
CUSTOMER VALUE ORIENTATION AND ORGANIZATIONAL SUCCESS OF MANUFACTURING FIRMS IN SOUTH-SOUTH REGION OF NIGERIA.

BY

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ABSTRACT

The study examined the relationship between customer value orientation and the organizational success of manufacturing firms in the south-south region of Nigeria. A cross-sectional research design was adopted, and the population of the study was 380 respondents, consisting of managers and supervisors in four manufacturing companies in the south-south region of Nigeria. A questionnaire was used in data collection, and 192 copies were retrieved as useful for data analysis. The data were analyzed using the Pearson Product Moment Correlation Coefficient Statistic through the Statistical Package for Social Science (SPSS) Version 23.0. The study found a significant relationship between customer-value orientation and organizational success. Based on the above, the study concluded that customer value orientation is related to organizational success. Therefore, the study recommended that businesses should focus on and understand customer needs by conducting market research to gather insights into customer preferences. Communicate clearly and proactively with customers, keeping them informed about new products or services, promotions, or changes to policies. Involve customers by offering customization options that give customers a sense of ownership over their products or services. Engage customers in co-creation in the design and delivery of products or services in order to gain customer loyalty.

Keywords: Customer value orientation, customer focus, customer involvement, customer satisfaction, organizational Success

Introduction

The most pressing need for almost all organizations is to achieve success. The success of organizations from a marketing perspective is varied, but it typically includes increased brand awareness (Kotler et al., 2021), increased customer engagement (Schmitt, 2020), increased sales and revenue (Armstrong et al., 2019), improved customer experience (Kumar et al., 2020), and increased market share (Keller & Kotler, 2021). According to Bain and Company (2018), the successes of organizations from a marketing perspective also include customer satisfaction, customer loyalty, and customer retention (Temkin Group, 2018). This highlights the importance of building customer satisfaction and loyalty through exceptional customer experiences to gain a larger share of the market (Keller & Kotler, 2021). Although several factors are responsible for the successes of marketing organizations, such include market research (Homburg et al., 2019); branding (marketing organizations invest in creating a strong brand image that resonates with their target audience (Keller & Richey, 2020)); and innovation. Marketing organizations that prioritize innovation are more likely to succeed in today's dynamic business environment (O'Cass & Ngo, 2020).

Other factors include customer experience (marketing organizations that prioritize delivering exceptional customer experiences are more likely to retain customers and generate positive word-of-mouth (Verhoef et al., 2019), and recently, the digital marketing. By leveraging social media, search engine optimization, and email marketing, marketing organizations can reach new audiences and engage with customers in meaningful ways (Chaffey & Ellis-Chadwick, 2019). Although the success of organizations from a marketing perspective depends on a combination of these factors, such factors need to be solely developed around customer value orientation. Customer value orientation is a critical driver of organizational success in today's highly competitive business environment (Verhoef et al., 2019). It refers to an organization's focus on creating value for its customers by aligning its products, services, and processes to meet their needs and preferences effectively. Customer value orientation involves understanding customers' needs, expectations, and perceptions and delivering superior value that exceeds their expectations (Homburg et al., 2019).

However, implementing a customer value orientation can be challenging, especially in complex organizations with multiple departments and stakeholders. Organizations need to overcome barriers such as lack of top management support, conflicting goals and priorities, and inadequate resources to successfully implement a customer value orientation (Verhoef et al., 2019). Therefore, it is essential for organizations to prioritize customer value orientation and invest in the necessary resources and infrastructure to create a customer-centric culture.

Numerous studies have shown that customer value orientation is positively associated with customer satisfaction, loyalty, and retention, which in turn leads to increased sales and revenue growth over time (Luo & Bhattacharya, 2019). Furthermore, a customer value orientation also helps organizations build a strong brand reputation and differentiate themselves from competitors in the market (Zhang & Han, 2021). Despite several studies of this nature, there still appears to be a lacuna in marketing firms in Nigeria based on research that addresses the issues of customer value orientation and organizational success. Hence, in order to fill this gap, the present study examined the relationship between customer value orientation and organizational success so that marketing firms in Nigeria can use the findings from this study to enhance their performance in adopting customer value orientation to achieve organizational success. Thus, it is critical for organizations to develop and maintain a customer-focused culture that will help firms achieve sustainable success in the long run.

Statement of the Problem

Customer value orientation is a critical driver of organizational success in today's competitive business landscape. It helps organizations meet customers' needs and preferences effectively, which leads to increased customer satisfaction, loyalty, and revenue growth. Despite the benefits of implementing a customer value orientation, many organizations find it difficult to prioritize it in order to achieve long-term success. This was observed in low customer satisfaction as customers frequently complained of poor-quality products and services. Low level of customer loyalty as experienced by firms. This shows that the lack of marketing organizations' efforts to implement a customer value orientation affects their set goals and objectives, as observed in the south-south region of Nigeria.

Customer value orientation has been identified as a critical factor in achieving organizational success. This orientation involves a company's focus on understanding and meeting the needs and expectations of its customers, as well as delivering value to them through its products, services, and overall customer experience. However, despite the importance of customer value orientation, many organizations struggle to effectively implement it as a key strategy for success. Studies have shown that organizations that prioritize customer value orientation are more likely to achieve higher levels of customer satisfaction, loyalty, and retention, as well as increased revenue and profitability (Chen & Chen, 2018).

