



## Relationship Marketing Orientation and Customer Loyalty in Selected Quick-Service Restaurants in Benin City, Nigeria

CHRISTOPHER IHIONKHAN AGBONIFOH  
University of Benin, Benin City, Edo State, Nigeria

AMINU AHMADU  
Roehampton Business School, University of Roehampton, United Kingdom

NATHANIEL OKODUGHA  
Anglia Ruskin University, United Kingdom

**Abstract.** This study explored the influence of relationship marketing orientation on customer loyalty in selected fast-food outlets in Benin City. The research focused on assessing the effect of trust on customer loyalty, examining how communication relates to loyalty, determining the role of commitment in fostering loyalty, and evaluating whether conflict handling contributes to loyalty among fast-food customers in the city. The study population comprised customers of various fast-food outlets, from which a sample of 385 respondents was drawn. All administered questionnaires were retrieved, properly completed, and deemed suitable for analysis. Correlation and multiple regression techniques were employed to determine the significance of the relationships among the variables, with hypotheses tested at the 5% significance level using SPSS. Findings revealed that trust has a positive and significant effect on customer loyalty. Communication also showed a strong and significant association with loyalty. Similarly, commitment demonstrated a positive and significant relationship with customer loyalty. Lastly, conflict handling was found to significantly and positively influence customer loyalty. Based on these outcomes, the study recommended that fast-food outlets in Benin City strengthen transparency in their operations; ensuring customers remain well-informed and confident in the products and services offered. Maintaining consistency in fulfilling promises particularly regarding service quality, product standards, and safety was identified as essential.

**Keywords:** Customer loyalty, fast food, outlets, service quality, relationship marketing.

### 1. Introduction

Relationship marketing orientation has become essential for firms seeking to build enduring customer relationships, particularly within the competitive quick-service restaurant (QSR) sector. It focuses on cultivating emotional bonds, identifying customer needs, and delivering personalized experiences that strengthen loyalty and advocacy (Nastasoiu & Vandenbosch, 2018; Khoa, 2020). In Benin City's QSR landscape, this approach offers a powerful means of differentiation, enabling restaurants to position themselves more effectively in a crowded market. Core components of relationship marketing such as personalization, loyalty programs, community engagement, and emotional connection play a significant role in enhancing customer attachment and repeat patronage (Howell, 2022). Personalized interactions use customer insights to tailor services, loyalty programs provide incentives for consistent patronage (Mendoza & Marimuthu, 2020); community-building efforts create shared experiences, and emotional bonds foster deeper, value-driven connections with customers (Saputra, 2019).

Evidence shows that service quality and customer satisfaction are strong drivers of loyalty (Chan & Castro, 2021; Villanueva, 2023). Yet many fast-food outlets in Benin City still struggle to fully adopt

relationship marketing practices, potentially weakening customer retention. Although scholars have emphasized its relevance in promoting customer loyalty (Saputra, 2019), the extent to which relationship marketing orientation is applied and the degree to which it influences loyalty within local fast-food outlets remains unclear. This study therefore examines the effect of relationship marketing orientation on consumer loyalty in fast-food outlets in Benin City, raising critical questions about whether trust shapes loyalty, how communication contributes to sustained patronage, the extent to which commitment influences loyal behaviour, and whether effective conflict handling enhances customers' long-term attachment to these businesses.

## 2. Literature Review

### 2.1 Customer Loyalty

Customer loyalty describes the attitude and behaviour of consumers who repeatedly choose a particular brand because they are satisfied with its products or services. This preference motivates consistent patronage and repeat purchases (Agbaje, 2017). At its foundation, loyalty reflects a strong intention to continue buying a preferred brand, even when alternative options or external factors might influence switching behaviour (Hänninen & Karjaluoto, 2017). Loyal customers are major assets to any business, as they not only maintain ongoing purchasing relationships but also support the brand through favourable word-of-mouth recommendations (Gerritsen & van Veldhoven, 2015). Such loyalty provides several advantages, including lower marketing costs, higher profitability, and improved brand reputation (Hsieh & Chen, 2018).

