Impact of Customer Relationship Management on Marketing Performance of Selected Gas Stations in Adamawa State

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ABSTRACT

How lack of gas quality monitoring along the distribution chain makes it hard to isolate and identify the source of problems (such as dumping illegal gas during gas distribution) when non-conforming gas are found at retail gas stations. The aim of this study is to examine the impact of customer relationship management on marketing performance of selected gas stations in Adamawa State. The study adopted descriptive research design; the population of this study comprises selected gas station in Adamawa State covering 153 gas stations. The instrument used for collecting data from the respondents is the questionnaire, and the data collected from the respondent was analyzed using percentage analysis, while hypotheses were tested using Pearson Correlation. The result shows that there is significant relationship between variables of the study since ($r = 0.96$ and 0.95, $P < 0.05$, $df = 1$). The result, revealed that sometimes their customers are not happy with the gas station operating hours because, at times they close earlier than expected from customers, also the management failed to give intrinsic rewards (e.g., employee job satisfaction, sense of achievement) for employees is not considered as a critical factor for attaining the gas station's quality objectives. The study therefore, recommends that management should consider increasing their operations hour compare to the normal hours of their operation, because some of the customers complained about the early closing hours not convenient for them, some of the customers prefer going to gas station 8:00pm and above, also there is need for the management to develop strategy that will recognize employees motivation (e.g., employee job satisfaction, sense of achievement), because motivated employee is a resourceful to the gas station, it will make employees to work with the management towards attaining the gas station's quality objectives and ensuring that product quality control of the gas station adhered to the require standard.

Keywords: Customer, management, marketing, performance and relationship.

INTRODUCTION

In Nigeria, gas stations have similar features, in comparison to developed countries such as the USA and Europe, in Nigeria; almost all gas stations do not run self-service. There are actually workers filling in, rather than consumers. In addition, the gas station industry is one of the more productive sectors in Nigeria. There is difficult competition between stations as Nigeria has two thousand and two hundred and one gas stations in excess of 2,201 and the average gas sold is extremely small. This competitive environment also makes station services critical (Sağlam, 2017). Management of consumer relationships is thus used as an instrument for building competitive advantage and high market share. Differentiating marketing efficiency, though, isn't just enough. Stations are particularly ingrained in long-term customer loyalty and retention.

Customer Relationship Management is a methodology that helps a business assess customer profiles, recognize its needs and potential areas of profitability and identify effective measures to achieve customer satisfaction, competitive advantage and therefore profitability (Woodcock, Foss & Stone, 2015). The market gives them multiple options from a consumer's point of view, and increases their bargaining power. The marketing output of the undertaking is a function of complex variables. According to Karr (2017), steps are being taken worldwide to improve its market performance. Karr (2017) States that these measures basically concern improved cost management practices, improved customer relations, improved product quality control, improved effective communication networks to expand target markets, informed and better pricing decisions.

Various research concentrate mainly on whether customers stay loyal to and are pleased with their brand (Aydin, Özer & Arasil, 2015). And satisfaction is a critical component of retention. Another important aspect to be vigilant about is accessibility. This idea would in reality be one of the precious ways of attracting new customers and maintaining good ties with them. The reasoning behind this idea is that station location takes advantage of customer desires. Connection convenience is therefore a key point in the customer retention paradigm, as connection convenience will result in high marketing results due to low switching costs. In this basis, it is crucial that successful customer relationship management is adopted to achieve a high marketing share, by analyzing the customer relationship management surrogates and how they can impact marketing efficiency. Customer Relationships Management (or CRM) is a concept that describes how your business interacts with your clients. Many people think of CRM as a tool to gather client information. But this is just part of the scene. CRM means use technology to get information you need to provide better goods and services for your customers. In other words, CRM primarily deals with what you do with this expertise to better represent and define future needs of your current clients, contributing to higher income for you.

Customer Relationship Management (CRM) emerges after revolution. Therefore, achieving the maximum potential of each customer, relationship should be the primary objective of every business. A disaffected customer causes business harm, as others are more likely to fail. And it's no wonder that CRM is an important subject of debate in the business world (Feinberg, 2018). Customers are critical drivers for business performance but this has gained less publicity. The private firms, on the other hand, have pursued various strategies to draw clients. Some of the most important tasks for any company is to represent and maintain good relations with the King (customer). Customers used to be simple people, pleased with whatever product or service they've been provided. Marketing is no longer just about the manufacturing, selling and distribution of the products. It is increasingly concerned with creating and maintaining long-term customer relationships which are mutually fulfilling.

