

Impact of Customer Service Management on the Survival of Micro, Small and Medium Scale Enterprise (MSMEs) in Asaba, Delta State, Nigeria

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Abstract

Currently, many micro, small and medium-scale enterprises suffers from a crumbling infrastructure that acts as a significant drag on operational efficiency and, consequently, customer service delivery, hence, the study examined the impact of customer service management on the survival of micro, small, and medium scale enterprises (MSME) in Asaba, Delta State, Nigeria. The study adopted Descriptive Survey Research Design. Data were collected using structured questionnaire. Hypotheses were tested using Correlation Analysis and OLS Regression with the aid of Statistical Packages for Social Sciences (version 25). Findings revealed that there is a revealed significant impact of customer service management on the survival of micro, small, and medium scale enterprises (MSME) in Asaba, Delta State, Nigeria. The findings concluded that the research offers a foundation for future studies and interventions aimed at optimizing business performance and underscores the critical importance of customer-related factors in the success of MSMEs. The study recommended that MSMEs should invest in comprehensive customer satisfaction programs, also, streamline their customer support systems to ensure that issues are resolved quickly and effectively during the first contact, lastly, develop robust retention strategies.

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1. Introduction

Micro, Small, and Medium Enterprises (MSMEs) are the lifeblood of the Nigerian economy, particularly in Asaba, Delta State. These businesses contribute significantly to job creation, income generation, and economic diversification (Akpan et al., 2020). However, MSMEs face an uphill battle for survival due to intense competition, limited access to finance, and infrastructural constraints (Agbada, 2022). This project explores the critical role of customer service management (CSM) in enhancing the survival and success of MSMEs in Asaba. The impact is a critical area of study that highlights the importance of effective customer relationship strategies in sustaining business operations. Customer service management encompasses a range of practices aimed at enhancing customer satisfaction, loyalty, and retention, which are vital for the long-term success and survival of MSMEs. In Asaba, Delta State, MSMEs form a significant part of the local economy, contributing to job creation, economic diversification, and innovation (Okeke & Onah, 2021). Customer service management is essential for MSMEs as it directly influences customer perceptions, repeat business, and word-of-mouth referrals. Effective customer service practices, such as timely response to inquiries, personalized interactions, and efficient handling of complaints, can significantly enhance customer satisfaction and loyalty (Nwachukwu et al., 2021). For MSMEs in Asaba, where competition is fierce, delivering exceptional customer service can differentiate a business from its competitors, thereby attracting and retaining a loyal customer base. This loyalty is crucial, especially in times of economic uncertainty, as loyal customers are more likely to continue patronizing a business despite financial challenges (Eze & Nnaji, 2020). It impacts the reputation and brand image of MSMEs. Positive customer experiences foster favorable reviews and recommendations, both online and offline, which can enhance the business's reputation and attract new customers (Ifeanyi et al., 2021). Conversely, poor customer service can lead to negative reviews, damaging the business's reputation and deterring potential customers. In Asaba, where word-of-mouth remains a powerful marketing tool, maintaining a positive reputation through excellent customer service is vital for business survival (Okoroafor & Agbo, 2021). Building strong customer relationships and fostering customer loyalty is crucial for the survival of MSMEs in Asaba. Effective CSM practices like personalized interactions, prompt responses to inquiries, and effective complaint resolution lead to positive customer experiences and brand loyalty (Ahearne et al., 2020). Satisfied customers are more likely to return and become loyal patrons, reducing customer churn and increasing customer lifetime value (Clemson et al., 2009).