On the other hand, companies that fail to effectively implement customer value orientation may face negative consequences such as customer churn, decreased market share, and decreased revenue (Nguyen et al., 2021; Ritter & Gemünden, 2019). Therefore, the problem at hand is how marketing organizations in the south-south region of Nigeria can effectively implement customer value orientation as a strategy for achieving organizational success. This requires a deep understanding of the factors that contribute to the successful implementation of customer value orientation, as well as the barriers and challenges that may hinder its implementation. This has been the thrust of the present study.

Aim and Objectives of the Study

The aim of the study was to examine the relationship between customer value orientation and organizational success in manufacturing firms in the south-south region of Nigeria. However, the objectives of the study were to:

- i. Examine the relationship between customer focus and customer satisfaction.
- ii. Investigate the relationship between customer focus and customer loyalty.
- iii. Determine the relationship between customer involvement and customer satisfaction.
- iv. Determine the relationship between customer involvement and customer loyalty.

Research Questions

The following research questions were developed and guided the study.

1. What is the relationship between customer focus and customer satisfaction?
2. How does customer focus relate to customer loyalty?
3. What is the relationship between customer involvement and customer satisfaction?
4. How does customer involvement relate to customer satisfaction?

Research Hypotheses

Ho₁: There is no significant relationship between customer focus and customer satisfaction.

Ho₂: Investigate the relationship between customer focus and customer loyalty.

Ho₃: There is no significant relationship between customer involvement and customer satisfaction.

Ho₄: Determine the relationship between customer involvement and loyalty.

Scope of the Study

The content scope of the study focused on customer value orientation with respect to two dimensions and two measures of organizational success as covered in this study. The geographical scope of the study covered all manufacturing firms in the South-South region of Nigeria, while the unit of analysis was the macro (organizational) level.

Significance of the Study

The significance of studying the relationship between customer value orientation and organizational success lies in the fact that customers are the backbone of any business. Understanding the needs and preferences of customers is crucial for the survival and growth of a company. The following categories of users will benefit from the findings of this study:

Organizations: Organizations that prioritize customer value orientation can differentiate themselves from competitors, improve customer loyalty, and ultimately achieve long-term success. A customer-focused organization can gain a competitive edge by delivering superior value to its customers. This can lead to increased market share, customer loyalty, and revenue growth. A customer-oriented organization places a high priority on meeting or exceeding customer expectations. This can lead to higher levels of customer satisfaction and repeat business.

By understanding and addressing customer needs, a customer-oriented organization can reduce customer churn and retain more customers. By delivering greater value to customers, a customer-focused organization can increase profitability through higher sales and reduced costs associated with customer acquisition.

A customer-oriented organization is more likely to develop new products and services that meet customer needs and preferences, leading to innovation and growth. A customer-focused organization is likely to build a positive reputation in the market, which can attract new customers and talent. Thus, studying customer value orientation and organizational success can provide insights into the strategies and practices that can help organizations succeed in today's competitive business environment.

Scholars: future scholars will find this study important because it will enable them to fill the gap where necessary to advance the dimensions of customer value orientation to achieve organizational success, especially within the perspective marketing literature.

REVIEW OF RELATED LITERATURE

Conceptual Review

The focal point of this study was to examine the relationship between customer value orientation and organizational success. This was important because a business approach that prioritizes the creation and delivery of value to customers is profitable. It involves understanding the needs, preferences, and expectations of customers and using that information to design products, services, and marketing strategies that meet or exceed those expectations. In this vein, the study discussed the concept of customer value orientation from two dimensions, such as customer focus and customer involvement. These were examined in relation to two measures of organizational success, which were customer satisfaction and customer loyalty.

Concept of Customer Value Orientation

Customer value orientation is the degree to which a business prioritizes the needs and wants of customers in its decision-making processes. One of the main reasons why customer value orientation is important for businesses is because it leads to higher levels of customer satisfaction. Customer orientation refers to the overall culture of a business, in which the needs and wants of customers are prioritized above all else. According to a study by Slater and Narver (1994), customer orientation is the foundation of creating customer value, as it requires businesses to be proactive in understanding and meeting the needs of their customers. When businesses focus on creating value for their customers, they are more likely to deliver products or services that meet their needs and exceed their expectations. A study by Lee and Koo (2019) found that customer value orientation positively affects customer satisfaction in the retail industry.

Customer Focus

Customer focus is essential for the success of any business. It can help companies achieve better financial results, increase revenue, and build customer loyalty. Prioritizing customer satisfaction, gathering feedback, and addressing customer concerns are all critical aspects of customer focus. By adopting a customer-centric approach, businesses can gain a competitive advantage in today's marketplace. Customer focus is critical for the success of any business. According to a study by Deloitte, "customer-centric companies are 60% more profitable compared to companies that are not focused on the customer" (Deloitte, 2018). This indicates that companies that prioritize customer focus tend to achieve better financial results than those that do not. Importance of feedback: Gathering customer feedback is an essential part of customer focus.

Customer Involvement

Customer involvement refers to the degree to which a business actively engages customers in its decision-making processes. A study by Dabholkar and Bagozzi (2002) found that "customer involvement can lead to more satisfied and loyal customers, as well as better-performing products and services (Dabholkar & Bagozzi, 2002). Customer involvement refers to the active participation of customers in the design, development, and improvement of products and services. Over the years, customer involvement has emerged as a critical factor in achieving organizational success, as it enables organizations to better understand

customer needs and preferences and develop products and services that meet those needs. Customer involvement has been found to be positively related to customer satisfaction. In a study by Sousa and Voss (2006), it was found that involving customers in the product design process improved customer satisfaction levels. Similarly, a study by Hildebrandt and Huber (2000) found that customer involvement led to increased customer loyalty, as customers felt a sense of ownership and commitment to the products they helped design.