In addition, customer loyalty involves attitudinal elements such as trust, enthusiasm, and the tendency to select a brand as the first choice when making repeat purchases (Khan et al., 2022). Firms that succeed in cultivating loyalty gain a competitive edge because loyal customers are less responsive to competitors' promotions and more inclined to advocate for the brand (Huda, Saha, & Kabir, 2021). Ultimately, customer loyalty is a strategic component of effective brand management, and businesses that invest in strong customer relationships enjoy substantial long-term benefits (Duffy & Fearn, 2014).

### 2.2 Relationship Marketing Orientation

Relationship marketing orientation refers to a strategic approach that emphasizes establishing, developing, and sustaining long-term relationships with customers,

partners, and other key stakeholders (Gummesson, 2002). It involves understanding customer expectations, offering personalized value, and nurturing trust and loyalty. Central to this approach is the idea of mutual benefit, where all parties gain from the relationship (Berry, 1995). By focusing on long-term collaboration with customers, suppliers, and partners, organizations create a cooperative environment that supports shared objectives and strengthens business performance (Morgan & Hunt, 1994). Essential features of relationship marketing orientation include customer focus (Gummesson, 2002), tailored experiences (Peppers & Rogers, 1997), empathy and deeper understanding (Gronroos, 1994), long-term commitment (Morgan & Hunt, 1994), and value-sharing (Berry, 1995). Organizations that fully adopt this approach often experience improved customer retention, stronger trust, and enhanced loyalty. When firms prioritize customer needs and mutual gains, they build durable relationships that support sustainable success (Berry, 1995).

### 2.3 Trust and Customer Loyalty

Trust plays a central role in shaping customer loyalty, a relationship consistently supported in academic research. Trust acts as the foundation for strong, enduring customer relationships and remains critical for competitive success in modern markets (Chen & Hsu, 2018; Al-Azzam & Alraban, 2019). When customers perceive a brand as trustworthy, they are more inclined to remain loyal, make repeat purchases, and recommend the brand to others, ultimately boosting long-term growth and profitability. Empirical studies reinforce this connection. Yum and Kim (2024) demonstrate that trust strongly predicts loyalty, especially in digital entertainment platforms. Similar findings show that trust often mediates the link between perceived value and loyalty across sectors such as business-to-business services and online retail (Huda, Saha & Kabir, 2021; Khan, Salamzadeh, Iqbal & Yang, 2022).

Based on these insights, this study proposes the following null hypothesis:

***H0<sub>1</sub>***: Trust has no significant and positive impact on customer loyalty.

### 2.4 Communication and Customer Loyalty

Communication is a critical element of relationship marketing and a key driver of customer loyalty. Clear, honest, and consistent communication enhances trust and creates a sense of reliability in the customer–firm relationship. Research shows that communication, as

part of relationship marketing activities, significantly contributes to customer loyalty (Ballantyne, 2020). Effective communication reduces uncertainty, increases transparency, and helps customers feel recognized and appreciated. Customers who receive timely, accurate, and sincere communication tend to develop stronger emotional ties to a brand, which can result in higher loyalty, positive referrals, and improved business performance (Nguyen et al., 2022). Organizations that prioritize communication through responsiveness, personalized messages, and proactive information-sharing cultivate deeper customer relationships and higher retention levels (Morgan & Hunt, 1994). In the current competitive environment, mastering customer communication is essential for sustained brand loyalty. Tailored messaging, attentive service delivery, and loyalty-enhancing platforms remain powerful tools for strengthening customer commitment (Kotler & Keller, 2016).

Consequently, this study advances the following null hypothesis:

*H0<sub>2</sub>*: Communication has a significant positive impact on customer loyalty.

#### **2.4 Commitment and customer loyalty**

Commitment is widely recognized as a key ingredient in forming strong and enduring customer relationships, which in turn supports loyalty (Alhaddad, 2018). When customers perceive that a brand values them and understands their needs, they tend to develop an emotional bond with the organization, reinforcing their willingness to remain loyal and continue their patronage (Morgan & Hunt, 1994). Research further indicates that commitment within relationship marketing strategies can influence satisfaction, trust, and loyalty, contributing to stable, long-term customer–firm relationships and enhanced profitability (Hosseini, Ghaderi & Sarfi, 2017).

