9	14.9	19.9
Valid Agree	191	69.2	69.2	89.1
Valid Strongly Agree	30	10.9	10.9	100.0
Total	276	100.0	100.0	

Truly doing meaningful relationship marketing

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	5	1.8	1.8	1.8
Disagree	7	2.5	2.5	4.3
Neutral	57	20.7	20.7	25.0
Agree	178	64.5	64.5	89.5
Strongly Agree	29	10.5	10.5	100.0
Total	276	100.0	100.0	

FREQUENCIES VARIABLES=

Cmt7, Cmt8, Cmt9, Cmt10, Cmt11, Cmt12, Cmt13

/STATISTICS=STDDEV MEAN MEDIAN MODE

/ORDER=ANALYSIS.

Statistics

	MCC is committed in upgrading its product/services and delivery	Keeps in touch continuously	Committed in keeping promises on its product/service provision	Delivers its products/services on time	Works in a close relationship	Dedicated in creating a long-term customer relationship	Provides product/services on the basis of the terms that are mutually agreed
N Valid	276	276	276	276	276	276	276
Missing	0	0	0	0	0	0	0
Mean	3.68	3.67	3.80	3.68	3.57	3.55	3.79
Median	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Mode	4	4	4	4	4	4	4
Std. Deviation	.776	.774	.753	.822	.767	.782	.714

MCC is committed in upgrading its product/services and delivery

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	2	.7	.7	.7
Disagree	19	6.9	6.9	7.6
Neutral	71	25.7	25.7	33.3
Agree	156	56.5	56.5	89.9
Strongly Agree	28	10.1	10.1	100.0
Total	276	100.0	100.0	

Keeps in touch continuously

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	2	.7	.7	.7
Disagree	13	4.7	4.7	5.4
Neutral	91	33.0	33.0	38.4
Agree	137	49.6	49.6	88.0
Strongly Agree	33	12.0	12.0	100.0
Total	276	100.0	100.0	

Committed in keeping promises on its product/service provision9

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	1	.4	.4	.4
Disagree	12	4.3	4.3	4.7
Neutral	69	25.0	25.0	29.7
Agree	153	55.4	55.4	85.1
Strongly Agree	41	14.9	14.9	100.0
Total	276	100.0	100.0	

Delivers its products/services on time

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	4	1.4	1.4	1.4
Valid Disagree	20	7.2	7.2	8.7
Valid Neutral	67	24.3	24.3	33.0
Valid Agree	154	55.8	55.8	88.8
Valid Strongly Agree	31	11.2	11.2	100.0
Total	276	100.0	100.0	

Works in a close relationship

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	3	1.1	1.1	1.1
Valid Disagree	16	5.8	5.8	6.9
Valid Neutral	100	36.2	36.2	43.1
Valid Agree	135	48.9	48.9	92.0
Valid Strongly Agree	22	8.0	8.0	100.0
Total	276	100.0	100.0	

Dedicated in creating a long-term customer relationship

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	4	1.4	1.4	1.4
Valid Disagree	20	7.2	7.2	8.7
Valid Neutral	89	32.2	32.2	40.9
Valid Agree	145	52.5	52.5	93.5
Valid Strongly Agree	18	6.5	6.5	100.0
Total	276	100.0	100.0	

Provides product/services on the basis of the terms that are mutually agreed

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	3	1.1	1.1	1.1
Disagree	11	4.0	4.0	5.1
Neutral	55	19.9	19.9	25.0
Agree	180	65.2	65.2	90.2
Strongly Agree	27	9.8	9.8	100.0
Total	276	100.0	100.0	

FREQUENCIES VARIABLES=
Cmn14, Cmn15, Cmn16, Cmn17

/STATISTICS=STDDEV MEAN MEDIAN MODE
/ORDER=ANALYSIS.

Statistics

	MCC is communicating very friendly and pleasantly	Well communicate formally and informally	Willing to communicate beyond office-hours	Notify how and where to complain in case of a problem arises17
N Valid	276	276	276	276
Missing	0	0	0	0
Mean	3.59	3.76	3.26	3.61
Median	4.00	4.00	3.00	4.00
Mode	4	4	3	4
Std. Deviation	.715	.734	.871	.852

MCC is communicating very friendly and pleasantly

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	4	1.4	1.4	1.4
Disagree	13	4.7	4.7	6.2
Neutral	86	31.2	31.2	37.3
Agree	161	58.3	58.3	95.7
Strongly Agree	12	4.3	4.3	100.0
Total	276	100.0	100.0	

Well communicate formally and informally

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	2	.7	.7	.7
Disagree	8	2.9	2.9	3.6
Neutral	79	28.6	28.6	32.2
Agree	152	55.1	55.1	87.3
Strongly Agree	35	12.7	12.7	100.0
Total	276	100.0	100.0	

Willing to communicate beyond office-hours

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	9	3.3	3.3	3.3
Disagree	33	12.0	12.0	15.2
Neutral	130	47.1	47.1	62.3
Agree	86	31.2	31.2	93.5
Strongly Agree	18	6.5	6.5	100.0
Total	276	100.0	100.0	

Notify how and where to complain in case of a problem arises¹⁷

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	6	2.2	2.2	2.2
Disagree	21	7.6	7.6	9.8
Neutral	75	27.2	27.2	37.0
Agree	146	52.9	52.9	89.9
Strongly Agree	28	10.1	10.1	100.0
Total	276	100.0	100.0	

FREQUENCIES VARIABLES=
CH18, CH19, CH20, CH21, CH22

/STATISTICS=STDDEV MEAN MEDIAN MODE
 /ORDER=ANALYSIS.