1.1 Statement of the Problem

In Asaba, Delta State, Nigeria, micro, small, and medium-sized enterprises (MSMEs) face daunting challenges despite their vital role in the local economy. Estimates of their numbers vary widely due to inadequate data collection, hindering an accurate assessment of their impact. MSMEs struggle with fierce competition, limited access to finance, and crumbling infrastructure, including unreliable power and poor transportation. Many business owners lack formal education in essential areas like financial management and customer service, compounding their difficulties. Effective Customer Service Management (CSM) could potentially rescue struggling MSMEs in Asaba by fostering customer loyalty and differentiation. However, implementing CSM is hindered by numerous obstacles. Building a customer-centric culture requires a shift in mindset and investments in employee training, which may strain limited resources. Technological solutions like CRM software promise efficiency but are often inaccessible due to cost or digital literacy gaps among employees. Empowering frontline staff to resolve issues independently is crucial but requires careful balance to avoid customer dissatisfaction. Measuring customer satisfaction is

essential yet challenging, requiring efforts to encourage feedback and interpret it effectively amidst emotional responses. Despite these hurdles, optimizing CSM practices holds promise for MSMEs in Asaba to enhance competitiveness and sustainability. Further research into local challenges and tailored solutions is crucial to unlocking the potential of CSM in this vibrant but struggling sector.

1.2 Objectives of the Study

The broad objective of the study is to examine the impact of customer service management on the survival of micro, small, and medium scale enterprises (MSME) in Asaba, Delta State, Nigeria. Specifically, the study aims to;

1. Explore the influence of customer satisfaction on revenue growth of micro, small, and medium scale enterprises (MSME) in Asaba, Delta State, Nigeria.
2. Determine the impact of customer retention on revenue growth of micro, small, and medium scale enterprises (MSME) in Asaba, Delta State, Nigeria.

1.3 Research Hypotheses

The following null hypotheses were formulated to guide the objectives of the study and strengthen the analysis;

1. There is no significant influence of customer satisfaction on revenue growth of micro, small, and medium scale enterprises (MSME) in Asaba, Delta State, Nigeria.
2. There is no significant impact of customer retention on revenue growth of micro, small, and medium scale enterprises (MSME) in Asaba, Delta State, Nigeria

2. Review of Related Literature

Customer Service Management (CSM)

Customer Service Management (CSM) refers to the systematic process of designing, implementing, and improving the interaction between a business and its customers to enhance customer satisfaction and loyalty (Adebisi & Babatunde, 2021). It encompasses the strategies, practices, and technologies that organizations use to manage and analyze customer interactions and data throughout the customer lifecycle (Eze, Odunayo, & Chinedu, 2023). In the view of Oni and Adegbite (2020), customer service management is a multi-faceted discipline that integrates customer support with customer relationship management (CRM) to provide a cohesive approach to managing customer interactions. It can also be a dynamic and ongoing process that requires constant attention and adaptation to changing customer expectations and market conditions. It involves not only managing direct interactions with customers but also analyzing customer data to identify trends and areas for improvement (Uche & Nwafor, 2021). At its core, CSM is about

fostering a customer-centric culture within an organization. This involves training employees to prioritize customer satisfaction, implementing technologies that facilitate better customer interactions, and continuously monitoring and improving service quality (Chukwuemeka, Uzochukwu, & Ifeanyi, 2021). Customer service management involves the orchestration of various business processes and systems to ensure that customer interactions are handled efficiently and effectively. This includes the use of CRM software, customer feedback systems, and performance metrics to monitor and enhance service delivery (Ekpo & Akpan, 2023).

Organization Survival

Organization survival is defined as the continuous adaptation of an organization to external environmental changes, including market dynamics, technological advancements, and socio-economic trends (Küpers & Deeg, 2023). Financial stability and growth are vital for the survival of an organization. This includes effective financial management, profitability, and the ability to secure funding for growth and development, which collectively support long-term viability (Busari & Oduwole, 2022). Organization survival refers to the maintenance of a sustainable competitive advantage through innovation, strategic resource allocation, and the cultivation of an organizational culture that supports continuous improvement and adaptability (Asfar & Umrani, 2021). Developing resilience to crises, such as economic downturns and natural disasters, is key to long-term survival. This resilience is achieved through robust risk management and contingency planning (Feeney et al., 2021). Organization survival refers to an organization's ability to continuously adapt to external environmental changes. Leaders must inspire and motivate employees while navigating the organization through challenges and opportunities (Holt et al., 2023). Organizational learning and knowledge management are critical for survival. Ensuring alignment with the interests of key stakeholders, including customers, employees, investors, and the community, is essential for organization survival. Building trust and long-term relationships with these stakeholders supports sustained success (Gond et al., 2021).