In business-to-business settings, commitment is even more crucial, as it underpins collaborative partnerships and loyalty-building efforts. Evidence suggests a strong and positive link between commitment and loyalty, with satisfaction often acting as a mediating force in this relationship (Ballantyne, 2020). Organizations that emphasize commitment through superior service delivery, personalized messages, reward systems, and loyalty initiatives create a sense of belonging for customers. This sense of belonging fosters affective commitment and, ultimately, increased loyalty. Oliver (1999) defines customer loyalty as a deeply rooted commitment to repurchase or re-engage with a preferred brand consistently in the

future, even in the face of competing influences that could prompt switching behavior. This form of commitment is shaped by factors such as perceived benefits, service quality, and the organization’s long-term vision with customers.

Based on this understanding, the present study proposes the following null hypothesis:

*H0<sub>3</sub>*: Commitment has no significant impact on customer loyalty.

#### **2.5 Conflict handling and customer loyalty**

Conflict handling is another essential aspect of relationship marketing that significantly contributes to the development of strong customer relationships and sustained loyalty. How a company responds when conflicts or service failures arise can either strengthen or weaken customer perceptions. Effective resolution strategies can transform potentially negative situations into opportunities to reinforce trust and loyalty. Ndubisi (2020) observes that customer service representatives equipped with strong conflict-management skills often resolve issues more effectively, resulting in heightened satisfaction and loyalty. Key practices for effective conflict handling include maintaining composure, acknowledging customer concerns, avoiding blame, assuming responsibility, and providing constructive solutions. These actions rely heavily on active listening, empathy, and a problem-solving mindset (Ehigiamusoe, 2022). Remaining calm helps representatives manage interactions more professionally, while validating customer concerns communicates respect and demonstrates the firm's commitment to addressing the issue (Nguyen et al., 2022).

The literature consistently reports a positive link between conflict handling and customer loyalty (Agbaje, 2017). Firms that invest in conflict-resolution training for frontline employees often enjoy increased customer satisfaction and stronger loyalty outcomes (Kotler & Keller, 2016). Evidence from the fast-food industry specifically reinforces the importance of conflict handling, showing that effective conflict management significantly influences loyalty (Ehigiamusoe, 2022). Recent contributions to the relationship marketing discourse emphasize that trust, commitment, and conflict handling collectively shape customer loyalty and retention (Kaur, 2020). Organizations that adopt a customer-oriented approach to resolving disputes can convert negative encounters into positive experiences, stimulate favorable word-of-mouth, and promote sustainable

customer loyalty (Ballantyne, 2020; Nguyen et al., 2022).

Consequently, this study states the following null hypothesis:

*H04*: Conflict handling has no significant impact on customer loyalty.

### 2.6 Relationship Marketing Theory

The Relationship Marketing Theory, championed by Leonard Berry and other scholars in the 1990s with Alexander (1998) also offering notable contributions centers on the idea that organizations should focus on establishing, nurturing, and sustaining long-term relationships with key stakeholders such as customers, partners, and suppliers. The theory acknowledges that long-term relationships can generate substantial future value, yielding mutual benefits and enhancing overall organizational performance. Within this framework, relationship marketing incorporates three major forms of relationship-focused advertising: network marketing, database marketing, and interaction marketing (Morgan & Hunt, 1994). Database marketing, in particular, relies on information technology to enhance customer satisfaction, increase profitability, and strengthen loyalty. By analyzing customer data and behavioural patterns, firms can craft more precise and compelling marketing campaigns that improve engagement and long-term retention. The CRM model further highlights two essential dimensions: the relevance and usefulness of relationship marketing for organizations and consumers, and the critical role of retailers in developing, strengthening, and sustaining strong customer relationships (Buttle, 1996).

Relationship marketing theory posits that meaningful connections between firms and their customers are both viable and advantageous for all parties involved. Successful relational exchanges must yield benefits to the organization while simultaneously meeting customer expectations. When customers perceive that a firm consistently meets or exceeds their needs, they are more inclined to maintain communication and develop loyalty toward that organization (Alexander, 1998). Emphasizing relationship marketing equips firms with the tools to build enduring and mutually beneficial connections, fostering long-term organizational growth. Among the key advantages associated with relationship marketing are improved customer loyalty, enhanced profitability, and greater satisfaction. Alexander (1998) notes that customer profitability tends to increase in the later stages of the relationship due to factors such as incremental

purchases, customers' willingness to pay premium prices, and reduced servicing costs. Thus, sustained investment in relationship marketing efforts helps organizations unlock these long-term gains and strengthen their competitive position.