Statistics

		MCC makes every effort in avoiding and solving conflicts	Solve conflicts before it creates problems to our relationship	Ready, for discussions when problems arise and provides solutions	Quickly, responsive to all my complaints21	Gives attention to problems and sincere in solving them
N	Valid	276	276	276	276	276
	Missing	0	0	0	0	0
Mean		3.66	3.71	3.85	3.63	3.67
Median		4.00	4.00	4.00	4.00	4.00
Mode		4	4	4	4	4
Std. Deviation		.822	.815	.865	.809	.868

MCC makes every effort in avoiding and solving conflicts

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	1.4	1.4	1.4
	Disagree	16	5.8	5.8	7.2
	Neutral	84	30.4	30.4	37.7
	Agree	138	50.0	50.0	87.7
	Strongly Agree	34	12.3	12.3	100.0
	Total	276	100.0	100.0	

Solve conflicts before it creates problems to our relationship

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	.7	.7	.7
	Disagree	15	5.4	5.4	6.2
	Neutral	86	31.2	31.2	37.3
	Agree	131	47.5	47.5	84.8
	Strongly Agree	42	15.2	15.2	100.0
	Total	276	100.0	100.0	

Ready, for discussions when problems arise and provides solutions

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	5	1.8	1.8	1.8
Disagree	8	2.9	2.9	4.7
Neutral	73	26.4	26.4	31.2
Agree	128	46.4	46.4	77.5
Strongly Agree	62	22.5	22.5	100.0
Total	276	100.0	100.0	

Quickly, responsive to all my complaints²¹

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	2	.7	.7	.7
Disagree	16	5.8	5.8	6.5
Neutral	99	35.9	35.9	42.4
Agree	123	44.6	44.6	87.0
Strongly Agree	36	13.0	13.0	100.0
Total	276	100.0	100.0	

FREQUENCIES VARIABLES=
CR23, CR24, CR25, CR26, CR27, CR28, CR29, CR30

/STATISTICS=STDDEV MEAN MEDIAN MODE
 /ORDER=ANALYSIS.

Statistics

	MCC Reporter /The Reporter Newspaper is my first choice	I am satisfied working with MCC	I have no intention to switch to other Print medias	I am giving positive-word-of-mouth testimonies to friends and colleagues	I am very happy and benefited in using its product/services	Prices are fair and reasonable	I am truly doing a meaningful business with MCC	I am pleased and will remain using its product/services
Valid	276	276	276	276	276	276	276	276
N Missing	0	0	0	0	0	0	0	0
Mean	3.95	3.83	2.83	3.80	3.91	3.25	3.84	3.96
Median	4.00	4.00	3.00	4.00	4.00	3.00	4.00	4.00
Mode	4	4	3	4	4	3	4	4
Std. Deviation	.812	.793	.959	.732	.776	.853	.855	.771

MCC – Reporter / The Reporter Newspaper is my first choice,

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	8	2.9	2.9	2.9
Disagree	4	1.4	1.4	4.3
Neutral	38	13.8	13.8	18.1
Agree	170	61.6	61.6	79.7
Strongly Agree	56	20.3	20.3	100.0
Total	276	100.0	100.0	

I am satisfied working with MCC

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	6	2.2	2.2	2.2
Disagree	9	3.3	3.3	5.4
Neutral	51	18.5	18.5	23.9
Agree	170	61.6	61.6	85.5
Strongly Agree	40	14.5	14.5	100.0
Total	276	100.0	100.0	

I have no intention to switch to other Print medias

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	26	9.4	9.4	9.4
Disagree	68	24.6	24.6	34.1
Neutral	117	42.4	42.4	76.4
Agree	57	20.7	20.7	97.1
Strongly Agree	8	2.9	2.9	100.0
Total	276	100.0	100.0	

I am giving positive-word-of-mouth testimonies to friends and colleagues

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	4	1.4	1.4	1.4
Disagree	10	3.6	3.6	5.1
Neutral	52	18.8	18.8	23.9
Agree	180	65.2	65.2	89.1
Strongly Agree	30	10.9	10.9	100.0
Total	276	100.0	100.0	

I am very happy and benefited in using its product/services

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	4	1.4	1.4	1.4
Disagree	12	4.3	4.3	5.8
Neutral	37	13.4	13.4	19.2
Agree	176	63.8	63.8	83.0
Strongly Agree	47	17.0	17.0	100.0
Total	276	100.0	100.0	

Prices are fair and reasonable

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	7	2.5	2.5	2.5
Disagree	40	14.5	14.5	17.0
Neutral	118	42.8	42.8	59.8
Agree	98	35.5	35.5	95.3
Strongly Agree	13	4.7	4.7	100.0
Total	276	100.0	100.0	

I am truly doing a meaningful business with MCC

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	8	2.9	2.9	2.9
Disagree	8	2.9	2.9	5.8
Neutral	54	19.6	19.6	25.4
Agree	156	56.5	56.5	81.9
Strongly Agree	50	18.1	18.1	100.0
Total	276	100.0	100.0	

I am pleased and will remain using its product/services

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	5	1.8	1.8	1.8
Disagree	5	1.8	1.8	3.6
Neutral	42	15.2	15.2	18.8
Agree	167	60.5	60.5	79.3
Strongly Agree	57	20.7	20.7	100.0
Total	276	100.0	100.0	

b) Reliability

```
RELIABILITY
/VARIABLES=Tr Cmt Cmn CH CR
/SCALE('ALL VARIABLES') ALL
/MODEL=ALPHA
/STATISTICS=DESCRIPTIVE SCALE
/SUMMARY=TOTAL.
```

Reliability Statistics

Cronbach's Alpha	N of Items
.859	5

Item Statistics

	Mean	Std. Deviation	N
Trust	3.8539	.54493	276
Commitment	3.6786	.50480	276
Communication	3.5562	.54857	276
Conflict Handling	3.7043	.67741	276
Customer Retention	3.6721	.54683	276

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Trust	14.6112	3.486	.670	.831
Commitment	14.7865	3.496	.739	.816
Communication	14.9089	3.637	.577	.853
Conflict Handling	14.7607	3.092	.669	.837
Customer Retention	14.7929	3.336	.756	.809

c) Correlations:

```

CORRELATIONS
/VARIABLES=Tr Cmt Cmn CH CR
/PRINT=TWOTAIL NOSIG
/MISSING=PAIRWISE.
  