Over a period of time, consumers have become well aware of their rights through competition and technological advances and the extended deal quickly becomes one that is anticipated. This increasing business environment is characterized by increased economic liberalization, high customer competition, well-informed and demanding customers who care about quality and value purchases (Kotler, 2003). Most businesses are tasked with gradually gaining customers and taking constructive measures to retain the customers they have acquired in an effort to stay competitive in business. That also includes measures to preserve the relationship between the company and its customers.

According to Ampoful (2018), these measures are being taken for both offensive and defensive purposes. Ampoful (2018) claims that Customer Relationship Management (CRM) is an aggressive tactic in which an company adopts it in an attempt to raise sales while reducing operational costs. At the other hand, CRM may be used as a defensive strategy in which it is highly effective to be embraced by other close rivals, in which case it is applied to mitigate the negative effects of the same. In this case, it becomes clear that CRM is not a consideration that any player can disregard when formulating strategies and setting short- and long-term goals (Singh, 2011).

This demonstrates that, from a national point of view, the use of CRM in the gas station is due to the increased marketing performance of the national gas station in advancing technology. Adiele and Gabriel (2013), however, argue that customer experiences are a large and fundamental factor that can dramatically affect the performance of gas stations and businesses in general.

Throughout recent years, rising customer preferences have seen CRM as an unavoidable prerequisite for business success. There is a great deal of dependency between seller and buyer that consumers want their products and that businesses need technology to develop new innovations to attract and maintain more customers. On the basis of this research, consumers can be pleased with successful marketing results by analyzing the impact of the Customer Relationship Management (CRM) on gas stations using Adamawa State as case study.

Statement of the Problem

In recent years, by increasing customer expectations CRM is seen as an unavoidable prerequisite for business success. There is a clear dependence between seller and buyer that consumers want their products, and that companies need technology to develop new technologies that can improve and attract more customers. By increasing customer expectations CRM is seen as an unavoidable prerequisite for business success. There is a clear dependence between seller and buyer that consumers want their products, and that companies need technology to develop new technologies that can improve and attract more customers. Businesses also face the problems of effectively targeting customers, designing tactics to achieve product habits, controlling behavior, segmenting customers based on customer profile and consumer life cycle level. Organizations have employed various methods and strategies to ensure they achieve the above. But their efforts seem futile.

In terms of gas station, the lack of gas quality control along the distribution chain makes it difficult to isolate and determine the source of problems when non-conforming gas is detected at retail stations (such as dumping illicit gas during the gas delivery). In other nations, making all parties along the supply chain theoretically liable requires all parties, including refineries and importers, gas handlers and retailers, and retail stations to devote resources at all levels, from production to distribution to final sales, to ensure compliance with gas requirements. Yet these are often absent in Nigeria, where refiners and importers will be liable for any violations found at downstream retail stations, causing refiners and importers to test the quality of gas during delivery due to greed and corruption.

However, according to Oogarah-Hanuman et al; (2011) only a few studies on gas station were carried out. Study carried out by Mugunthan and Kalaiarasi, (2015) revealed that customer relationship management is a fundamental prerequisite for the success of any company and requires a systematic plan and process to make it effective. Their study failed to recognize other component of customer relationship management and how it can help make strategic decisions. The study area is also not identified. This indicates that the conclusions from this study have no foundations. Shonubi and Akintaro (2016)

conducted literature-based studies on the influence of effective communication on organizational performance, their research failed to state explicitly the field of study and qualitative data do not provide sufficient information about the respondents being studied.

Another research by Mesfin and Garedew (2018) on the influence of Customer Relationship Management on market performance in the banking sector: a comparative analysis of selected private banks in Ethiopia confirms that all independent variables have a positive and important relationship with CRM and market performance. Their study failed to identify CRM surrogates and how each of the variables can affect performance on the market. In addition, the study was conducted in a different country, rather than Nigeria. Their research results were focused on the banking sector and not the gas station, which might have been different if the gas station was used as a case study. To the best of my knowledge, the relationship between CRM and gas station marketing success is not extensively studied, although studies have been performed in developed countries such as the United Kingdom, the United States, the Nordic countries and other countries with similar characteristics to the United Kingdom, the United States and the Nordic countries. Only a few studies have been studied in Nigeria regarding the impact of CRM and marketing performance.