### 3. Research Methodology

This study employed a cross-sectional survey research design to investigate the relationship between customer relationship orientation and customer loyalty in fast-food outlets in Benin City, Edo State. The design was chosen for its ability to capture the current state of a unit or group at a particular point in time. The sample size was determined using the infinite population sample size determination formula by Cochran (1977):

$$n_o = \frac{Z^2pq}{e^2}$$

Where;  $n_o$  = Sample size;  $Z$  = selected critical value of desired confidence level;  $p$  = estimated proportion of an attribute that is present in the population;  $q = 1-p$  while  $e$  = margin of error

$$Z = 1.96; p = 0.5; q = 1 - 0.5 = 0.5; e = 0.05$$

By applying given data in the formula, we have thus:

$$n = \frac{(1.96)^2 \times 0.5 \times 0.5}{0.05^2} = \underline{385}$$

A sample size of 385 was determined for this study. Convenience sampling was employed due to its cost-effectiveness, efficiency, and ease of access to a readily available pool of participants. Primary data was collected using a structured Likert-scale type questionnaire. The data was analyzed using descriptive statistics (frequency distribution, percentages, and means) and inferential statistics (correlation and multiple regression). The Statistical Package for the Social Sciences (SPSS 20.0) was used for analysis, with all tests conducted at a 5% level of statistical significance. The multiple regression model was specified as:

$$\text{Customers' Loyalty} = f(\text{Customer relationship orientation}) \text{----- (1)}$$

$$\text{Customers' Loyalty} = f(\text{trust, communication, commitment and conflict handling}) \text{----- (2)}$$

$$CL = \beta_1TRT + \beta_2COMM + \beta_3COMT + \beta_4CONFH + \varepsilon \text{----- (3)}$$

Where;

CL = Customers' Loyalty

TRT = Trust

COMM = Communication

COMT = Commitment

CONFH = Conflict Handling.

$\beta_1, \beta_2, \beta_3, \beta_4$ - Coefficients

$\varepsilon$  – Error term

Based on theoretical or a priori expectation, the signs of the coefficients are given as;

$\beta_1, \beta_2, \beta_3, \beta_4 > 0$

#### 4. Analysis of Results and Discussion of Findings

##### 4.1 Description of Respondents' Demographics

This section contains the different background information of the respondents which include gender, age, highest educational qualification, marital status, and income. The results are presented in Table 1 as follows:

**Table 1:** Respondents' Demographics

Variable	Category	Frequency	Per cent
Gender of respondents	Male	239	62.1
	Female	145	37.9
	<b>Total</b>	<b>384</b>	<b>100</b>
Age of respondents	Under 20 years	16	4.2
	21-25years	61	15.8
	26-30years	95	24.7
	31-35years	96	24.9
	36-40years	76	19.7
	41-45years	32	8.3
	46years and above	9	2.3
	<b>Total</b>	<b>385</b>	<b>100</b>
Education qualification of respondents	SSCE/GCE	51	13.2
	NCE/Diploma/OND	106	27.5
	HND/First Degree	175	45.5
	Postgraduate	53	13.8
	<b>Total</b>	<b>385</b>	<b>100</b>
Income	Less 20,000	31	8.1
	21,000-40,000	38	9.9
	41,000-60,000	89	23.1
	61,000-80,000	116	30.1
	81,000-100,000	70	18.2
	101,000 and above	41	10.6
	<b>Total</b>	<b>385</b>	<b>100.0</b>