```

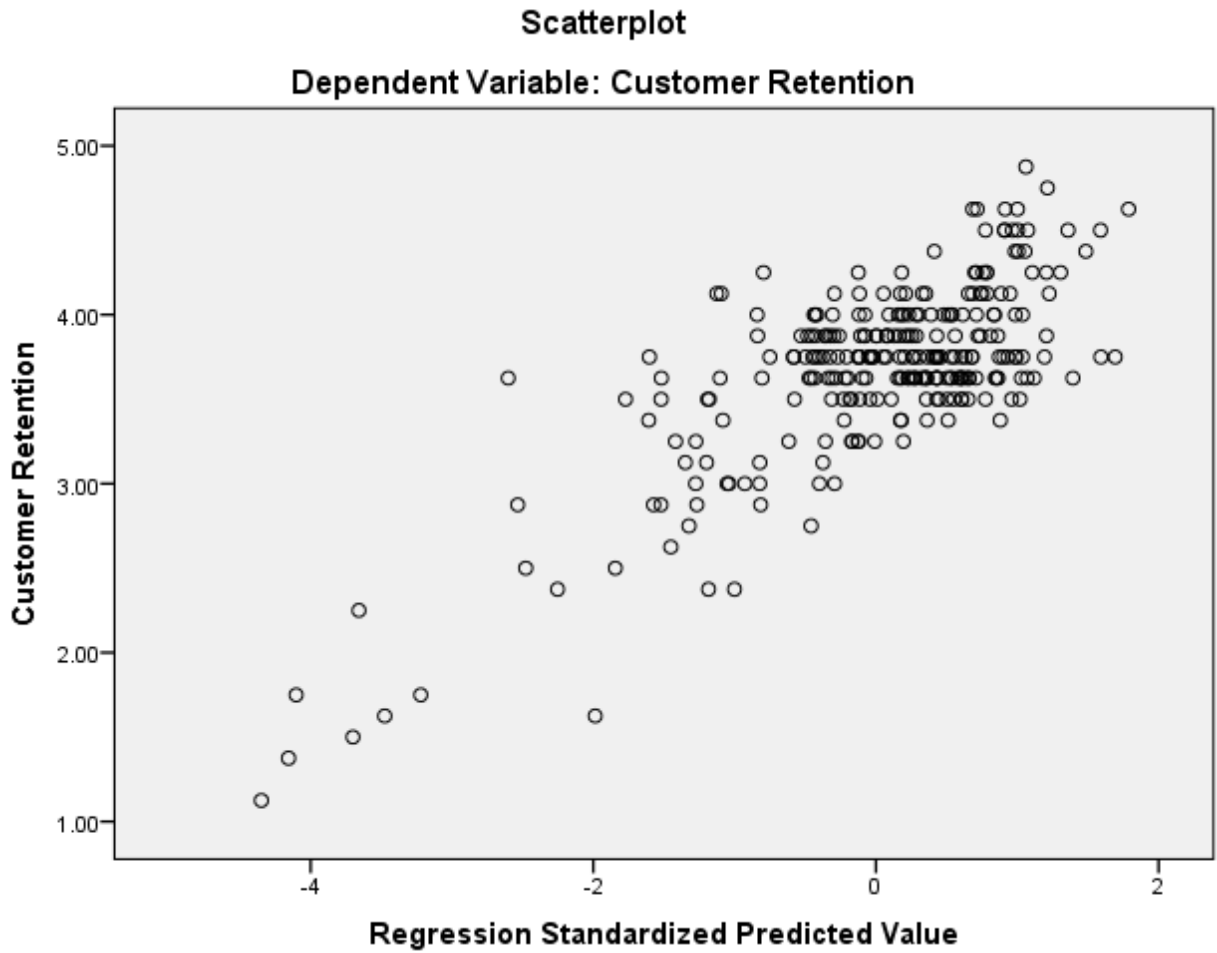
Correlations

		Trust	Commitment	Communication	Conflict Handling	Customer Retention
Trust	Pearson Correlation	1	.711**	.372**	.495**	.644**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	276	276	276	276	276
Commitment	Pearson Correlation	.711**	1	.494**	.547**	.645**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	276	276	276	276	276
Communication	Pearson Correlation	.372**	.494**	1	.536**	.523**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	276	276	276	276	276
Conflict Handling	Pearson Correlation	.495**	.547**	.536**	1	.616**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	276	276	276	276	276
Customer Retention	Pearson Correlation	.644**	.645**	.523**	.616**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	276	276	276	276	276

** . Correlation is significant at the 0.01 level (2-tailed).

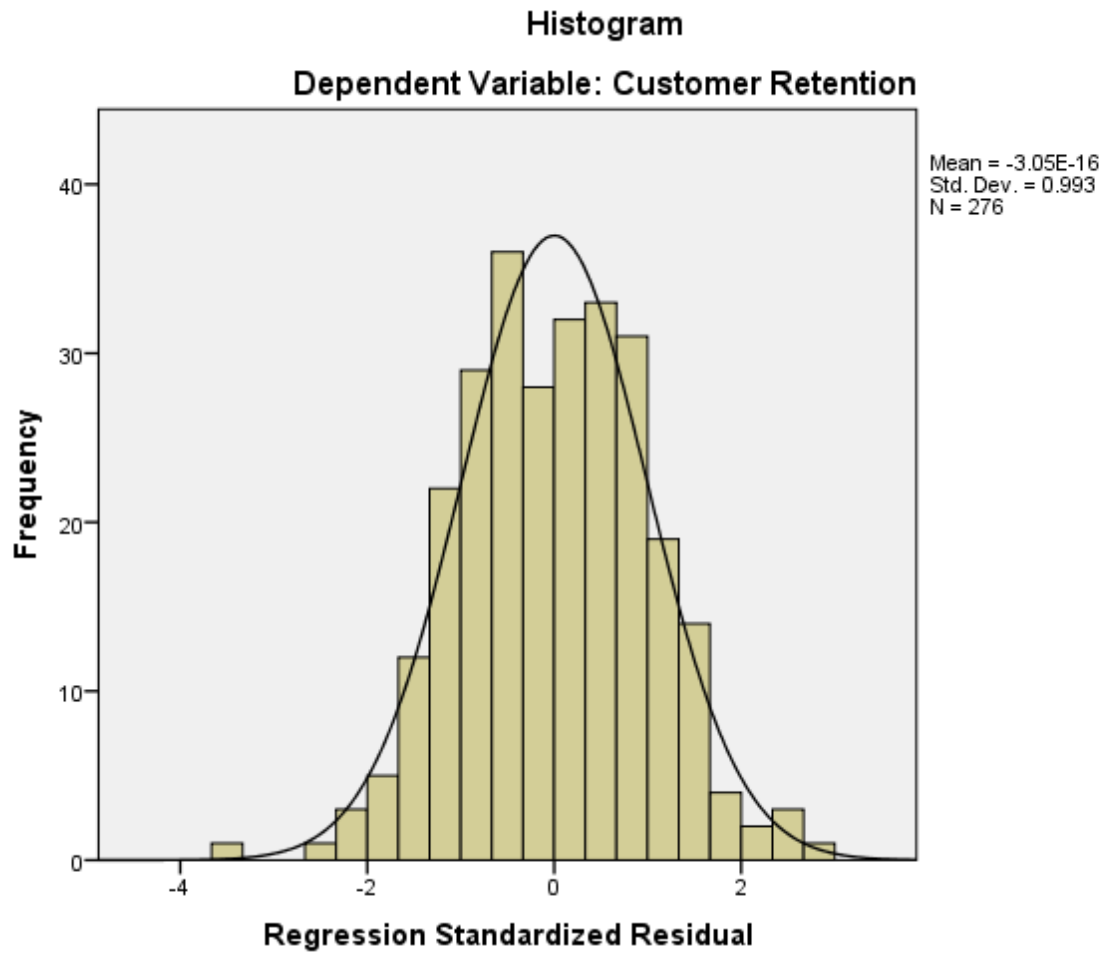
d) Regressions:

Charts



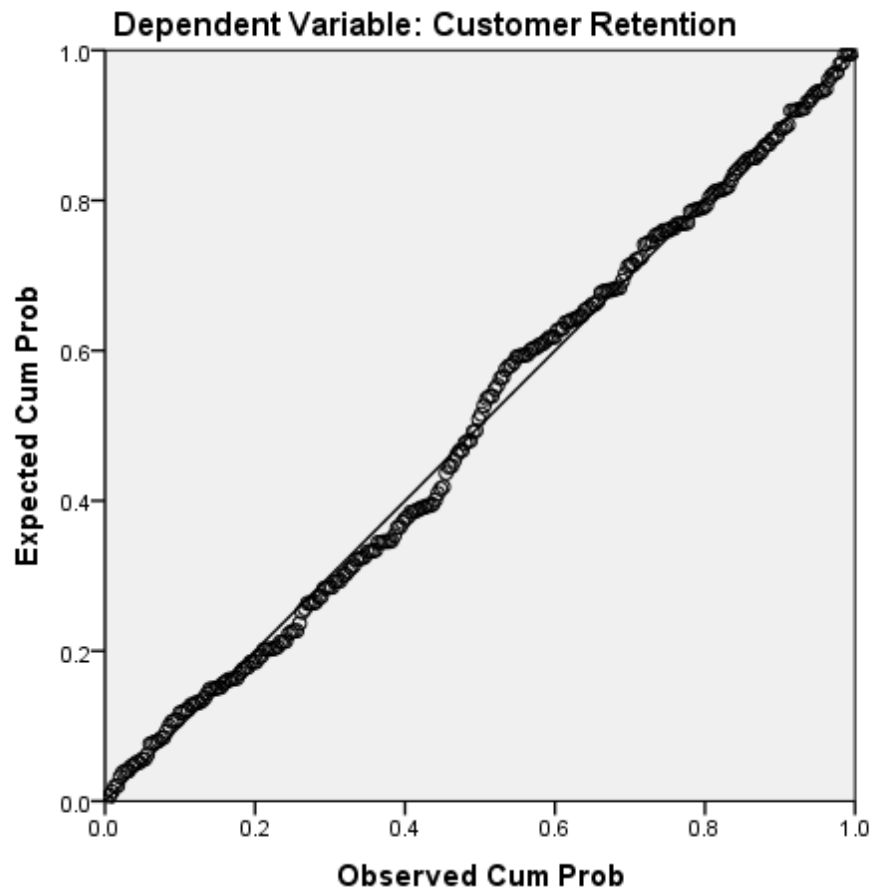
```
REGRESSION
  /MISSING LISTWISE
  /STATISTICS COEFF OUTS R ANOVA
  /CRITERIA=PIN(.05) POUT(.10)
  /NOORIGIN
  /DEPENDENT CR
  /METHOD=ENTER Tr Cmt Cmn CH
  /RESIDUALS HISTOGRAM(ZRESID).
```

Charts



Charts

Normal P-P Plot of Regression Standardized Residual



```
REGRESSION
  /MISSING LISTWISE
  /STATISTICS COEFF OUTS CI(95) R ANOVA COLLIN TOL CHANGE
  /CRITERIA=PIN(.05) POUT(.10)
  /NOORIGIN
  /DEPENDENT CR
  /METHOD=ENTER Tr Cmt Cmn CH.
```

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.760 ^a	.578	.571	.35797	.578	92.681	4	271	.000

a. Predictors: (Constant), Conflict Handling, Trust, Communication, Commitment

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	47.505	4	11.876	92.681	.000 ^b
	Residual	34.726	271	.128		
	Total	82.231	275			

a. Dependent Variable: Customer Retention

b. Predictors: (Constant), Conflict Handling, Trust, Communication, Commitment

Collinearity Diagnostics^a

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions				
				(Constant)	Trust	Commitment	Communication	Conflict Handling
1	1	4.954	1.000	.00	.00	.00	.00	.00
	2	.017	16.851	.17	.06	.02	.04	.64
	3	.014	18.836	.08	.14	.03	.59	.13
	4	.009	22.918	.75	.07	.10	.29	.23
	5	.005	30.922	.00	.72	.85	.07	.00

a. Dependent Variable: Customer Retention

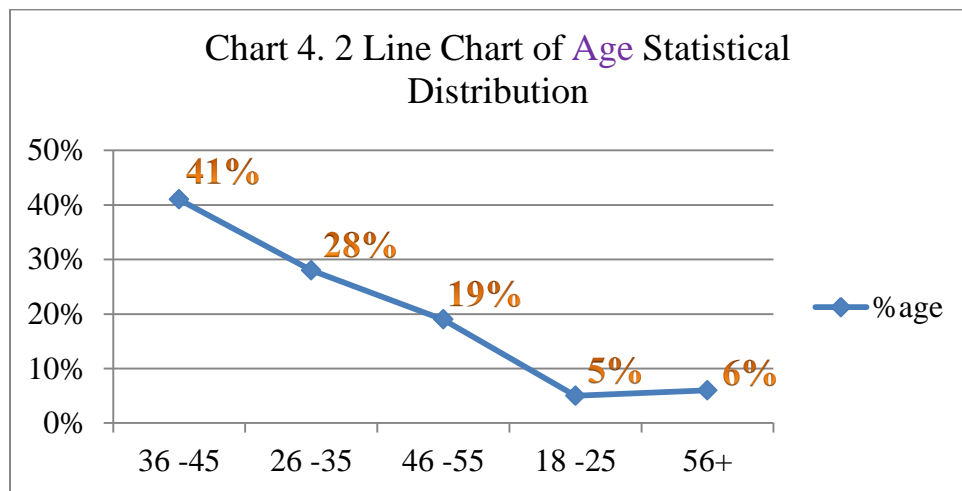
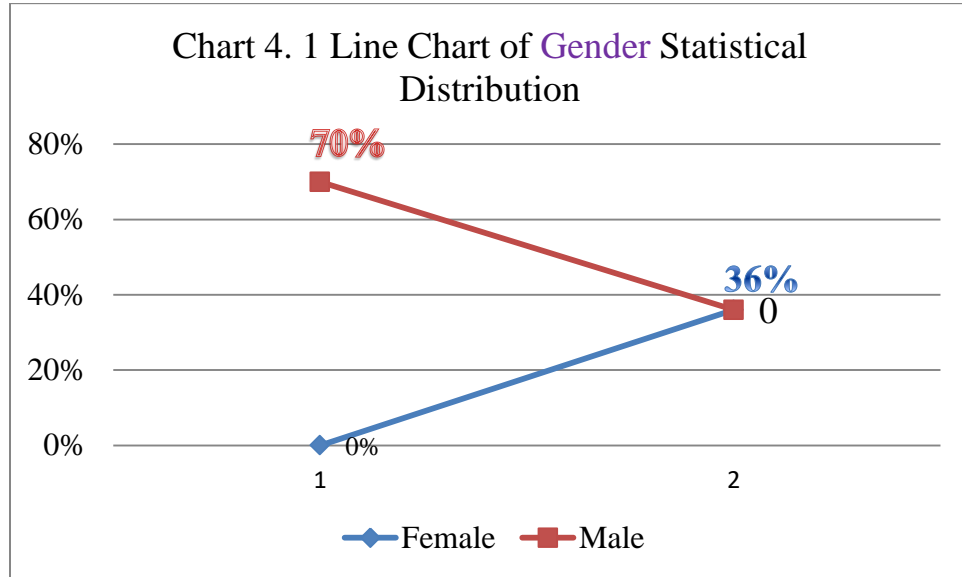
Coefficients^a