Revenue Growth

According to Kaplan and Norton (2019), revenue growth is a critical financial metric that measures the increase in a company's sales over a specific period, reflecting its ability to expand its business operations, attract new customers, and increase market share. Revenue growth can be driven by various factors, including increased sales volume, higher prices, and expansion into new markets (Smith & Desai, 2023). Revenue growth refers to the rate at which a company's sales are increasing over time. In financial terms, revenue growth is the increase in a company's sales revenue from one period to the next. It is a fundamental measure of a company's ability to grow its business and is often used by investors and analysts to assess the company's performance. Organic growth is generally considered a more sustainable indicator of a company's long-term health (Kaplan & Norton, 2019). In the view of Brigham and Ehrhardt (2020), revenue growth represents the change in a company's sales income from one fiscal period to another. It is a key performance indicator that reflects the company's ability to generate sales through its products or services. For Damodaran (2019), this metric helps in understanding the company's market position and its effectiveness in growing its customer base and sales volume. For stakeholders, consistent revenue growth is a sign of a company's strong operational performance and future potential, making it a key factor in investment decisions. High revenue growth rates are indicative of successful business

strategies and strong market demand, and they are crucial for attracting investors and ensuring long-term sustainability.

Theoretical Framework

The study was anchored on customer relationship management (CRM) theory. It was proposed by Robert C. Blattberg and John Deighton in the mid-1990s. Their foundational work laid the groundwork for understanding how businesses can develop, manage, and analyze customer interactions and data throughout the customer lifecycle, with the ultimate goal of improving customer relationships, retention, and driving sales growth. CRM theory is rooted in the concept that customer satisfaction and loyalty are crucial for long-term business success. Blattberg and Deighton emphasized that the relationship between a business and its customers should be managed strategically to maximize customer lifetime value. They suggested that companies should use customer data to tailor their marketing efforts, thereby creating more personalized and effective interactions. One of the primary components of CRM theory is the segmentation of customers. Blattberg and Deighton highlighted the importance of identifying different customer segments and tailoring marketing strategies accordingly. By understanding the distinct needs and behaviors of various customer groups, businesses can design more targeted and efficient marketing campaigns. This approach helps in allocating resources more effectively and achieving higher returns on marketing investments. The advent of technology in the late 20th and early 21st centuries significantly impacted CRM theory and its application. The development of sophisticated CRM software systems enabled businesses to collect, store, and analyze vast amounts of customer data more efficiently. These systems provided tools for tracking customer interactions across various touchpoints, such as sales, customer service, and marketing, thereby offering a comprehensive view of the customer journey.

The relevance of theory to the study is significant, as emphasizes the strategic management of customer interactions and data to enhance customer satisfaction, loyalty, and ultimately, business profitability. This theoretical framework provides a robust foundation for understanding how customer service management influences the survival and growth of MSMEs. One of the core tenets of CRM theory is the importance of customer satisfaction and retention. For MSMEs, which often operate with limited resources and face intense competition, retaining existing customers is crucial for sustainability. CRM strategies that focus on personalized customer service can help MSMEs build strong relationships with their customers, leading to higher customer loyalty and reduced churn rates. Research has shown that satisfied customers are more likely to return for repeat purchases and recommend the business to others, thereby driving organic growth through positive word-of-mouth.

Empirical Review

Adeigbe & Dada (2023) measured the impact of internal resources management capabilities on the sales growth of some selected MSMEs in Ogun State. The findings revealed that internal resources management capabilities have strong significant impact on sustainable sales growth of MSMEs in Ogun State. Kamau & Mwangi (2022) investigated the role of customer relationship management (CRM) in enhancing the performance and sustainability of MSMEs in Nairobi, Kenya. The study's findings revealed that strong CRM practices led to increased customer retention, higher sales, and overall business growth. MSMEs that adopted CRM systems were able to better manage customer interactions, track customer preferences, and tailor their services accordingly. Agyapong (2021)

examined the impact of customer service management on the survival of MSMEs in Accra, Ghana. The study found that MSMEs with well-developed customer service management practices had significantly higher survival rates. Effective customer service improved customer satisfaction and loyalty, which in turn enhanced repeat business and referrals.