*Source: Researcher's Fieldwork (2025)*

Table 1 showed that male and female respondents accounted for 62.1% and 37.9% respectively. This implies that majority of customers who patronize fast-food outlets in Benin City are male. In terms of respondents' age, 16 (4.2%) of them are under 20 years, 61 (15.8%) are 21 – 25years old, 95 (24.7%) are 26 – 30years old, 96 (24.9%) are 31 – 35years old, 76 (19.7%) are 36-40 years old, 32 (8.3%) are 41-45 years old while 9 (2.3%) are 46years and above. This shows that the majority of the respondents are between 31-35years old. Table 1 further showed that respondents with SSCE/GCE, NCE/Diploma/OND, HND/First degree and Postgraduate qualifications accounted for 13.2%, 27.5%, 45.5% and 13.8% respectively. Finally, Table 1 revealed that 8.1% of the respondents earned Less 20,000; 9.9% of the respondents earned between 21, 000 - 40,000; 23.1% of the respondents earned between 41,000 - 60, 000; 30.1% of the respondents earned between 61,000-80,000; 18.2% of the respondents earned between 81,000-100,000 while 10.6% of the respondents earned between 101,000 and above.

##### 4.2 Correlation Analysis

**Table 2:** Correlation Analysis of Research Variables

		Customer loyalty	Trust	Communication	Commitment	Conflict handling
Customer Loyalty	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	385				
Trust	Pearson Correlation	.499**	1			
	Sig. (2-tailed)	.000				
	N	385	385			
Communication	Pearson Correlation	.498**	.575**	1		
	Sig. (2-tailed)	.000	.000			
	N	385	385	385		
Commitment	Pearson Correlation	.516**	.602**	.645**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	385	385	385	385	
Conflict Handling	Pearson Correlation	.450**	.484**	.551**	.632**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	385	385	385	385	385

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

**Source:** *Researcher's Fieldwork (2025)*

The correlation analysis table presents the relationships between customer loyalty and four independent variables: trust, communication, commitment, and conflict handling. The results show that customer loyalty is positively and significantly related to all four independent variables. Specifically, the correlation coefficients indicate that commitment has the strongest relationship with customer loyalty, with a coefficient of 0.516. This suggests that when customers feel committed to a brand or organization, they are more likely to be loyal. The analysis also reveals that trust and communication have similar strengths of relationship with customer loyalty, with coefficients of 0.499 and 0.498, respectively. These findings highlight the importance of building trust and effective communication with customers to foster loyalty. When customers trust a brand or organization, they are more likely to be loyal, and effective communication can help build and maintain this trust.

Conflict handling also has a significant relationship with customer loyalty, although the coefficient is slightly lower at 0.450. This suggests that organizations that prioritize conflict resolution and handling are more likely to maintain customer loyalty. When customers feel that their concerns are being heard and addressed, they are more likely to remain loyal to the brand or organization. The correlation analysis also shows that none of the correlation coefficients exceed the threshold of 0.80, indicating that there is no multi-collinearity between the independent variables. This means that each independent variable is contributing uniquely to the relationship with customer loyalty, and that the model is not compromised by redundant or overlapping variables. Overall, the findings suggest that building trust, effective communication, commitment, and conflict handling are all important strategies for fostering customer loyalty.

### 4.3 Estimation of Regression Model

**Table 3:** Estimation of Regression Model

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics		Decision
	B	Std. Error	Beta			Tolerance	VIF	
(Constant)	.807	.179		4.497	0.000			
Trust	.221	.054	.222	4.078	0.000	.572	1.749	Significant
Communication	.182	.058	.181	3.129	0.002	.507	1.973	Significant
Commitment	.175	.059	.186	2.967	0.003	.431	2.322	Significant
Conflict Handling	.115	.051	.125	2.265	0.024	.560	1.786	Significant

R<sup>2</sup>= 0.354; Adjusted R<sup>2</sup>= 0.347; F-Statistic = 52.006; F-Statistic (Prob.) = 0.000;

Durbin-Watson 1.730; Number of Observation = 385

Dependent Variable: Customer loyalty

**Source:** *Researcher's Fieldwork (2025)*

Table 3 indicates that the Durbin-Watson score is 1.730 which by implication shows that there is an absence of first-order serial correlation in the model. The model is fit to be applied without re-modification in policy formulation and development amongst fast-food outlets in Benin City. Table 3 also shows that the  $R^2$  value of 0.354 indicates that the independent variables of trust, communication, commitment and conflict handling jointly explain 35.4% of the systematic variation in the dependent variable (customer loyalty). Other factors or elements not included in this regression model, but taken care of by the error terms accounted for 65.3%. The R-squared value after adjustment for the degree of freedom was 0.347 in the regression model. The F statistic of 52.006 is significant at  $p < 0.05$ . This means that there is a statistically significant relationship between the dependent variable (customer loyalty) and independent variables (trust, communication, commitment and conflict handling) as a group.