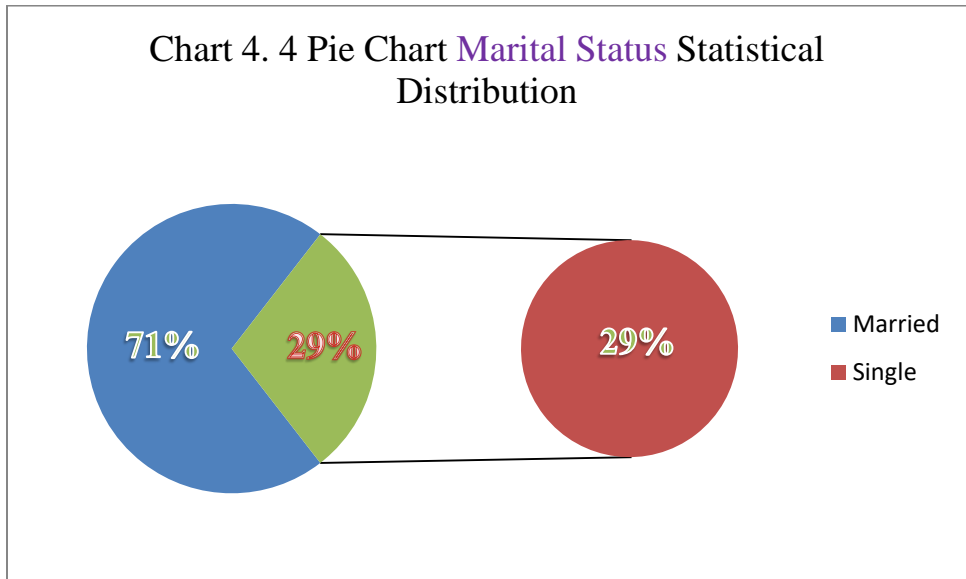
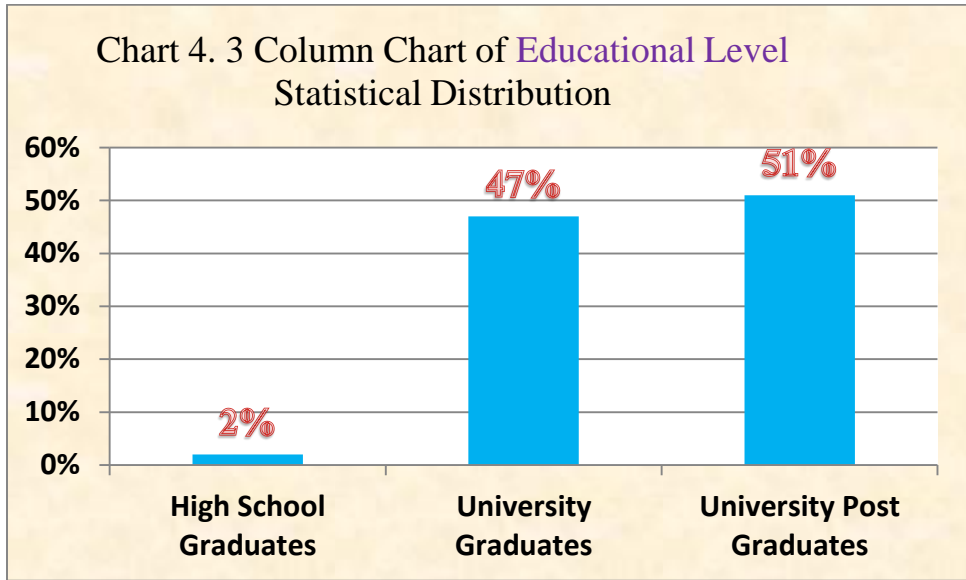
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
		1	(Constant)	.300			.183		1.642	.102
	Trust	.312	.057	.311	5.442	.000	.199	.425	.478	2.092
	Commitment	.213	.066	.196	3.208	.001	.082	.343	.417	2.400
	Communication	.168	.049	.168	3.451	.001	.072	.264	.655	1.528
	Conflict Handling	.214	.042	.265	5.141	.000	.132	.296	.587	1.703