From the above, it is found that their studies focused more on the impact of CRM on the manufacturing company rather than on the gas station, as well as their studies did not define Customer Relationship Management Surrogates (CRM) and how they contribute to customer satisfaction. This study therefore aims to bridge this gap by inculcating Customer Relationship Management (CRM) surrogates such as customer retention and product quality control, and how each of the variables can impact marketing efficiency with particular reference to Adamawa State gas station, Nigeria.

The following hypotheses were formulated to guide the study

H_{01} : Customer retention does not have significant effect on marketing performance of selected Gas stations in Adamawa state;

H_{02} : Product quality control does not have significant effect on marketing performance of selected Gas stations in Adamawa state; and

The study will be guided by the following research questions:

i. What is the effect of customer retention on marketing performance of selected Gas stations in Adamawa state?;

ii. What is the effect of product quality control on marketing performance of selected Gas stations in Adamawa state?;

CONCEPTUAL AND THEORETICAL FRAMEWORK
Conceptual Framework
Independent Variables (IV)   **Dependent Variable (DV)**
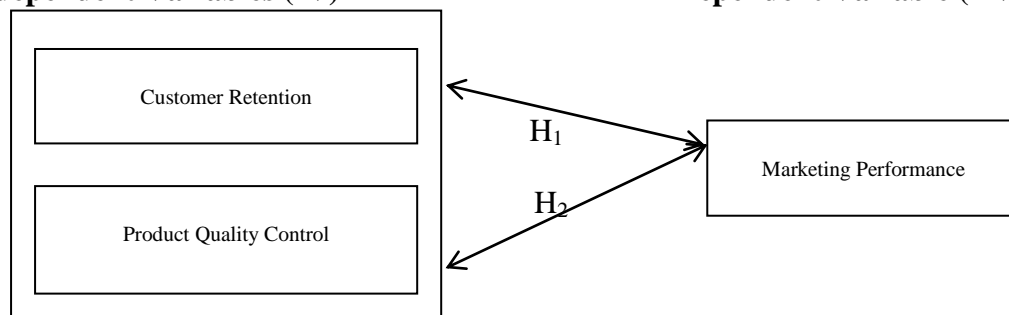

Fig. 1: Conceptual framework showing relationship between independence variable (IV) and Dependent Variable (DV)
Source: Adopted from Hisham (2011). Customer Relationship Management and Its Relationship to the Marketing Performance. *International Journal of Business and Social Science, 2(10), 166-182.*

Study conducted by (Sim, Mak & Jones, 2016: Terblanche and Hofmeyr, 2015: Gupta and Zeithaml, 2016; Honts and Hanson, 2011) revealed a positive relationship between customers retention and firms performance, another studies by (Al-Hawari, Ward & Newby, 2018; Keiningham, Aksoy, Andreassen, Cooil & Wahren, 2016; Hennig-Thurau, 2018) shows that product quality control lead to high marketing performance in organizations. In the same vein, (Bennett, 2017; Gronroos, 2012; Zeithaml & Bitner, 2016; Keller, 2011) revealed that effective communication has positive relationship with marketing performance.

CONCEPTUAL CLARIFICATIONS
Concepts of Customer Relationship Management (CRM)

Customer Relationship Management (CRM) is the central business strategy which incorporates internal processes and functions as well as external networks to build and generate value for the benefit of targeted customers. It focuses on quality customer information and is permitted through IT "(Buttle, 2015). Parvatiyar and Sheth (2012), stated that CRM is a holistic strategy that involves the process of acquiring, retaining and collaborating with some clients to build a distinct value for both the business and the client. This strategy includes the integration of marketing, distribution, customer service and visibility chain functions in order to achieve the highest degree of competence and efficiency in the delivery value to the client. This definition, as it demonstrates, considers CRM as a technique with the main objective of offering customers a distinct profit by rising productivity and consumer satisfaction.

Kumar and Reinartz (2016), agree with the above definition that CRM is merely a strategic mechanism that determines the institution's most successful customers and defines the relationships between that institution and those customers to achieve the objective of maximizing current and future customer values. The implementation of Customer Relationship Management (CRM) is commonly seen as a way to accomplish sustainable strategies in service making businesses. Companies that embrace CRM would create stronger customer relationships, increase consumer loyalty, increase revenue and cut costs (Blery & Michalakopoulos, 2016).