Customer involvement can also contribute to innovation and the development of new products and services. In a study by Kumar and Reinartz (2016), it was found that firms that actively involve customers in the product development process are more likely to generate new product ideas and innovations. Similarly, a study by Füller et al. (2008) found that customer involvement can lead to the creation of novel and unique product concepts. All in all, customer involvement has emerged as a critical factor in achieving organizational success. By involving customers in the product development process, organizations can improve customer satisfaction, enhance innovation, reduce product development costs, increase customer loyalty, and improve organizational learning.

Concept of Organizational Success

Organizational success refers to the achievement of the goals and objectives of an organization, including financial performance, customer satisfaction, employee engagement, innovation, and market share. It is often measured through various performance indicators, such as revenue growth, profitability, and productivity (De Waal, 2021). In marketing, the successes of organizations are varied, but for the purpose of this study, customer satisfaction and loyalty were discussed since they are very important to the performance of organizations.

Organizational success in marketing can be achieved by implementing effective marketing strategies that increase customer satisfaction and loyalty, drive sales and revenue growth, and enhance the company's brand image and reputation. Several studies have explored the link between marketing and organizational success. For example, Kabadayi and Price (2014) found that companies with a strong marketing orientation tend to have better financial performance and growth than those without. Similarly, Al-Tit and Souiden (2021) found that marketing performance was positively related to business performance in the context of the hospitality industry. Effective marketing strategies can include a range of tactics, such as market research to understand customer needs and preferences, targeted advertising campaigns to reach specific customer segments, and customer relationship management programs to build strong relationships with customers over time.

However, achieving organizational success in marketing also requires aligning marketing goals and strategies with broader organizational objectives and values. This involves ensuring that marketing initiatives are consistent with the company's mission, vision, and values and that they support overall business objectives such as profitability, growth, and innovation. All in all, organizational success in marketing requires a strategic approach that prioritizes customer needs and preferences while also aligning with broader organizational goals and values. Thus, based on the above, two measures of organizational success from a marketing perspective were adopted, as discussed below.

Customer Satisfaction

Customer satisfaction refers to a customer's overall evaluation of a company's products, services, or experiences. It is often measured through surveys or feedback mechanisms and is a critical component of business success (Oliver, 2014). Customer satisfaction is a crucial aspect of customer value orientation. A study by Bain & Company found that "companies that excel in customer experience grow revenues 4%–8% above their market" (Bain & Company, 2018). This demonstrates that businesses that prioritize customer satisfaction tend to see increased revenue and market growth. Customer Satisfaction and Business Performance: A study by Yang and Hong (2019) found that customer satisfaction has a significant positive impact on business performance, including financial performance, employee performance, and customer retention.

Customer Loyalty

Customer loyalty refers to the degree to which a customer is committed to continuing a relationship with a company, brand, or product over time. Loyalty can be influenced by various factors, including product quality, customer service, and emotional connections with a brand. Customer loyalty is a key goal of customer focus. A study by Temkin Group found that "loyal customers are five times more likely to repurchase, five times more likely to forgive, four times more likely to refer, and seven times more likely to try a new offering" (Temkin Group, 2018). This highlights the importance of building customer loyalty through exceptional customer experiences.

Customer Value Orientation Organizational Success

Customer value orientation is a critical driver of organizational success, as it enables companies to better understand and fulfill the needs and preferences of their customers. By adopting a customer value-oriented approach, companies can differentiate themselves from their competitors, improve customer satisfaction and loyalty, and achieve sustained growth and profitability (Bolton et al., 2014; Cao & Gruca, 2019; Ulaga & Eggert, 2016).

Customer value orientation can enhance organizational success by improving customer satisfaction and loyalty. According to a study by Cao and Gruca (2019), customer value orientation was positively related to customer satisfaction and loyalty in the healthcare industry. By focusing on customer needs and preferences, healthcare firms can provide better care and services, leading to improved customer satisfaction and loyalty.

Customer value orientation can lead to increased revenue and profitability by creating value for customers and maximizing customer lifetime value. According to Bolton et al. (2014), a customer value-oriented approach can drive customer loyalty and profitability by creating a compelling value proposition, delivering exceptional customer experiences, and maximizing customer lifetime value. By creating value for their customers, companies can increase revenue and profitability and achieve sustained success in the long run.

Empirical Review

Customer value orientation is a crucial factor for organizational success, as it leads to increased customer satisfaction, loyalty, and profitability (Cao & Gruca, 2019; Ulaga & Eggert, 2016). A study by Cao and Gruca (2019) investigated the impact of customer value

orientation on firm performance in the healthcare industry. The study found that customer value orientation was positively related to customer satisfaction, customer loyalty, and financial performance. The authors argue that by focusing on customer needs and preferences, healthcare firms can achieve better outcomes and differentiate themselves from their competitors.

Uлага and Eggert (2016) examined the role of customer value in business-to-business relationships. The study found that a customer value-oriented approach was a key driver of success in business-to-business relationships, as it helped to build trust, foster long-term relationships, and create value for both parties. The authors suggest that companies should adopt a customer-value-oriented approach in their business-to-business relationships to achieve competitive advantage and sustained success.