a. Dependent Variable: Customer Retention

Annex – II

▪ Charts





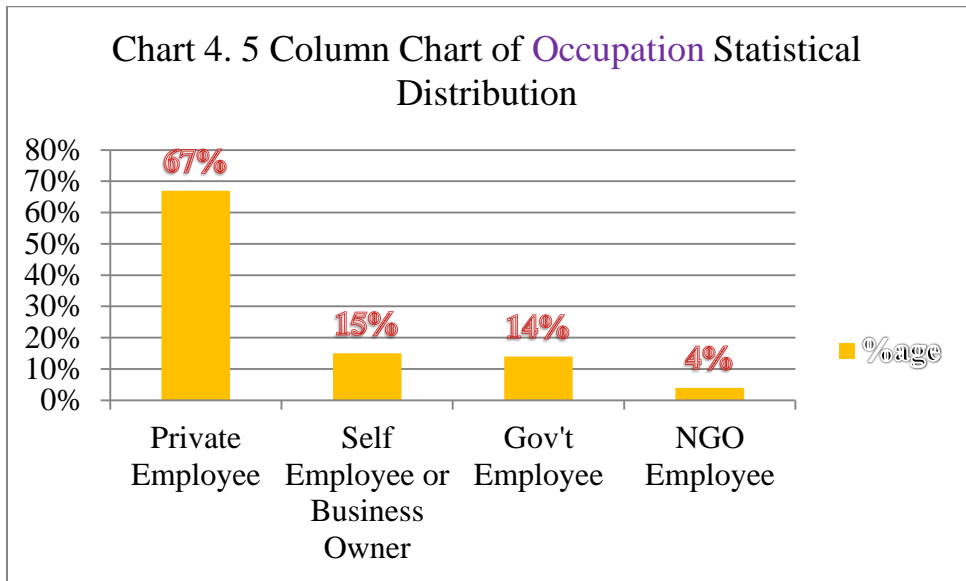


Chart 4. 6 Cone Chart of Income Statistical Distribution:

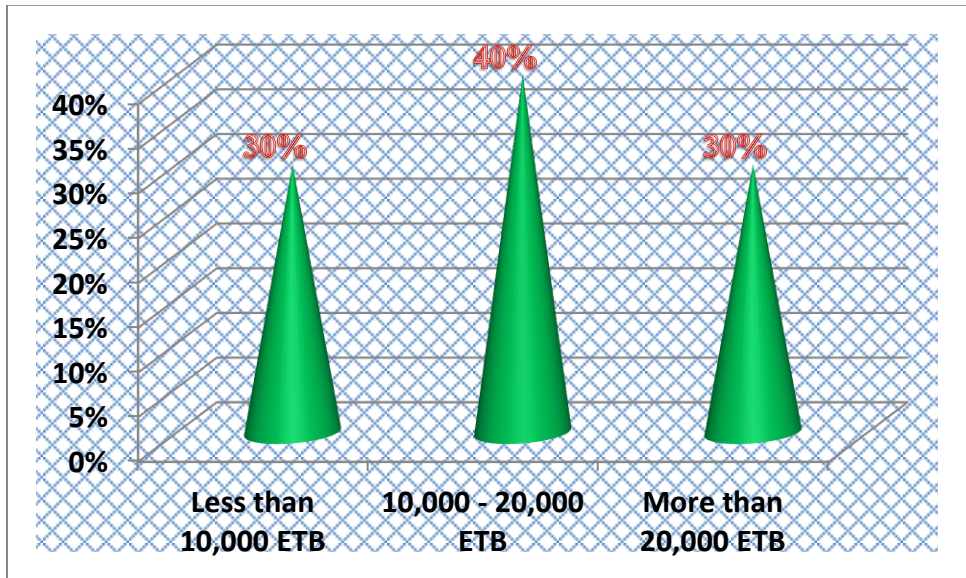


Chart 4.7 Pie Chart of **YEARS OF BEING CUSTOMER OF MCC** Statistical Distribution

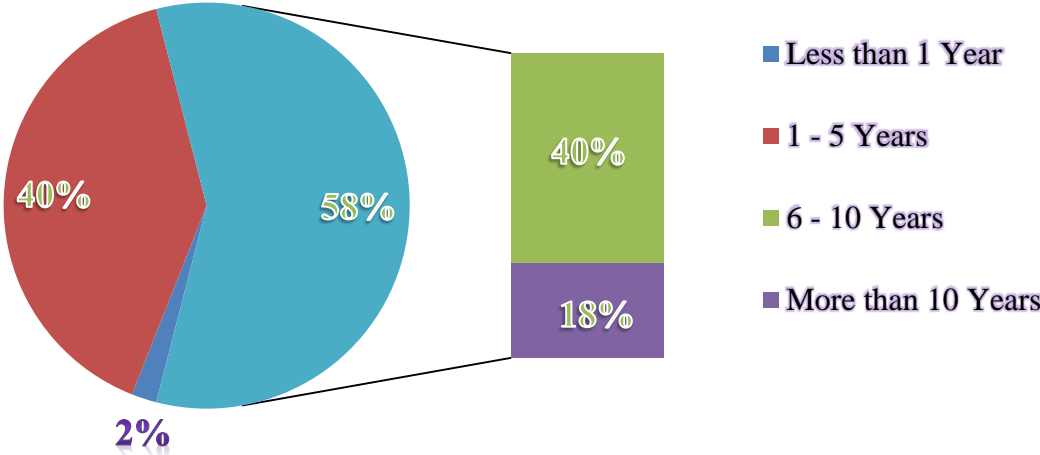
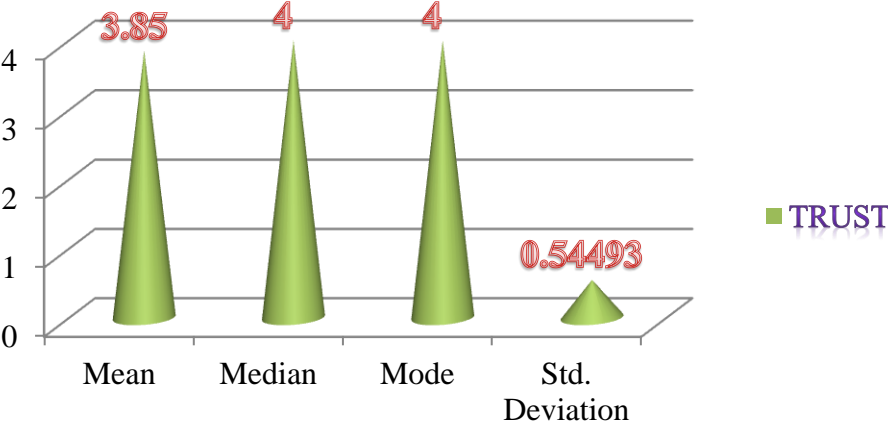