Akter, Raihan, & Uddin (2020) investigated the mediating role of customer satisfaction in the relationship between customer service quality and firm performance for small and medium-sized enterprises (SMEs) in Dhaka, Bangladesh. The study revealed a significant positive relationship between customer service quality and customer satisfaction. This indicates that when SMEs prioritize aspects like responsiveness, service personnel knowledge, and service environment cleanliness, customers tend to be more satisfied with their interactions. Chaudhuri & Khan (2018) explored the influence of customer relationship management (CRM) practices on customer loyalty in the Indian service sector. Findings revealed a positive correlation between CRM practices and customer loyalty. Customers who felt service providers implemented effective CRM strategies, such as customer segmentation (tailoring services to specific customer needs), targeted marketing campaigns, and personalized service experiences, exhibited higher levels of loyalty. Cronin Jr & Brady (2000) investigated the impact of service recovery satisfaction on customer loyalty in the United States retail sector. The study's findings revealed a positive relationship between service recovery satisfaction and customer loyalty. Customers who were satisfied with how the retailer addressed their service failure were more likely to remain loyal to the store in the future.

3. Methodology

This study employed descriptive survey research designs. The study was domiciled in Asaba, the capital city of Delta State, Nigeria. The population of the study includes the owners and the employees of MSMEs in Asaba. Hence, the total population of the study was 552. The researcher focused on organizations that fall under the category of micro, small and medium-scale enterprises in Asaba, Delta State, Nigeria. The study made use of Krejcie and Morgan's (1970) formula to determine the sample size of the study. The sample size of the study is 227. Simple random sampling technique was adopted in this study, it is considered suitable in this study because it gives equal opportunity to every member of the population to be part of the sample. The source of data for this study is majorly primary. The study adopted content validity. The reliability of the instrument was done using Cronbach alpha which tested for internal consistency of the questionnaire. The Cronbach's alpha reliability statistics is 0.876. Bio data collected were presented using simple mathematical tabular presentation based on frequency percentage. The data generated through questionnaire were analyzed using descriptive statistics and hypotheses were tested using both "correlation analysis" and "OLS multiple regression" with the aid of Statistical Packages for Social Science (version 25) at 5% level of significance. Correlation analysis will offer initial insights into the associations between variables, while OLS regression will provide a more detailed understanding of the causal relationships and predictive power of customer service practices on revenue growth.

4. Data Presentation and Analysis

Presentation of Data

Table 4.1 Questionnaire Distribution Schedule

Distributed	Collected	Valid
227 (100%)	211 (93%)	203 (89%)

Table 4.1 shows the total number of distributed copies of the questionnaire, retrieved copies and the number valid to be analyze for the study. From the table, a total of 227 copies of the questionnaire were distributed in accordance with the sample size of the study, 211 copies were collected representing 93% of the distributed copies of the questionnaire, while 203 copies were valid as 8 copies were not answered completely.

Analysis of Data

Table 4.2: Distribution of responses for Customer Satisfaction

S/N	Questionnaire Items	VGE (5)	GE (4)	ME (3)	LE (2)	VLE (1)	Mean	Verdict
Customer Satisfaction								
1	How satisfied are your customers with the overall experience they've had with your company/product/service?	78 (38%)	103 (51%)	20 (10%)	2 (1%)	-	4.27	Accept
2	How would you rate the quality of your products/services?	82 (40%)	101 (50%)	15 (7%)	3 (2%)	2 (1%)	4.27	Accept
3	How would your customers rate the value they received from your products/services compared to the price paid?	20 (10%)	23 (11%)	27 (13%)	79 (39%)	54 (27%)	2.39	Reject
4	How satisfied are your customer with the customer service provided by your company?	60 (30%)	91 (45%)	34 (17%)	11 (5%)	7 (3%)	3.92	Accept
5	How likely are they to recommend your company/products/services to others?	56 (28%)	85 (42%)	42 (21%)	12 (6%)	8 (4%)	3.83	Accept