Choi and Lee (2013) conducted a study to investigate the impact of customer value orientation on innovation in the hotel industry. The study found that customer value orientation was positively related to innovation, as it encouraged hotels to create new products and services that met the changing needs and preferences of their customers. The authors suggest that hotels should adopt a customer-value-oriented approach to stay competitive and achieve success in the long run.

Liu et al. (2016) conducted a study to investigate the impact of customer focus on customer satisfaction in the e-commerce industry. The study used a survey questionnaire to collect data from 304 online shoppers in China. The authors employed structural equation modeling (SEM) to analyze the data. The study found that customer focus has a positive effect on customer satisfaction in the e-commerce industry.

Liao et al. (2019) conducted their study on customer focus and customer loyalty in the convenience store industry in Taiwan. They collected data through a survey questionnaire from 360 customers who had made purchases at convenience stores in Taiwan. The study found that both customer focus and customer involvement have a positive effect on customer loyalty in the convenience store industry. Specifically, customer focus was found to have a stronger impact on customer loyalty than customer involvement. The authors conclude that customer focus is a critical driver of customer loyalty in the convenience store industry. By adopting a customer-focused approach that emphasizes understanding and fulfilling the needs and preferences of their customers, convenience stores can improve customer loyalty.

A study conducted by Kumar et al. (2013) investigated the relationship between customer involvement and customer satisfaction in the banking industry in India. The study found that customer involvement has a positive impact on customer satisfaction. Specifically, customers who are more involved in the service delivery process, such as actively seeking information and participating in decision-making, tend to have higher levels of satisfaction with the services provided.

Another study by Nguyen and Nguyen (2019) examined the relationship between customer involvement and customer satisfaction in the hotel industry in Vietnam. The study found that customer involvement positively affects customer satisfaction, with higher levels of involvement leading to higher levels of satisfaction. The authors suggest that hotels can enhance customer satisfaction by involving customers in various aspects of the service delivery process, such as room selection, menu planning, and activity planning.

A study conducted by Kim and Yoon (2018) examined the impact of customer involvement on customer loyalty in the airline industry in South Korea. The study found that customer involvement positively affects customer loyalty, with higher levels of involvement leading to higher levels of loyalty. The authors suggest that airlines can enhance customer loyalty by involving customers in various aspects of the service delivery process, such as flight selection, seat selection, and in-flight services.

Yang and Mattila (2016) investigated the relationship between customer involvement and customer loyalty in the restaurant industry in the United States. The study found that customer involvement has a positive impact on customer loyalty, with higher levels of involvement leading to higher levels of loyalty. The authors suggest that restaurants can improve customer loyalty by involving customers in various aspects of the dining experience, such as menu planning and preparation, table setting and decoration, and service delivery.

Theoretical Review

Customer value orientation is a strategic approach in which an organization places the needs and desires of the customer at the center of its business activities. The aim of this approach is to create value for the customer, which in turn leads to increased customer satisfaction, loyalty, and ultimately, business success. There are several theories that underpin the concept of customer value orientation:

Service-Dominant Logic (S-D Logic). S-D Logic is a theoretical framework that emphasizes the importance of value co-creation between customers and organizations. According to S-D Logic, value is not created by the organization alone but rather through interactions between the customer and the organization. This approach emphasizes the importance of understanding customer needs and desires in order to co-create value (Vargo & Lusch, 2004; Lusch et al., 2008).

Resource-Based View (RBV): RBV is a theoretical framework that suggests that a firm's resources and capabilities are key determinants of its competitive advantage. In the context of customer value orientation, RBV emphasizes the importance of leveraging an organization's resources and capabilities to create value for customers (Barney, 1991). This approach suggests that organizations should focus on developing resources and capabilities that enable them to create unique value propositions for customers (Barney, 1991).

Relationship Marketing Approach: Relationship marketing is a theoretical framework that emphasizes the importance of building long-term, mutually beneficial relationships with customers (Grönroos, 1994; Morgan et al., 1994). This approach suggests that organizations should focus on creating long-term value for customers rather than simply maximizing short-term profits. Relationship marketing also emphasizes the importance of understanding customer needs and desires in order to create value.

All in all, these theories emphasize the importance of understanding customer needs and desires in order to create value for customers. They also suggest that organizations should focus on building long-term relationships with customers and leveraging their resources and capabilities to create unique value propositions. By adopting a customer value orientation, organizations can achieve greater customer satisfaction, loyalty, and, ultimately, business success.

Summary of the Review of Related Literature

The study examined the relationship between customer value orientation and organizational success. From the review of related literature, the study found that customer value orientation and organizational success are related. The literature suggests that customer focus and customer involvement are critical factors in enhancing customer satisfaction and loyalty across various industries. By focusing on customer preferences, involving customers in the service delivery process, and actively seeking their input and feedback, companies can improve customer experiences and build long-term relationships with their customers. As time goes on, the customers will develop loyalty, which will culminate in organizational success.

Gap in Literature

The study examines how customer value orientation relates to organizational success. However, the study found that not much research has been conducted to ascertain the relationship between customer value orientation and organizational success within the Nigerian context, thereby creating a gap in the literature that the present study endeavors to fill. Furthermore, previous research studies that examined customer value orientation did not adopt the three theories at a single point in time as used in the present study, such as the

Service-Dominant Logic (S-D Logic), Resource-Based View (RBV): RBV, and Relationship Marketing Approach: Thus, for a proper understanding of how customer value orientation relates to organizational success, the present study adopted these three theories in the explanation of how customer value orientation relates to organizational success to bridge this gap in the literature.

