



## IMPACT OF CUSTOMER SATISFACTION ON ORGANIZATIONAL PERFORMANCE IN NIGERIA'S BREWERY INDUSTRY

Obafemi Olumuyiwa Olugbenga (Ph.D.)

Department of Business Administration, Faculty of Management Sciences,  
Ajayi Crowther University, Oyo, Oyo State, Nigeria.

Email: [omobafemite@yahoo.com](mailto:omobafemite@yahoo.com)

### Cite this article:

Obafemi O. O. (2024), Impact of Customer Satisfaction on Organizational Performance in Nigeria's Brewery Industry. British Journal of Management and Marketing Studies 7(3), 102-115. DOI: 10.52589/BJMMS-QL267ZRN

### Manuscript History

Received: 14 Apr 2024

Accepted: 19 Jun 2024

Published: 16 Jul 2024

### Copyright © 2024 The Author(s).

This is an Open Access article distributed under the terms of Creative Commons Attribution-NonCommercial-NoDerivatives 4.0 International (CC BY-NC-ND 4.0), which permits anyone to share, use, reproduce and redistribute in any medium, provided the original author and source are credited.

**ABSTRACT:** *This study investigated how customer satisfaction influences the profitability of Nigeria's brewery industry. The objective is to establish the connection between customer satisfaction and organizational performance if any. Primary and secondary data were used for this study. The primary data was collected with the aid of questionnaires while the secondary data was compiled and gathered from the selected organization periodicals and journals. The population of the study included 84 staff of three (3) brewery companies in Lagos, Nigeria. The data collected was analyzed using descriptive and inferential statistical tools. The descriptive tools included tables and percentages while the inferential tools included regression analysis and analysis of variance (ANOVA). The findings from the study show the  $R^2$  values of 0.630 which revealed that customer satisfaction independently explains 63% of the variation in organizational performance in Nigeria's brewery industry. The  $f$ -statistics of 3.838 of the organization revealed that the model is statistically significant at 0.05 significance level. The study findings also revealed that the satisfaction of customers leads to better organizational performance. It was recommended that brewery companies should invest more in product quality and prioritize customer service in order to improve customer satisfaction levels.*

**KEYWORDS:** Customer satisfaction, Organizational performance, Brewery industry.



## INTRODUCTION

Establishing a business organization requires targeting a specific market segment, which typically represents the target audience. Understanding the specific needs of this market segment is crucial, as it not only guides the production of goods and services but also ensures that these needs are met profitably. However, the level of satisfaction customers derive from consuming products is a direct reflection of the company's effectiveness. Customer satisfaction is a significant focus for management, particularly in industries with intense competition, such as the service industry and other related industries (Bodet, 2008).

Satisfaction, as described by Kotler and Keller (2016), is the result of a person's evaluations, stemming from how a product performs (or the outcomes it delivers) compared to their expectations. When performance falls short of expectations, customers feel dissatisfied and disappointed. Conversely, if performance exceeds expectations, customers feel highly satisfied and delighted. Customer satisfaction, therefore, refers to the pleasure, peace of mind, or reassurance an individual experiences when purchasing and/or consuming a product that meets their respective needs. As such, customer satisfaction is a crucial factor that tends to influence customer retention over time. Achieving customer satisfaction typically involves focusing on customer service aspects such as convenience, customer care, transaction methods and systems, pricing, products, and services (Klynveld Peat Marwick Goerdeler(KPMG), 2014).

Therefore, it is crucial for every organization to prioritize the level of customer satisfaction they achieve. An organization that neglects to satisfy its customers will eventually decline in terms of acceptability and will ultimately face organizational decline with respect to performance. Customer satisfaction paves the way for improved organizational performance, driven by increased sales. Customer satisfaction serves as a fundamental basis for organizations to retain their current customers (Morgan et al., 1994). It is imperative that organizations focusing on satisfaction not only retain existing customers but also expand their customer base by attracting new prospects and customers. The emphasis of organizations on the target market to deliver the expected and necessary satisfaction underscores the importance of customer satisfaction as a valuable tool that organizations must provide to customers to achieve their core business objective, which is profitability. Therefore, it is essential to recognize the significant relationship between customer satisfaction and organizational performance.