Concept of Marketing Performance

Today, consumers deserve a higher degree of product/service quality than ever, as they have more options and greater product/service awareness. The challenge for each organization to remain competitive is to determine what customers want and whether they are satisfied with the company's products/services, which is the underlying marketing strategy. The marketing strategy focuses on the management of the "exchange" section of the customer-organisation. Since decades the marketing theory has been fundamental to business practice (Uslay, Morgan & Sheth, 2015).

For companies marketing has traditionally been seen and treated as more of an operational tool than a strategic tool. It focused on decisions about target markets analysis and selection, product and brand development, promotion and distribution channels (Hunt & Morgan, 2001). Measuring marketing performance has been a rapidly evolving area of research that is highly on the agenda of academics and practitioners around the world. Given the abundance of financial indicators and no financial isolation, marketing success as a whole has received minimal coverage in specific fora, converted into a simple and universal instrument. In addition to facts, the existence of holistic models that require a common language to define, evaluate, and enhance marketing activities is essential to promote marketing evaluation effectiveness (Lam et al, 2011).

Similarly, Camarero (2017), notes that the effectiveness of marketing increases the economic performance of a company.

Objective success / economic performance includes financial and marketing-based indicators such as profitability ratios, investment returns (ROI), asset returns (ROA), sales growth, and marketing shares. Marketing performance is often calculated by a rise in revenue, a rise in marketing share, repeat purchases and new customers. An increase in any of these brand performance metrics is good for the company and vice versa if a decline occurs.

Following Homburg's (2017) approach, marketing performance is described here as: '...*the effectiveness and efficiency of the marketing activities of an company with regard to market-related goals such as sales, growth and market share...*' Ambler (2000) also points out that the language used to define marketing success lacks specificity.

Concept of Customer Retention

Customer retention applies to the steps taken to keep the customer partnership alive and the productivity of the customer (Peppers & Rogers, 2019). Buttle (2019) defines the retention of consumers as the long-term management of continuing customer ties.

Customer Retention has been commonly described as a company's willingness to purchase current customers from them, as stated in the definition Ginn et al. (2010): "Customers' agreed continuation of a business relationship with the company." Contradictory literature exists on the meaning of what merits customer retention.

A broad and increasing body of literature has been examining customer retention; in order to maximize the value of the company's customer base, a business needs to know the customer it should seek, when and how it to approach those customers, the amount of resources to be allocated and the limited resources to be allocated for different acquisitions and retention activities (Bhatnagar, Maryott & Bejou, 2018).

For the purposes of this study, the researcher defines customer retention as follows: 'All marketing plans and actions aimed at retaining existing and new customers by developing, maintaining and maximizing long-term mutual benefits which strengthen and extend the joint relationship between the two parties'.

Concept of Product Quality Control

The term quality over time and may be described as "the time that a product meets the quality requirements for the intended period of use" (Levin & Kalal, 2013). The first-time performance is also associated with other lean manufacturing aspects. Without first quality single-piece flow with the component's continuous smooth movement, it becomes untenable.

According to Hanley's works (2008), quality management of services may be applied through a few methods, such as; 1) meeting consumer requirements of a high standard of service and offering several product varieties 2) delivering good quality goods at a fair price. 3) Dealing with customer issues about products and services with tact. In practice one of the most widely used approaches to quality control is based on comparing nominal parameters with controlled parameters of the product. The product is not considered to be defective when the parameters of the controlled product are similar to the nominal one obtained during the robust parameters design stage (Levin & Kalal, 2013).

Quality assurance is a series of repetitive technical activities, designed to measure and track the quality of the product as it evolves. To ensure data integrity, consistency and completeness, detect and correct errors and omissions, document and archive product information and record all QC activities. QC activities include general approaches such as data collection and estimation accuracy checks and the use of approved standardized emission calculation techniques, measurements, assessments of uncertainty, information archiving and reporting. Higher level QC activities include

technical analysis of source categories, operating and emission factors data, and methodologies (Intergovernmental Panel on Climate Change (IPCC), (2016).