METHOD

Research Design: A cross-sectional survey, which is a type of quasi-experimental design, was used and can be defined as a snapshot of a population in a given period of time. The cross-sectional survey is essential because it is relatively inexpensive and takes little time to conduct the research.

Population of the study

The population of the study was three hundred and eighty respondents from forty-eight functional manufacturing firms in the south-south region of Nigeria. The determination of the firms was based on the use of the purposive method.

Sample/Sampling Techniques

The population size of this study was large; hence, the study ascertained the sample size using the Krejcie and Morgan sample table. Therefore, the entire population of 380 respondents yields 192 as the sample size for the study.

Instrumentation and measurement: The primary data were collected from primary sources mainly through a structured questionnaire. The questionnaire was divided into two parts. The first part contained items on demographic variables, while the second part contained items on research variables and items for the moderating variable. The copies of the questionnaires

were personally administered to respondents by the researcher. All variables were measured on a Likert 5-point scale, where a value of 1 meant strongly disagree, a value of 2 meant disagree, a value of 3 meant undecided, a value of 4 meant agree, and a value of 5 meant strongly agree.

Validity of Instrument: In this study, steps were taken to ensure the validity of the measuring instrument. The validity of the instrument in this study was ascertained using its content validity. Content validity is the extent to which measurement instrument items are relevant and represent the target construct.

Reliability of Instrument: As a result, the Cronbach Alpha coefficient, which is the most commonly used internal consistency metric, was applied to verify the instrument's dependability. When it comes to internal consistency, however, most experts agree on a minimum of 0.70. This was accomplished by loading all variables into version 23.0 of the Statistical Package for Social Sciences (SPSS), a statistical data programming tool designed to handle sophisticated analysis. The results of the reliability test of the research instrument are presented in Table 1 below.

Table 1 Results of the Cronbach Alpha Reliability Test

S/N	Variables	Reliability scores	Number of items
1	Customer focus	0.789	4
2	Customer involvement	0.879	4
3	Customer satisfaction	0.879	4
4	Customer loyalty	0.960	4
Total	7 variables		16 items

Source: (SPSS Data Output, 2023).

Data Analysis

The demographic data of respondents was analyzed using descriptive statistics such as percentage rate. For each variable, the percentage rate, mean, and standard deviations were utilized to analyze the replies to items. The level of significance of the association between customer value orientation and organizational success was tested using Spearman's rank-order correlation coefficient in bivariate analysis. 192 copies of the questionnaire were distributed to the respondents. As a result, 188 copies, or 98.9%, were retrieved, and only 4 (2.1% were lost). Thus, the study analyzed the 188 copies retrieved.

Analysis of Gender of Respondents

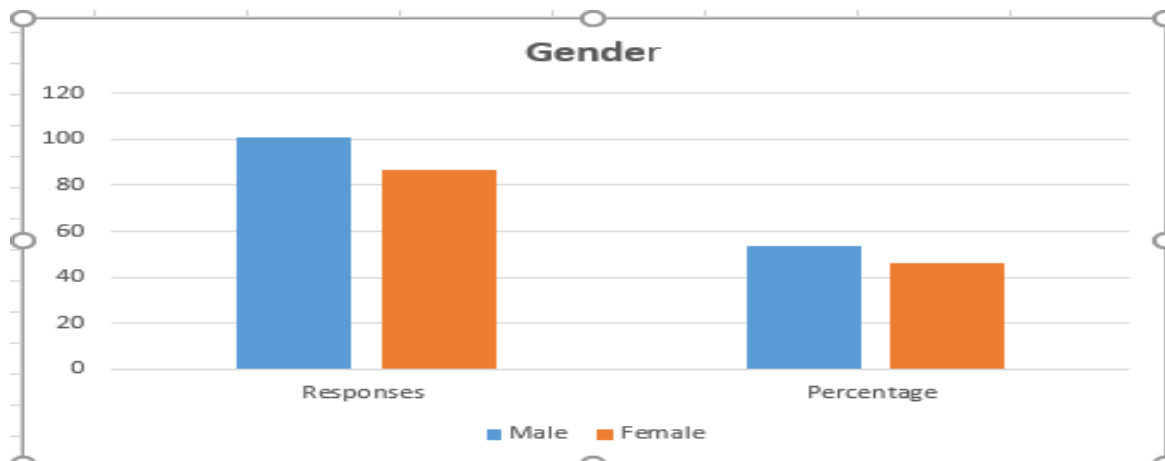


Figure 1. Source (Research Survey, 2023)

The column chart in figure 1, shows that 87(46.3%) of the respondents indicated as female, while 101(53.7%) are male. This implies that majority of the respondents were male.