The regression results in Table 3 show that trust records ( $t=4.078$ ;  $p=0.0000 < 0.05$ ), communication ( $t=3.129$ ;  $p=0.0000 < 0.05$ ), commitment ( $t=2.967$ ;  $p=0.002 < 0.05$ ) and conflict handling ( $t=2.265$ ;  $p=0.024 < 0.05$ ), had a significant and positive relationship with customer loyalty. To conclude that there is no multi collinearity in any set of data, the value of tolerance must be considered being over 0.10 while the variance inflation factor (VIF) should be below 5. The results in Table 3 show that the value of tolerance ranged from 0.431 to 0.572, evidence of substantial scores above the minimum threshold. Besides, the variance inflation factor (VIF), which ranged from 1.749 to 2.322, was way below the maximum limit of acceptability.

## 5. Conclusion

This study examined the relationship between relationship marketing orientation (RMO) and customer loyalty in selected fast-food outlets in Benin City. Guided by theoretical perspectives and empirical evidence, the study specifically analysed the influence of four key RMO dimensions (trust, communication, commitment, and conflict handling) on customer loyalty. The findings revealed that each of these dimensions significantly contributes to strengthening customer loyalty within the fast-food sector. The results demonstrated that trust remains a foundational element for building durable customer firm relationships. When customers perceive a brand as reliable, consistent, and dependable, they are more likely to repeatedly patronise the outlet and recommend it to others. Similarly, effective communication emerged as a vital mechanism for shaping customers' perceptions and experiences. Fast-food outlets that provide clear, timely, and customer-centred communication are better positioned to enhance customer satisfaction and nurture loyalty. Furthermore, commitment was shown to play a central role in reinforcing long-term relationships. Customers are more loyal to firms that demonstrate genuine dedication to meeting their needs and delivering value

beyond transactional exchanges. The study also confirmed that conflict handling is crucial for maintaining loyalty. Outlets that manage complaints promptly, fairly, and professionally not only recover dissatisfied customers but also strengthen the overall customer brand relationship.

Generally, the study provides strong empirical support for the argument that relationship marketing orientation is indispensable for achieving sustainable customer loyalty in the fast-food industry. Integrating trust, communication, commitment, and conflict-resolution practices into their operational and marketing strategies, fast-food outlets can foster long-term patronage, reduce customer churn, enhance customer satisfaction, and secure a competitive advantage in an increasingly dynamic marketplace. The study therefore underscores the need for fast-food managers to institutionalize RMO practices as part of their strategic framework. Doing so will not only improve relational outcomes but also contribute to improved organizational performance, profitability, and long-term survival in the highly competitive fast-food sector of Benin City and beyond.

## 6. Recommendations

Based on the findings, the following recommendations are made to enhance customer loyalty in fast-food outlets in Benin City:

**Foster Trust:** Prioritize transparency in operations; ensure consistency in delivering on promises, and implement measures like clear ingredient labeling and consistent service experiences.

**Improve Communication:** Invest in diverse communication channels, leverage social media platforms, implement responsive customer service channels, and provide clear and timely information about promotions and operational updates.

**Cultivate Commitment:** Personalize the customer experience, implement loyalty programs that reward frequent patrons, and tailor offerings to individual preferences.

**Effective Conflict Handling:** Prioritize conflict resolution strategies, train staff members in conflict management techniques, empower frontline employees to resolve issues, and implement feedback mechanisms to capture and address customer concerns.

## References

- Agbaje, A. A. (2017). Exploring relationship marketing in Nigerian businesses. *Journal of Marketing Studies*, 10(2), 12-20.
- Al-Azzam, A. F., & Alraban, A. A. (2019). The impact of relationship marketing on customer loyalty. *International Journal of Business and Management*, 14(1), 30-40.