Chart 4. 8 Cone Chart of **“TRUST”** Statistical Distribution



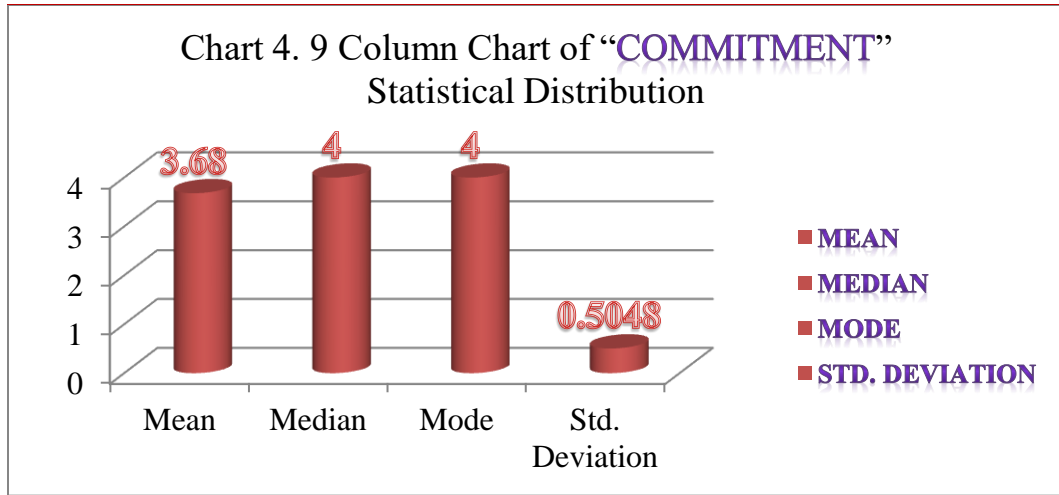


Chart 4. 10 Pie Chart of “COMMUNICATION” Statistical Distribution:

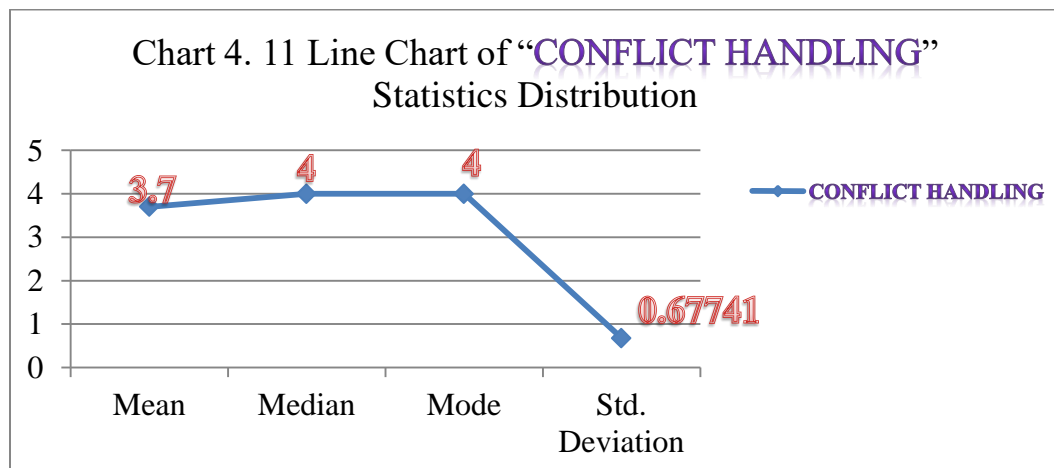
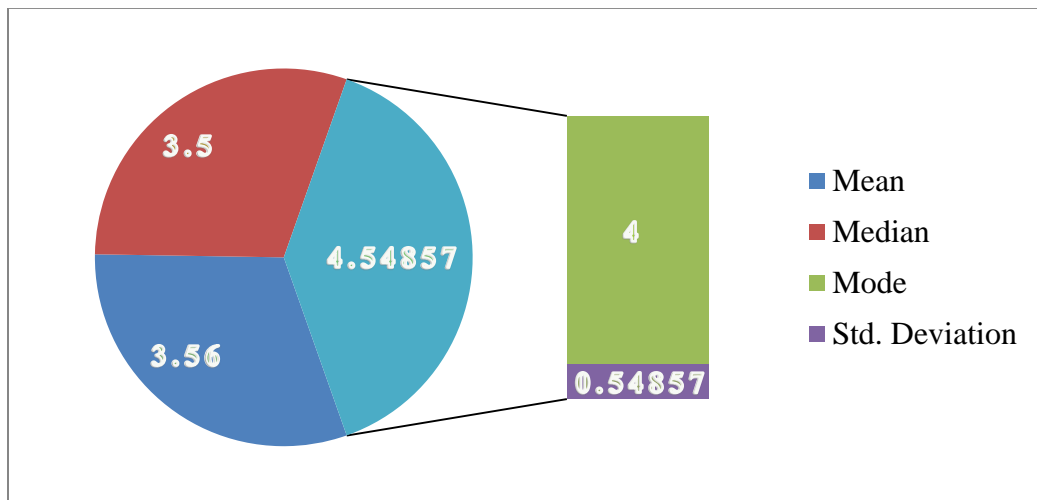