For the purposes of this study, product quality control is defined as a set of routine technical activities for measuring and tracking the quality of the inventory as it is being manufactured, including the participation of all its members and long-term targeting to ensure that the product is not defective when the monitored parameters are observed.

Effect of Customer Retention on Marketing Performance

Ramakrishna (2016), describes retention of customers as the marketing strategy that prevents consumers from joining the competition. Nevertheless, customer retention can also mean the number of consumers who stay with the company for a set period, like one year (Dawes, 2009). Ramakrishna (2016), describes retention of customers as the marketing strategy that prevents consumers from joining the competition. Nevertheless, customer retention can also mean the number of consumers who stay with the company for a set period, like one year (Dawes, 2009). Molapo and Mukwada (2011) concluded that companies are all out to foil client attempts to switch retailers and indirectly retain them. Consumers will, in addition, often patronize companies that meet their needs, fostering a long-term relationship (Fill, 2015).

According to (Trasorras Weinstein & Abratt, 2019; Bowen and Chen, 2001) consumer retention levels can be calculated using attitude data that reflects emotional and psychological connection to the consumers, i.e. loyalty, dedication and adherence. The next approach of measuring customer retention combines both behavioral and attitudinal measurements where it is known as composite measurement (Larivie're & Poel, 2015).

Effect of Product Quality Control on Marketing Performance

Companies emphasize customer relationship management insofar as it has become an important component of an organization's corporate strategy (Samat, Ramayah & Norizan, 2016). Similarly, it has been identified as one of the key factors for customer retention. Venetis and Ghauri (2014) stressed that the consistency of the services provided influences the potential decision to repurchase, and businesses that have demonstrated outstanding pre- and post-customer support 10 are able to retain their customers. Retention of customers thus is highly likely because they expect businesses to offer good quality services (Venetis & Ghauri, 2014). Customer satisfaction is highly contingent on the management of customer relations (CRM) (Omar, Musa & Nazri, 2013).

A number of researches have shown that service efficiency helps to keep clients alive (Al-Hawari, Ward & Newby 2018). Service value plays a central role in consumer retention. Service value is a major determinant of customer satisfaction (Al-Hawari, Ward & Newby, 2018). Perceived service quality in relation to call handling influences key label retention (Keiningham, Aksoy, Andreassen, Cooil & Wahren, 2016).

Quality of service serves as a hygienic factor for maintaining customers (Jeng & Bailey, 2016). Service quality standards for customer retention are high, and have been found positive. Perceptions of quality and indifference have the same effect on the retention. Satisfaction with the quality of service does not affect co-branded service retention (Keiningham, Aksoy, Andreassen, Cooil & Wahren, 2016). Consumer orientation of an organization's employees influences customer retention and engagement but consumer satisfaction is more influenced (Hennig-Thurau, 2018).

Marketers prefer to retain their clients on a long-term rather than short-term basis; thus greater attention is paid to maintaining good relationships with

consumers (Lemon, White & Winer, 2018). Management systems for customer experience aim to improve customer engagement, satisfaction and loyalty (Grewal, Krishnan & Lindsey-Mullikin 2018). Value of partnerships increases customer loyalty and results in a sustainable competitive advantage not readily duplicated by other businesses. Past consumer experience with a company has a significant effect on the firm's decision to continue the relationship. It really is important to consider what consumers will think about this partnership in the future. Relation quality is the level of partnership suitability to satisfy consumer requirements (Lin & Wu, 2016).

Effect of Customer Relationship Management on Marketing Performance

CRM is widely accepted within the marketing business unit of major companies. Most firms in the increasingly competitive global economy are trying to focus on delivering better customer value against the competitors. CRM will help companies excel in the e-business sector as a tool for maximizing customers' lifetime value. According to Ata and Toker (2018), companies that have adopted CRM as a business strategy are expected to grow at a faster pace than those companies that have not adopted CRM from the same market. CRM is a central organizational method which focuses on establishing, maintaining and improving long-term customer relationships as advocated by the theory of marketing relationships (Srivastava et al., 2013). The holistic approach adopted by CRM is to optimize the relationship with all its clients. Including technological innovations, CRM also involves acquisition management techniques and recovers management at the stage of implementation, maintenance and termination management with the goal of maximizing the value of the partnership portfolio (Chen & Popovich, 2013; Dutu & Halmajan, 2011).