- Alexander, N. (1998). Relationship marketing in the service industry. *Journal of Services Marketing*, 12(3), 50-60.
- Alhaddad, A. A. (2018). The role of trust in relationship marketing. *Journal of Relationship Marketing*, 17(2), 120-135.
- Ballantyne, R., (2020). Relationship marketing in the digital age. *Journal of Marketing Management*, 35(1), 1-15.
- Berry, L. L. (1995). Relationship marketing of services—growing interest, emerging perspectives. *Journal of the Academy of Marketing Science*, 23(4), 236-245.
- Buttle, F. (1996). Relationship marketing: Theory and practice. Book Publication
- Chan, K. W., & Castro, A. L. (2021). The effects of relationship marketing on customer satisfaction. *Journal of Customer Satisfaction*, 20(1), 40-55.
- Chen, I. Y., & Hsu, Y. R. (2018). Relationship marketing strategies in the hospitality industry. *International Journal of Hospitality Management*, 70, 30-40.
- Duffy, R., & Fearne, A. (2014). Relationship marketing in the supply chain. *Journal of Supply Chain Management*, 50(2), 20-35.
- Ehigiamusoe, K. U. (2022). Relationship marketing and business performance. *Journal of Business Performance*, 15(1), 1-15.
- Gerritsen, P., & van Veldhoven, Z. (2015). The impact of relationship marketing on customer retention. *Journal of Customer Retention*, 10(3), 120-135.
- Gronroos, C. (1994). Relationship marketing: A paradigm shift. *Journal of Marketing Management*, 9(1), 30-40.
- Gummesson, E. (2002). Relationship marketing: A new perspective. *Journal of Relationship Marketing*, 1(1), 10-25.
- Hänninen, N., & Karjaluoto, H. (2017). Relationship marketing in the digital era. *Journal of Digital Marketing*, 5(2), 40-55.
- Hosseini, S. M. H., Ghaderi, Z., & Sarfi, M. (2017). Relationship marketing and customer loyalty. *Journal of Customer Loyalty*, 10(1), 30-40.
- Howell, R. C. (2022). The Role of Relationship Marketing in Business Success. *Journal of Business Success*, 15(2), 1-10.
- Hsieh, S. H., & Chen, C. H. (2018). Relationship marketing strategies in the retail industry. *Journal of Retailing and Consumer Services*, 40, 120-130.
- Huda, S., Saha, S., & Kabir, M. S. (2021). The impact of relationship marketing on business performance. *Journal of Business Performance*, 18(2), 1-15.
- Kaur, H. (2020). Relationship marketing in the service industry. *Journal of Services Marketing*, 34(3), 50-65.
- Khan, M. A., Salamzadeh, Y., Iqbal, Q., & Yang, S. (2022). Relationship marketing and customer loyalty. *Journal of Customer Loyalty*, 15(1), 30-45.
- Khoa, B. T. (2020). The role of relationship marketing in business success. *Journal of Business Success*, 13(1), 1-10.
- Kotler, P., & Keller, K. L. (2016). Marketing management. Mendoza, J. R., & Marimuthu, M. (2020). Relationship marketing and customer satisfaction. *Journal of Customer Satisfaction*, 22(2), 40-55.
- Nastasoiu, A., & Vandenbosch, M. (2018). The Impact of Social Media on Consumer Behavior. *Journal of Marketing Studies*, 15(2), 40-55.
- Ndubisi, N. O. (2020). Relationship marketing and customer loyalty. *Journal of Business Research*, 20(1), 1-10.
- Oliver, R. L. (1999). Satisfaction: A behavioral perspective on the consumer. *Journal of Consumer Research*, 26(3), 340-353.
- Peppers, D., & Rogers, M. (1997). Enterprise one-to-one: Tools for competing in the interactive age. *Harvard Business Review*, 75(2), 151-160.
- Saputra, F. A. (2019). The effect of relationship marketing on customer retention. *Journal of Relationship Marketing*, 18(1), 30-45.
- Villanueva, J., (2023). The role of trust in relationship marketing. *Journal of Marketing Management*, 38(1), 1-15.
- Yum, J. T. K., & Kim, S. J. (2024). The impact of digital marketing on relationship building. *Journal of Digital Marketing*, 12(1), 20-38.