Chart 4. 12 Cone Chart of “CUSTOMER RETENTION” Statistical Distribution

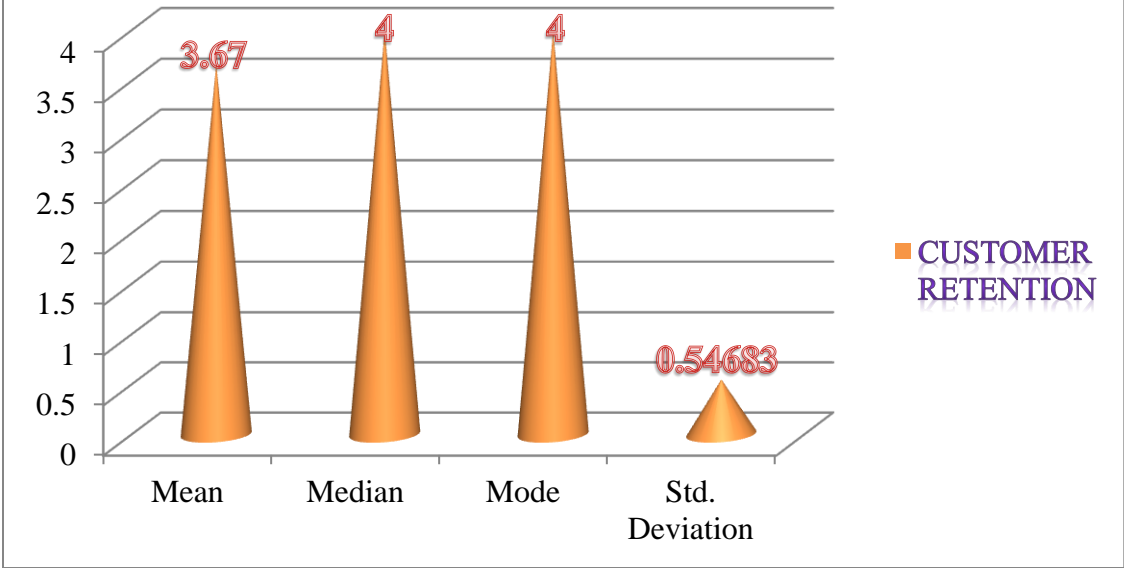
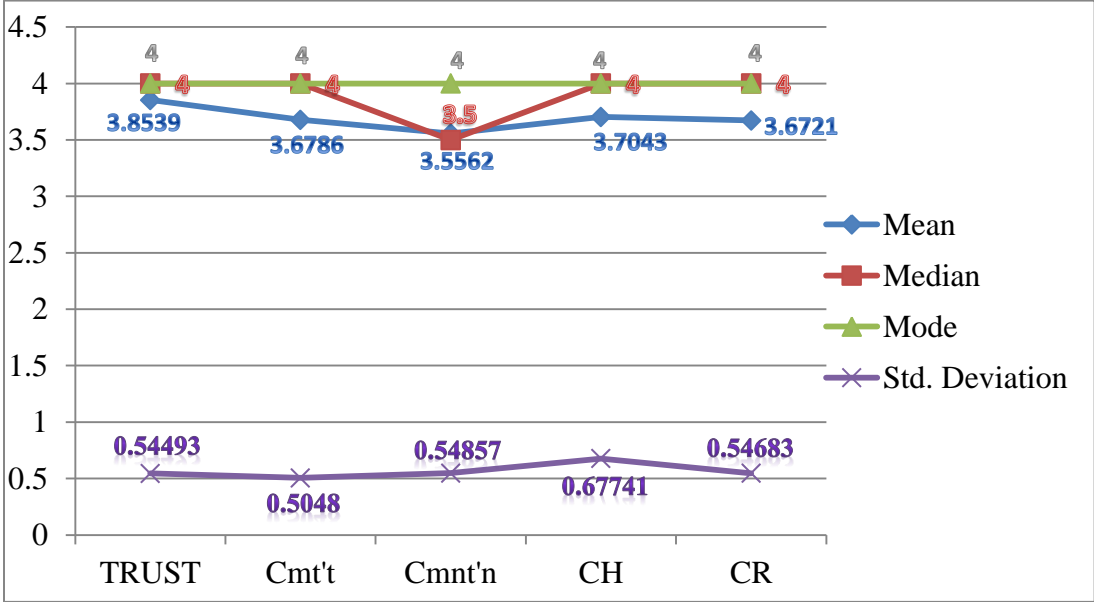


Chart 4. 13 Line Chart of “IVs & DV” Statistics Distribution:



Annex – III

▪ Questionnaire

Addis Ababa
University
(Since 1950)



Questionnaire:

To Customers of Media & Communication Center (MCC) – Reporter / The Reporter Newspaper.

Dear respondent, you are kindly requested to participate in a study by giving information for the survey on Media & Communication Center (MCC), publisher of **Reporter and The Reporter Newspapers**. This study is conducted only for academic purpose. Participation in this study is voluntary, confidentiality is assured, and all data provided shall be treated collectively and not on individual level. THANK YOU!!

Part-I Biographic Data:

a) **Gender:** Male Female

b) **Age:** 18 - 25 26 - 35 36 - 45 46 -55 56 & above

c) Level of Education:

High school graduate University graduate University post-graduate

d) **Marital Status:** Single Married

e) Occupation:

Private Employee Business owner Gov't employee NGO employee

f) Monthly Income (in Birr):

Less than 10,000 10,001 – 20,000 More than 20,000

g) For how long have you been customer of MCC – Reporter/The Reporter Newspaper? _____ Years.

Part-II Survey Data:

Instructions: Please indicate the degree of your agreement or disagreement by choosing your opinion from the table below with each statement by **circling or marking (✓)** a number from **1, 2, 3, 4, or 5** beside each sentence of the following. Please **do not put your name on this questionnaire**.

1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree,

I. Trust:

1) MCC is dependable on its product/service quality and on time delivery,	1	2	3	4	5
2) Its product/service provision is consistent	1	2	3	4	5
3) Its progressive relationship marketing made us to trust each other,	1	2	3	4	5
4) Delivers a reliable and factual product/service,	1	2	3	4	5
5) I am confident in its products/services	1	2	3	4	5
6) Truly doing meaningful relationship marketing.	1	2	3	4	5

II. Commitments:

7) MCC is committed in upgrading its product/services and delivery,	1	2	3	4	5
8) Keeps in touch continuously,	1	2	3	4	5
9) Committed in keeping promises on its product/service provision,	1	2	3	4	5
10) Delivers its services on time,	1	2	3	4	5
11) Works in a close relationship,	1	2	3	4	5
12) Dedicated in creating a long-term customer relationship,	1	2	3	4	5
13) Provides product/services based on the terms that are mutually agreed.	1	2	3	4	5

III. Communications:

14) MCC communicates very friendly and pleasantly,	1	2	3	4	5
15) Communicates well formally and informally,	1	2	3	4	5
16) Willing to communicate beyond office-hours,	1	2	3	4	5
17) Advises how and where to complain in case of a problem arises.	1	2	3	4	5

VI. flict Handlings:

18) MCC makes every effort in avoiding and solving conflicts,	1	2	3	4	5
19) Solve conflicts before it creates problems to our relationship,	1	2	3	4	5
20) Ready, for discussions when problems arise and provides solutions,	1	2	3	4	5
21) Quickly, responsive to all my complaints,	1	2	3	4	5
22) Gives attention to problems and sincere in solving them.	1	2	3	4	5

V. Customer Retentions:

23) MCC – Reporter / The Reporter Newspaper is my first choice,	1	2	3	4	5
24) I am satisfied working with MCC,	1	2	3	4	5
25) I have no intention to switch to other Print medias,	1	2	3	4	5
26) I am giving positive-word-of-mouth testimonies to friends & colleagues,	1	2	3	4	5
27) I am very happy and benefited in using its product/services,	1	2	3	4	5
28) Prices are fair and reasonable,	1	2	3	4	5
29) I am truly doing a meaningful business with MCC,	1	2	3	4	5
30) I am pleased and will remain using its product/services.	1	2	3	4	5