In addition, CRM includes all aspects of customer identification, increasing market understanding, creating customer relationships and influencing their perceptions of the business and its products (Srivastava et al., 2013). Furthermore, drivers for CRM (2010) have been factors such as efficiency, competitive advantage, customer support, inventory management and accessibility. Therefore, CRM includes individual and collective acts by members of the company, including customer-facing and support workers, and management with organizational and product expectations (Srivastava et al., 2013). CRM originated from the IT innovations and customer-centered service organizational changes. Managing successful implementation of CRM requires an integrated and balanced approach for technology, processes and people (Chen & Popovich, 2013). Coltman (2013) suggests that the concept should be used as more than just a tool, but as part of a deeply rooted strategic strategy that allows businesses to be competitively beneficial to their competitors.

EMPIRICAL REVIEW

Mesfin and Garedew (2018) conducted a report on market quality effects of customer relationship management in the Banking Sector: a comparative analysis of selected private banks in Ethiopia, the study used descriptive survey and mixed approach research. To achieve the objective of this study, primary data was collected from managers and employees of Awash International bank (AIB), Bank of Abyssinia (BOA) and Wegagen bank, based on the grading information system from top and medium 12 branches in Addis Ababa. Structured questionnaires were distributed to the samples of 178 employees, out of which 87% completed responses were returned from the employees. Interviews were also conducted with management bodies of the banks. $P < 0.05$, the findings confirm that all the independent variables have positive and significant relationship with CRM and market performance. Moreover, BOA has better understanding of key customer focus, CRM organization and technology based CRM. AIB is better in

terms of customer knowledge management, and market performance. Their study failed to identify surrogates of CRM and how each of the variables can affect market performance. Furthermore, the study was carried out in other country rather than Nigeria. The finding of their study was based on banking sector not gas station, which may have been different result if conducted using gas station as case study.

Also, Hesameddin (2017), carried out study on marketing strategies to enhance profitability among international oil and gas service companies, data were collected through semistructured interviews of 5 senior marketing managers of international oilfield service companies throughout the Middle East. Data analysis was composed of organizing data, becoming familiar with the data, putting data in nodes, giving proper codes, interpreting the data, and presenting the results, which led to 5 primary themes including customers, relationship, differentiation, services, and prices. P < 0.05, the finding revealed that developing dynamic segmentation strategies, targeting new market players, differentiating via innovation, and promoting reliable relationships increase the likelihood of grasping new opportunities. The finding of the study didn't capture the variable of our interest which is CRM even though it was conducted using gas station as case study.

Another study by Amber (2017), carried out on evaluating effective communication methods: improving internal communication, the study adopted survey research design, the survey was developed using the Likert scale in which all answers were tied to a numerical value for analysis. A total of 83 questionnaires were distributed, the data collection period was closed 20 working days after the initial mailing. P < 0.05, It was found that communications officers in both rural and urban hospitals agreed that there was a plan in place. The finding of this study was based on effective communication only. Other surrogates of CRM were not capture. Also

the study was not conducted using gas station as case study.

Shonubi and Akintaro (2016) also conducted study on the impact of effective communication on organizational performance, literature review based. The research findings no doubt have validated the synerginous relationship between communication approach and efficient organizational performance. Their study failed to state clearly the area of study, and qualitative data will not give adequate information about respondents under study.

THEORETICAL FRAMEWORK

Theories like social exchange theory, customer bonding theory, the CRM behaviour theory and social exchange theory have relevance to the subject matter under study, but for the purpose of this study, the theory that underpinned this research is social exchange theory.

Social Exchange Theory

Homans (1958) proposed the idea, positing that by using cost-benefit analysis and alternative comparisons, all human relations are established. Homans said that if a individual perceives the cost of a relationship to outweigh the benefits perceived, then the individual would like to leave the relationship. The theory further states that people who give a lot to others try to get a lot out of them and people who make a lot out of others are under pressure to give them a lot.

Social exchange relationships between two parties grow through a series of mutual exchanges which offer a pattern of reciprocal obligations to each party. Social exchange theory implies that individuals are able to establish connections due to the belief that doing so would be rewarding. Individuals voluntarily surrender their self-profits and contribute those benefits in the hope of further potential contributions to other individuals. Thibaut and Kelly (1959) suggest that whether an person maintains a relationship with another depends on a comparison between the current relationship, past experience and

potential alternatives. The constant comparison of social and economic results between a series of experiences with existing partners and possible alternatives determines how committed an person is to the current relationship.