Analysis of Age of Respondents

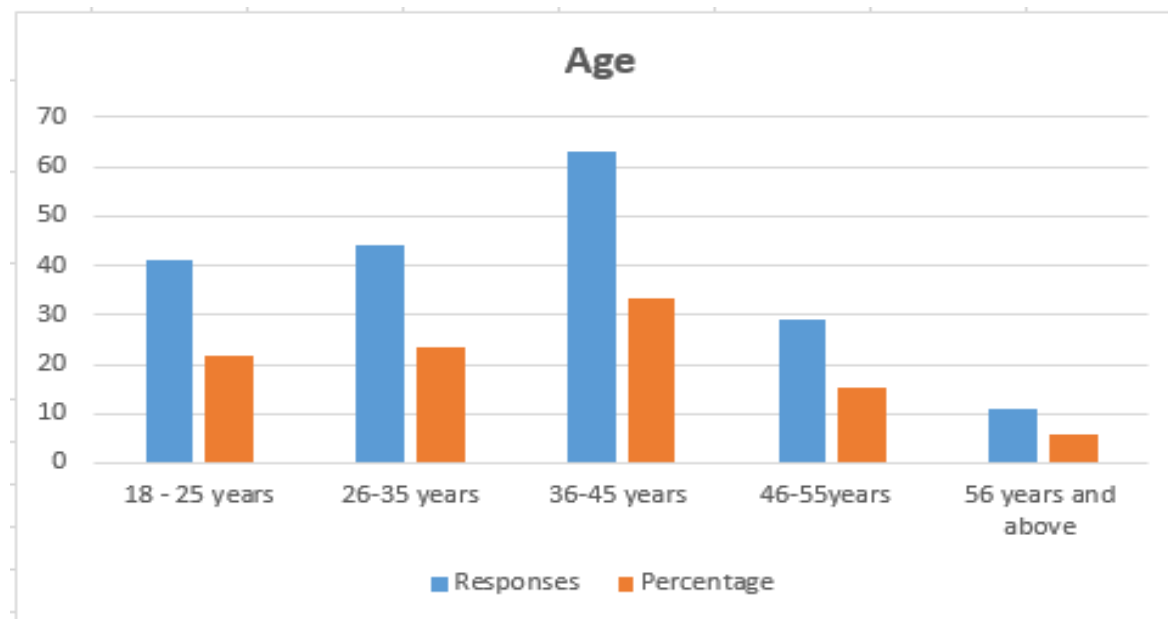


Figure 2. Analysis of Age of Respondents. Research Survey 2023:

Figure 2 shows that 21.8 % were between 18-25 years, 23.4% of the respondents were between 26-35 years, 33.5% were between 36-45 years, 15.4 % were between 46-55 years while 5.9% were between 56 years and above. This shows that majority of respondents were between 36-45 years.

Analysis of Educational Qualifications of Respondents

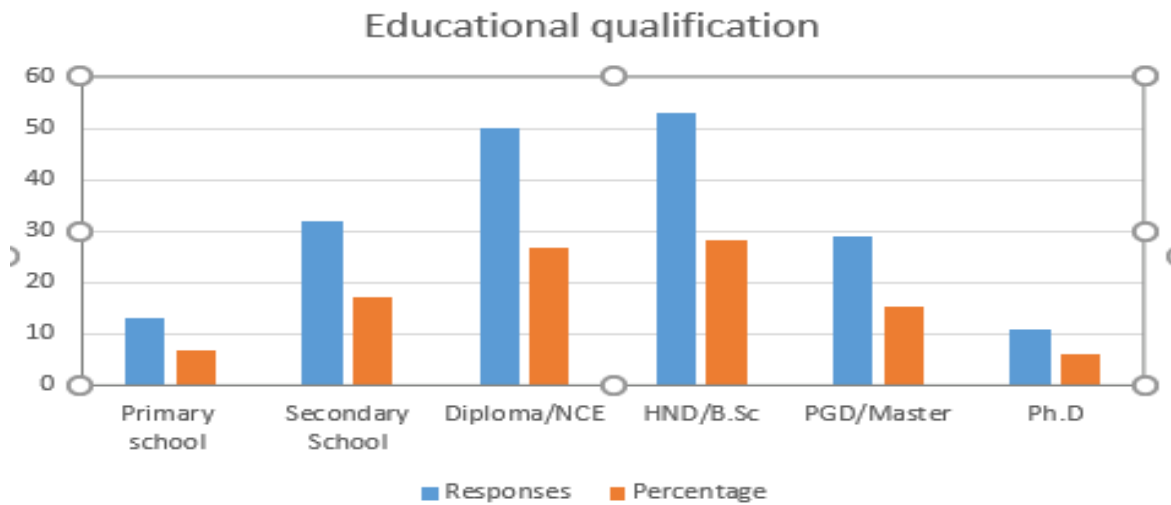


Figure 3. Educational Qualification of Respondents. Source: Research Survey, 2023

From figure 3, 6.9 % were primary school certificate holders. 17.0 % were Secondary School certificate holders. 26.6% were Diploma/NCE holders, while 28.2 % of the respondents were HND/ B.Sc degree holders. 15.4% are PGD/Master holders, and 5.9% were Ph.D holders. Thus, most of the educational qualifications are PGD/Master /HND degree holders.