Table 4.3: Distribution of responses for Customer Retention

S/N	Questionnaire Items	VGE (5)	GE (4)	ME (3)	LE (2)	VLE (1)	Mean	Verdict
Customer Retention								

6	How loyal do you feel customers are towards your company?	78 (38%)	103 (51%)	20 (10%)	2 (1%)	-	4.27	Accept
7	How likely are they to continue buying from you in the future?	64 (32%)	87 (43%)	31 (15%)	14 (7%)	7 (3%)	3.92	Accept
8	To what extent is their satisfaction with your products/services influence their decision to remain a customer?	41 (20%)	85 (49%)	20 (10%)	31 (15%)	26 (13%)	3.41	Accept
9	How valuable do they find your products/services compared to similar offerings in the market?	25 (12%)	81 (40%)	57 (28%)	23 (11%)	17 (9%)	3.36	Accept
10	How likely are they to continue using your services over the long term?	70 (35%)	78 (38%)	33 (16%)	14 (7%)	8 (4%)	3.93	Accept

Table 4.4: Distribution of responses for Revenue Growth

S/N	Questionnaire Items	VGE (5)	GE (4)	ME (3)	LE (2)	VLE (1)	Mean	Verdict
	Revenue Growth							
11	How effective has your market expansion been in contributing to revenue growth?	107 (53%)	74 (36%)	18 (9%)	4 (2%)	-	4.44	Accept
12	How would you rate the effectiveness of your sales strategies in driving revenue growth?	81 (40%)	86 (42%)	34 (17%)	2 (1%)	-	4.21	Accept
13	How successful has your product/service development been in driving revenue growth?	78 (38%)	96 (47%)	19 (9%)	6 (3%)	4 (2%)	4.17	Accept

14	How effective have your customer acquisition efforts been in generating revenue growth?	25 (12%)	81 (40%)	57 (28%)	23 (11%)	17 (9%)	3.36	Accept
15	How effective has your pricing strategy been in maximizing revenue growth?	70 (35%)	78 (38%)	33 (16%)	14 (7%)	8 (4%)	3.93	Accept

Test of Hypotheses

Table 4.5 Correlation Analysis

		Customer Satisfaction	Customer Retention	Revenue Growth
Customer Satisfaction	Pearson Correlation	1	.976**	.964**
	Sig. (2-tailed)		.000	.000
	N	203	203	203
Customer Retention	Pearson Correlation	.976**	1	.988**
	Sig. (2-tailed)	.000		.000
	N	203	203	203
Revenue Growth	Pearson Correlation	.964**	.988**	1
	Sig. (2-tailed)	.000	.000	
	N	203	203	203

Table 4.5 shows the correlation analysis shows significant relationships among Customer Satisfaction, Customer Retention, and Revenue Growth. All correlations are significant at the 0.05 level, indicating very strong relationships. The relationship between Customer Satisfaction and Customer Retention is also strong ($r = .976$, $p < .005$), indicating that satisfied customers tend to remain loyal to the company. Additionally, there is a strong positive correlation between Customer Satisfaction and Revenue Growth ($r = .964$, $p < .001$), suggesting that higher customer satisfaction is associated with increased revenue growth. Customer Retention ($r = .980$, $p < .005$), and Revenue Growth ($r = .964$, $p < .005$). This indicates that resolving customer issues effectively at first contact not only increases the likelihood of recommendations and retention but also contributes significantly to revenue growth. Customer Retention shows a very strong correlation with Revenue Growth ($r = .988$, $p < .005$), indicating that retaining customers is crucial for revenue growth. The analysis demonstrates that Customer Satisfaction and Customer Retention are all strongly interrelated and significantly contribute to Revenue Growth. Each of these factors influences the

others, creating a cycle where improvements in one area lead to benefits in the others, ultimately driving overall business performance.