For the purpose of this study, the researcher dwelled on social exchange theory, the reason for chosen this theory is because the theory goes in conformance with subject matter under study. The theory opined that social exchange relationships between two parties develop through a series of mutual exchanges that yield a pattern of reciprocal obligations to each party. Social exchange theory indicates that individuals are willing to maintain relationships because of the expectation that to do so will be rewarding, which is in line with customer relationship management concepts.

RESEARCH METHODOLOGY

The research purpose used in this study is descriptive survey, the complete set of cases from which a sample is selected is called the population whether it describes human beings or not (Saunders et al, 2007). The population of this study comprises selected gas station in Adamawa State, covering 153 gas station. For the purpose of this study, the researchers however, tend to carry out study on the whole population using convenient sampling technique because of the small size of the population. The study used the questionnaire as one of the tools for collecting data. Closed ended questionnaire is the major instrument for data collection in this study; this is because questionnaire has the capacity of collecting more relevant data from respondents. The questionnaire was design on five points likert scale ranging from strongly agree (5), agree (4), undecided (3) disagree (2), strongly disagree (1). While some of the scales used as instrument for data collection were adapted from the study of (Dishon (2017); Kee-hung L., Yeung, A. C. L. & Cheng, T. C. E. (2018). The study use Statistical Package for Social Sciences (SPSS) in analysing the data obtained. In this study, descriptive statistics are used to give a summary of the collected data with the questionnaire. In order to measure the relationship amongst the different variables, a Pearson correlation test was done after the descriptive statistics test. Therefore, this study cannot be utilized to make assumptions that are universal for all user groups.

ANALYSIS AND FINDINGS
Hypothesis One

Model Summary of Model effect of customer retention on marketing performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.960a	.922	.922	2.03057
a. Predictors: (Constant), CR				
b. Dependent Variable: MP				

Source: Field Survey, 2020.

Table above shows there is a linear relationship between the test results scores of the perceived response on the relationship between customer retention and marketing performance. Coefficient shows a positive linear relationship between both test scores (r =.96) that is significantly different from zero (p < 0.05). This implies that there is significant relationship between customer retention and marketing performance. The model summary in table above reveals that the values of the coefficient of determination for models of independent and dependent variable are R = 0.96, the R^2 statistic of 92.2% shows that the model is a good predictor of the dependant variable. This shows that the model explains about 92.2% variations in the dependant variable, while the remaining 7.8% is attributed to variables not captured by the regression model. The model shows that customer retention has positive effect on marketing performance of selected Gas stations in Adamawa state.

Coefficients of Model Effect of Customer Retention on Marketing Performance

Coefficients[a]								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3.908	.625		6.254	.000		
	CR	1.051	.023	.960	45.008	.000	1.000	1.000
a. Dependent Variable: MP								

The model in table above show that the coefficients of the effect customer retention on marketing performance is statistically significant (b = .960, t153) = 6.254, p =.000. This means that there is significant relationship between customer retention and marketing performance of selected Gas stations in Adamawa state.

Hypothesis Two

Model Summary of Model on the Product Quality Control on Marketing Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.953a	.907	.907	2.21423
a. Predictors: (Constant), PQC				
b. Dependent Variable: MP				

Source: Field Survey, 2020.

Table above shows there is a linear relationship between the test results scored on the perceived response on the relationship between product quality control and marketing performance. Pearson's bivariate correlation coefficient shows a positive linear relationship between both test scores (r =95.3) that is significantly different from zero (p < 0.05). This implies that there is significant relationship between product quality control and marketing performance of selected Gas stations in Adamawa state. The model summary in table above reveals that the values of the coefficient of determination for models independent and dependent variable are R = 0.953, the R^2 statistic of 0.907 shows that the model is a good predictor of the dependant variable. This shows that the model explains about 90.7% variations in the dependant variable, while the remaining 9.3% is attributed to variables not captured by the regression model. The model shows that product quality control has positive effect on marketing performance of selected Gas stations in Adamawa state.