Analysis of Position of Respondents



Figure 4. Position of Respondents: Source: Research Survey 2023

Analysis of Duration of Respondents

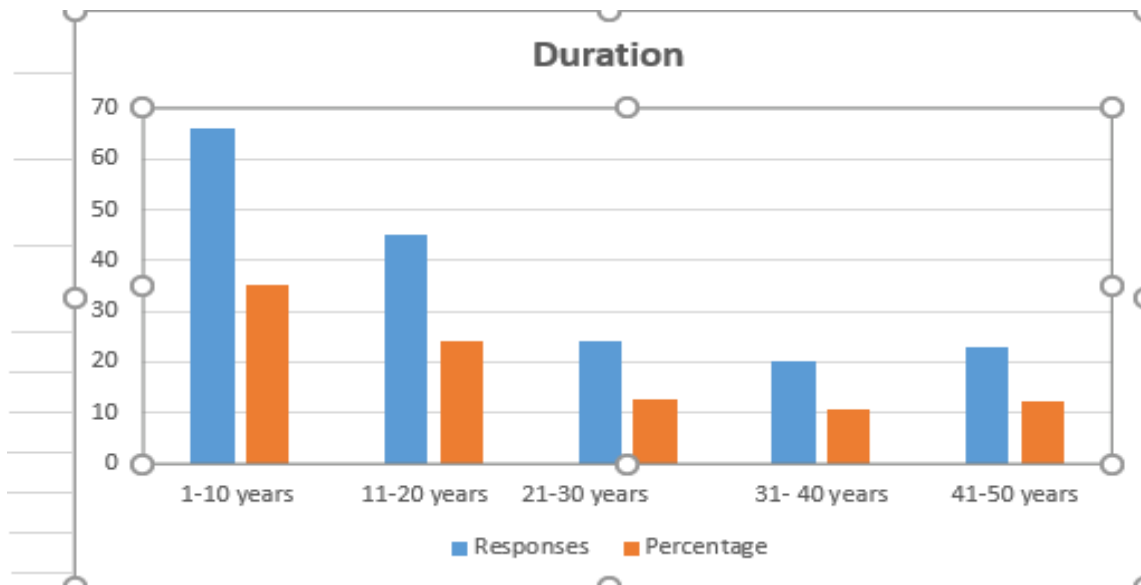


Figure 5. Duration of Respondents/ source: Research Survey 2023

The results in figure 5 indicates that 35.1% of the respondents have served between 1-10 years, 24.0% of the respondents have served between 11-20 years, 12.8% have worked in their firms between 21-30 years, 10.6% of the respondents have served between 31-40 years, 12.2 % of the respondents have served between 41-50 years and 5.3 % of the respondents have served above 50 years. This implies that most of the respondents have worked with their firms between 1-10 years.

Table 2. Response of Mean and Standard Deviation of the Study Variables Statistics

	N	Minimum	Maximum	Sum	Mean	Std. Deviation
Customer focus	188	1.00	5.00	643.00	3.4202	1.46219
Customer involvement	188	1.00	5.00	617.00	3.2819	1.46995
Customer satisfaction	188	1.00	5.00	684.00	3.6383	1.49760
Customer loyalty	188	1.00	5.00	651.00	3.4628	1.26394
Valid N (listwise)	188					

Source: Research Survey 2023

Table 2 shows the item statistics of means and standard deviation, which sort views on how the firms view customer focus, customer involvement, customer satisfaction, and customer loyalty. From the responses to the first variable (customer focus), it was observed that the mean score of 3.4202 is greater than 3.0, which is the criterion mean benchmark ($x > 3.0$), while the standard deviation = 1.46219 is less than 2.00. This suggests affirmative responses to the variable asking whether the firms adopted a customer-focused strategy. The mean score for customer involvement is 3.2819, indicating that participants responded positively to this variable and adopted a customer involvement strategy. The standard deviation (1.46995) was less than 2.00, suggesting a low level of disparity and dispersion, which implies a good reflection of the views of respondents on customer involvement.

From the responses to the third variable (customer satisfaction), it was observed that the mean score of 3.6383 is greater than 3.0, which is the criterion mean benchmark ($x > 3.0$), while the standard deviation = 1.49760 is less than 2.00. This suggests affirmative responses to the variable asking whether the firms achieved customer satisfaction.

The result on customer loyalty shows a mean score of 3.4628, which suggests participants responded favorably to this variable and thus achieved customer loyalty. The standard deviation (1.26394) was less than 2.00, suggesting a low level of disparity and dispersion, which implies a good reflection of the views of respondents on customer loyalty.

Test of Hypotheses

The test of hypotheses was performed with the application of Pearson Product Moment correlated coefficient. The results are contained in table 3.

Table 3. Correlation Coefficient

		Correlations			
		Customer focus	Customer involvement	Customer satisfaction	Customer loyalty
Customer focus	Pearson Correlation	1	.916**	.901**	.877**
	Sig. (2-tailed)		.000	.000	.000
	N	188	188	188	188
Customer involvement	Pearson Correlation	.916**	1	.922**	.928**
	Sig. (2-tailed)	.000		.000	.000
	N	188	188	188	188
Customer satisfaction	Pearson Correlation	.901**	.922**	1	.810**
	Sig. (2-tailed)	.000	.000		.000
	N	188	188	188	188
Customer loyalty	Pearson Correlation	.877**	.928**	.810**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	188	188	188	188

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

From table 3, it is clearly seen that Customer focus correlated with Customer satisfaction at (0.901) when the P-value is $.000 < 0.05$. This indicates a very strong and significant relationship. Thus, the study rejected the null hypothesis and accepted the alternative hypothesis. Customer focus also correlated with Customer loyalty at (0.877) when the P-value is $.000 < 0.05$. This revealed a very strong and significant relationship. Thus, the study rejected the null hypothesis and accepted the alternative hypothesis.

Customer involvement correlated with Customer satisfaction at (0.922) when the P-value is $.000 < 0.05$. This indicates a very strong and significant relationship. Thus, the study rejected the null hypothesis and accepted the alternative hypothesis. Customer involvement also correlated with Customer loyalty at (0.928) when the P-value is $.000 < 0.05$. This indicates a very strong and significant relationship. Thus, the study rejected the null hypothesis and accepted the alternative hypothesis. Therefore, from the above, the following findings were achieved.