Table 4.6 Summary of Regression Result

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.988 ^a	.976	.976	.65403

a. Predictors: (Constant), Customer Retention, Customer Satisfaction

Table 4.6 provides a detailed summary of the regression model used to analyze the relationship between the dependent variable (Revenue Growth) and several independent variables, namely Customer Retention and Customer Satisfaction. In this case, R is .988, indicating a very strong positive correlation between the dependent and independent variables. An R squared of .976 means that approximately 97.6% of the variance in the dependent variable is explained by the independent variables in the model. An adjusted R squared of .976 suggests that the independent variables in the model collectively account for about 97.6% of the variance in the dependent variable, even after adjusting for the number of predictors. This high adjusted R squared value confirms that the model is robust and not overfitted. The standard error of the estimate is .65403, which is an estimate of the standard deviation of the errors that are not explained by the regression model. A lower standard error reflects a more precise fit of the model to the data. The predictors mentioned in the table (Customer Retention and Customer Satisfaction) are the independent variables used in the regression analysis. These predictors are presumed to influence the dependent variable being studied. Given the high R squared and adjusted R squared values, these predictors collectively contribute significantly to explaining the variation in the dependent variable. This suggests that factors such as retaining customers, ensuring high satisfaction, gaining positive recommendations, and resolving issues at first contact are crucial determinants of the dependent variable's performance.

Table 4.7: General ANOVA output

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3487.697	2	871.924	2038.341	.000 ^b
	Residual	84.697	200	.428		
	Total	3572.394	202			

a. Dependent Variable: Revenue Growth

b. Predictors: (Constant), Customer Retention, Customer Satisfaction

Table 4.7 represent the results of an analysis of variance (ANOVA) for the regression analysis and helps determine whether the model is statistically significant. The regression sum of squares (SS Regression) is 3487.697, which represents the variation in the dependent variable (Revenue Growth) that is explained by the independent variables (Customer Retention and Customer

Satisfaction). The residual sum of squares (SS Residual) is 84.697, which represents the variation in the dependent variable that is not explained by the model. This is the error or unexplained variation. The total sum of squares (SS Total) is 3572.394, which represents the total variation in the dependent variable. It is the sum of the regression sum of squares and the residual sum of squares. The degrees of freedom (df) for the regression is 4, corresponding to the number of predictors in the model. The degrees of freedom for the residual is 198, calculated as the total number of observations (200) minus the number of predictors (2) and the intercept (1). The total degrees of freedom are 202, which is the sum of the regression and residual degrees of freedom. The mean square for the regression (MS Regression) is calculated by dividing the regression sum of squares by its degrees of freedom, resulting in 871.924. The mean square for the residual (MS Residual) is calculated by dividing the residual sum of squares by its degrees of freedom, resulting in 0.428. The F-statistic is calculated by dividing the mean square for the regression by the mean square for the residual, resulting in 2038.341. The F-statistic tests the overall significance of the model. The p-value (Sig.) for the F-statistic is .000, which is less than the standard significance level of 0.05. This indicates that the model is statistically significant and that there is a very low probability that the observed relationship between the independent variables and the dependent variable is due to chance. In summary, the ANOVA table shows that the regression model is statistically significant ($p < 0.001$), indicating that the independent variables (Customer Retention and Customer Satisfaction) collectively have a significant impact on the dependent variable (Revenue Growth). The high F-statistic and the low p-value suggest that the model provides a good fit to the data and that the independent variables are important predictors of revenue growth.

Table 4.8 General Coefficient Result

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	3.753	.342		10.969	.000
	Customer Satisfaction	.160	.073	.168	2.199	.029
	Customer Retention	.876	.059	1.035	14.784	.000