Coefficients of Model on the Effect of Product Quality Control on Marketing Performance

Coefficients[a]								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3.727	.691		5.395	.000		
	PQC	1.042	.025	.953	40.944	.000	1.000	1.000
a. Dependent Variable: MP								

The model in table above show that the coefficients of effect product quality control on marketing performance is statistically significant (b =.953, t(153) = 5.395, p =.000. This meant that there is significant relationship between product quality control and marketing performance.

Summary of Findings
The following findings were derived from the hypotheses tested above;
i. Hypothesis shows linear relationship between the test results scores of the perceived response on the relationship

between customer retention and marketing performance. Coefficient shows a positive linear relationship between both test scores (r =.96) that is significantly different from zero (p < 0.05). This means that there is significant relationship between customer retention and marketing performance of selected Gas stations in of Adamawa state.
ii. From the above hypothesis two tested, reveals that the values of the coefficient of determination for models independent and dependent variable are R = 0.953,

the R^2 statistic of 0.907 shows that the model is a good predictor of the dependant variable. This shows that the model explains about 90.7% variations in the dependant variable, while the remaining 9.3% is attributed to variables not captured by the regression model. The model shows that product quality control has positive effect on marketing performance of selected Gas stations in Adamawa state.

DISCUSSION OF FINDINGS

The results of this study show that all the proposed hypotheses were validated. Nevertheless, there is very few similar research that could be used to compare the findings of this thesis both in developing and developed country context. Studies conducted by (Fluss, 2010; Mostert *et. al,* 2009, Reichheld and Schefter, 2010; Gupta and Zeithaml, 2016) are of positive view that customer retention lead to high customers satisfaction and in turn increase marketing performance. Because saturated markets and high levels of competition within industries have necessitated the practice of customer retention strategies among gas station, they also believed that recruiting new customers is essentially a costly affair as compared to retaining the existing customers. When customers frequently patronize firms which meet their needs and hence, an enduring relationship will be fostered which can lead to high marketing performance. This view are in line the finding of this study which revealed that customers retention has significant and positive effect on marketing performance of gas station.

Finding of this study also affirmed with the studies conducted by (Venetis and Ghauri 2014; Al-Hawari, Ward & Newby, 2018; Keiningham, Aksoy, Andreassen, Cooil & Wahren, 2016; Jeng & Bailey, 2016; Lin & Wu, 2016) that product quality control has positive effect on marketing performance. This means that quality of services rendered affects the future repurchase decision and firms that have

demonstrated excellent pre and post customer 10 assistance are able to preserve their customers which in turn will lead to high marketing performance, also product quality control plays a vital role in retaining customers, perceptions of product quality control on the consumer retention are considerable and found to be positive.

CONCLUSION AND RECOMMENDATIONS

This study can conclude that there is significant relationship customer retention and marketing performance. Since customer feels that service delivery to them is speedy and efficient, also the gas station put in place strategies to increase customer relationship in order to improve customer retention, i.e. Customers perceived the gas station employees to be taking immediate actions when they make a complaint and that they give effective solutions. Even though, sometimes their customers are not happy with the gas station operating hours because, at times they close earlier than expected from customers.

The study further concludes that there is significant relationship between product quality control and marketing performance, this is because the employees and the management of the selected gas station has worked tirelessly to ensure that their product meet the required quality standard. The product quality has immensely encouraged their customers to even refer s someone to the filling station, because they believed that the gas station fuel pumps records are error free. Furthermore, the managers take active leadership in coaching, encouraging, communicating and promoting quality issues (e.g., frequent reinforcement of the gas station's quality value). But the management failed to give intrinsic rewards (e.g., employee job satisfaction, sense of achievement) for employees is not considered as a critical factor for attaining the gas station's quality objectives.

The study recommends the following to assist in alleviation the problems identified in the course of this study as follows;

i. Since customer retention has significant effect on marketing performance of gas station, therefore, it is recommending that the management should consider increasing their operations hour compare to the normal hours operating because some of the customers are complaining about the early closing hours not convenience for them, some of the customers prefer going to gas station 8:00pm and above, because of their tight schedules. The management seriously needs to consider this, because it will go along way to improve marketing performance.

ii. Because of the relationship existing between product quality control and marketing performance, there is need for the management to develop strategy that will recognize employees motivation (e.g., employee job satisfaction, sense of achievement), because motivated employee is a resourceful to the gas station, it will make employees to work with the management towards attaining the gas station's quality objectives and ensuring that product quality control of the gas station adhered to the require standard.

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