H_{A1}: There is a very high positive and significant relationship between customer focus and customer satisfaction.

H_{A2}: There is a very high positive and significant relationship between customer focus and customer loyalty.

H_{A3}: There is a very high positive and significant relationship between customer involvement and customer satisfaction.

H_{A4}: There is a very high positive and significant relationship between customer involvement and loyalty.

Discussion of Findings

The finding of hypothesis one is supported by the work of Liu et al. (2016), who conducted a study to investigate the impact of customer focus on customer satisfaction in the e-commerce industry. They used a survey questionnaire to collect data from 304 online shoppers in China. The study found that customer focus has a positive effect on customer satisfaction in the e-commerce industry.

The finding of hypothesis two is supported by the work of Liao et al. (2019) in their study on customer focus and customer loyalty in the convenience store industry in Taiwan. They collected data through a survey questionnaire from 360 customers who had made purchases at convenience stores in Taiwan. The study found that both customer focus and customer involvement have a positive effect on customer loyalty in the convenience store industry. Specifically, customer focus was found to have a stronger impact on customer loyalty than customer involvement. The authors conclude that customer focus is a critical driver of customer loyalty in the convenience store industry.

The finding from the third hypothesis is enhanced by the study of Kumar et al. (2013) on the relationship between customer involvement and customer satisfaction in the banking industry in India. The study found that customer involvement has a positive impact on customer satisfaction. Specifically, customers who are more involved in the service delivery process, such as actively seeking information and participating in decision-making, tend to have higher levels of satisfaction with the services provided.

Nguyen and Nguyen (2019) also examined the relationship between customer involvement and customer satisfaction in the hotel industry in Vietnam. The study found that customer involvement positively affects customer satisfaction, with higher levels of involvement leading to higher levels of satisfaction.

The fourth hypothesis is supported by the work of Kim and Yoon (2018), who examined the impact of customer involvement on customer loyalty in the airline industry in South Korea. The study found that customer involvement positively affects customer loyalty, with higher levels of involvement leading to higher levels of loyalty.

Yang and Mattila (2016) also investigated the relationship between customer involvement and customer loyalty in the restaurant industry in the United States. The study found that customer involvement has a positive impact on customer loyalty, with higher levels of involvement leading to higher levels of loyalty. Based on the above, the present study found

and claimed that customer value orientation has a very positive and significant relationship with organizational success.

Conclusion

Based on research and studies conducted on the relationship between customer value orientation and organizational success, it can be concluded that there is a strong positive correlation between the two variables. Customer value orientation is the degree to which an organization focuses on delivering superior value to its customers. Organizational success, on the other hand, refers to the achievement of the goals and objectives set by an organization.

Organizations that prioritize customer value orientation tend to have better customer satisfaction, loyalty, and retention, leading to increased revenues and profits. Such organizations are also more likely to identify new opportunities for growth and innovation, which can lead to long-term success. Therefore, it is crucial for organizations to focus on customer value orientation if they want to achieve sustained success. By prioritizing the needs and wants of their customers, organizations can build strong relationships, create loyal customers, and achieve their long-term goals.

Recommendations

1. Businesses should focus on and understand customer needs by conducting market research to gather insights into customer preferences and expectations, as this will improve customer satisfaction.
2. Businesses should focus on and understand customer needs and communicate clearly and proactively with customers, keeping them informed about new products or services, promotions, or changes to policies, as this will enhance customer loyalty.
3. Businesses should involve customers by offering customization options that give customers a sense of ownership over their products or services. This can include options such as personalizing a product or service to meet individual needs or preferences to achieve customer satisfaction.
4. Businesses should engage customers in co-creation in the design and delivery of products or services in order to gain customer loyalty.

Contribution to knowledge

The present study on customer value orientation and organizational success has made significant contributions to our understanding of the importance of customer-centric strategies for achieving organizational success. By highlighting the link between customer value orientation and positive customer and organizational outcomes, this study has provided a strong case for the importance of prioritizing customer value in organizational strategy and decision-making to achieve organizational success. Furthermore, the adoption of the three theories in the present work enhanced our knowledge of customer value orientation and organizational success in literature.

Area for further research

While there has been a significant amount of research on the relationship between customer value orientation and organizational success, there are still several areas that could benefit from further investigation. Some potential areas for future research include:

Examining the impact of customer value orientation across different industries and contexts
Most of the research on customer value orientation has focused on specific industries or contexts, such as service industries or business-to-business (B2B) settings. Future research could explore the impact of customer value orientation across a broader range of industries and contexts, including retail, healthcare, and nonprofit organizations.

Investigating the impact of customer value orientation on different customer segments: While customer value orientation is generally associated with positive customer outcomes, it is possible that its impact may vary depending on the specific customer segment being targeted. For example, the impact of customer value orientation may be different for customers with different demographic characteristics or purchasing behaviors.

Exploring the role of customer feedback mechanisms: customer feedback mechanisms, such as surveys, focus groups, and social media monitoring, are often used by organizations to gather information about customer needs and preferences. Future research could explore the impact of different types of feedback mechanisms on customer value orientation and organizational success.

Investigating the relationship between customer value orientation and employee outcomes: While customer value orientation is generally associated with positive customer outcomes, it is possible that it may also have an impact on employee outcomes, such as job satisfaction and retention. Future research could explore the relationship between customer value orientation and employee outcomes and identify strategies for promoting both customer and employee satisfaction.

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