a. Dependent Variable: Revenue Growth

Table 4.8 shows the multiple regression analysis results of coefficients for the components of the impact of customer service management on the survival of micro, small, and medium scale enterprises (MSME) in Asaba, Delta State, Nigeria. The results indicate that customer satisfaction ($\beta = 0.160$, $t = 2.199$, $p\text{-value} < 0.05$) and customer retention ($\beta = 0.876$, $t = 14.784$, $p\text{-value} < 0.05$) have a positive and significant effect on the revenue growth of micro, small, and medium scale enterprises (MSME) in Asaba, Delta State, Nigeria. The R value of 0.988 supports this result and indicates that customer service management has an impact on the survival of micro, small, and medium scale enterprises (MSME) in Asaba, Delta State, Nigeria. The coefficient of multiple determination $\text{Adj } R^2 = 0.976$ indicates that approximately 97.6% of the variation in revenue growth can be accounted for by the components of customer service management, while the remaining 2.4% of the variation is accounted for by other variables not captured in the model. To establish the effects of the components on revenue growth, the following multiple linear regression model was used: $Y = \alpha + \beta_1X_1 + \beta_2X_2$. The predictive model is thus expressed as:

$$RG = 3.753 + 0.160X1 + 0.876X4$$

Where:

Y = Revenue Growth

α = Constant (Intercept)

X1 = Customer Satisfaction

X4 = Customer Retention

β_1, β_2 = Coefficients of the independent variables

Test of Hypothesis One

H₀₁: There is no significant influence of customer satisfaction on revenue growth of micro, small, and medium-scale enterprises (MSME) in Asaba, Delta State, Nigeria.

Table 4.15 shows the coefficient for the components of customer service management (customer satisfaction) on the survival (revenue growth) of micro, small, and medium-scale enterprises (MSME) in Asaba, Delta State, Nigeria. The results showed that customer satisfaction ($\beta = 0.160$, $t = 2.199$, $p\text{-value} < 0.05$). For each unit increase in customer satisfaction, revenue growth is estimated to increase by 0.160 units.

Decision: Reject the null hypothesis and accept the alternate hypothesis, which state that “there is significant influence of customer satisfaction on revenue growth of micro, small, and medium-scale enterprises (MSME) in Asaba, Delta State, Nigeria”.

Test of Hypothesis Two

H₀₂: There is no significant impact of customer retention on revenue growth of micro, small, and medium-scale enterprises (MSME) in Asaba, Delta State, Nigeria.

Table 4.15 shows the coefficient for the components of customer service management (customer retention) on the survival (revenue growth) of micro, small, and medium-scale enterprises (MSME) in Asaba, Delta State, Nigeria. The results showed that customer satisfaction ($\beta = 0.876$, $t = 14.784$, $p\text{-value} < 0.05$). For each unit increase in customer retention, revenue growth is estimated to increase by 0.876 units.

Decision: Reject the null hypothesis and accept the alternate hypothesis, which state that “there is significant impact of customer retention on revenue growth of micro, small, and medium-scale enterprises (MSME) in Asaba, Delta State, Nigeria”.

5. Summary of Findings, Conclusion and Recommendations

5.1 Summary of Findings

The test of hypotheses revealed significant impact of customer service management on the survival of micro, small, and medium scale enterprises (MSME) in Asaba, Delta State, Nigeria. The following are the summaries of the findings of this study;

a) There is a statistically positive significant influence of customer satisfaction on the revenue growth of micro, small, and medium-scale enterprises (MSME) in Asaba, Delta State, Nigeria.

b) There is a statistically positive significant impact of customer retention on the revenue growth of micro, small, and medium-scale enterprises (MSME) in Asaba, Delta State, Nigeria.

5.2 Conclusion

In conclusion, the analysis of factors influencing revenue growth within micro, small, and -scale enterprises (MSME) in Asaba, Delta State, Nigeria, provides valuable insights into the medium dynamics of business performance. The findings underscore the significant role of customer satisfaction and customer retention in driving revenue growth, with each unit increase in these factors leading to substantial gains in revenue. These findings suggest that MSMEs should focus on enhancing customer satisfaction and retention strategies, as well as improving first contact resolution processes, to boost revenue growth. The study contributes to the understanding of key determinants of business performance within the MSME sector in Asaba, providing practical insights for business owners and managers.

5.3 Recommendations

The following are recommended by the study;

- a) To capitalize on the positive impact of customer satisfaction on revenue growth, MSMEs should invest in comprehensive customer satisfaction programs.
- b) Given the strong correlation between customer retention and revenue growth, MSMEs should develop robust retention strategies.

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