The concept of customer satisfaction extends beyond theory to practical application, particularly in achieving the desired objective of profitability. However, beyond profit, customer satisfaction also fosters customer loyalty, retention of existing customers, increased sales, expansion, growth, and a larger customer base. The importance of customer satisfaction necessitates organizations to continuously monitor and improve the 4Ps of marketing: Products, Price, Place, and Promotion. This requires organizations to make cross-functional decisions on marketing activities aimed at achieving the stated objectives, including profitability. Implementing strategies related to product quality, size, packaging, features, brands, etc., can lead to improved customer satisfaction. Therefore, in today's globalized competitive environment, it is essential for organizations to dynamically improve strategic marketing management of their marketing activities to enhance organizational performance. This study seeks to explore the impact of customer satisfaction on organizational performance in Nigeria's brewery sector.



## **Hypothesis of the Study**

H0: Customer satisfaction has no significant impact on organizational performance in the brewery sector in Nigeria

H1: Customer satisfaction has significant impact on organizational performance in the brewery sector in Nigeria

## **LITERATURE REVIEW**

### **Customer Satisfaction in the Nigerian Brewery Sector**

Customer satisfaction is the assessment of how content a customer is with an organization's products, services, or sales processes, including customer service (Janahi & Al Mubarak, 2017). It also relates to the satisfaction customers feel when an organization provides products or services that meet their expectations (Hassan et al., 2019). Organizations must prioritize customer satisfaction because it is a critical factor in retaining customers (Shamsudin et al., 2019).

In Nigeria's brewery sector, customer satisfaction is a crucial concept that reflects how well customers' interactions with a brewery meet or surpass their expectations. It encompasses various aspects of the customer experience, such as product quality, service quality, pricing, and overall brand experience. In the brewery context, customer satisfaction is influenced by factors like the taste and quality of the drink, the availability of different varieties, the brewery's pricing strategy, the ease of purchasing, and the overall customer service experience.

Breweries in Nigeria strive to enhance customer satisfaction because it directly impacts their organizational performance. Satisfied customers are more likely to become repeat customers, leading to increased sales and revenue. Additionally, satisfied customers tend to spread positive word-of-mouth, attracting new customers and enhancing the brewery's reputation. Therefore, understanding and managing customer satisfaction are crucial for Nigerian breweries to maintain a competitive edge in the market, as well as enhancing brand management.

To measure customer satisfaction, breweries often use various tools and techniques, such as customer surveys, feedback forms, and social media monitoring. These methods help breweries collect feedback from customers and identify areas for improvement. By continuously monitoring and improving customer satisfaction, breweries can enhance their overall performance and achieve long-term success in the Nigerian market.

Customer satisfaction reflects positive customer experiences during the purchasing process, including excellent customer service, product or service quality, among others (Hirata, 2019). These positive experiences attract new customers to purchase from the same organization, even if the product is similar to that of competitors. Therefore, customer satisfaction can differentiate an organization from its competitors (Shamsudin et al., 2015). Past research has highlighted that customer satisfaction helps to extend customer lifetime value (CLV) (Segarra-Moliner & Moliner-Tena, 2016).



## Organizational Performance

Organizational performance refers to the extent to which an organization achieves its objectives and goals. In the context of the brewery sector in Nigeria, organizational performance encompasses various dimensions, including financial performance, market share, customer loyalty, and employee satisfaction. Financial performance is a crucial aspect and is often measured through metrics such as revenue growth, profitability, and return on investment (Salaheldin, 2009). Market share indicates the brewery's competitive position in the market compared to its rivals. Customer loyalty reflects the degree to which customers repeat purchases and recommend the brewery's products to others, which is closely tied to customer satisfaction (Hwang & Kandampully, 2012). Employee satisfaction, on the other hand, is essential for organizational performance as satisfied employees, since the internal customers are more likely to be productive and contribute positively to the brewery's success and by extension they are more motivated to reveal the excellent goods and services to the external customers. Overall, organizational performance in the brewery sector of Nigeria is influenced by various internal and external factors, including product quality, pricing strategies, marketing efforts, distribution, and economic conditions, among others (Xu et al., 2014). Achieving and maintaining high organizational performance is crucial for breweries to remain competitive, sustain growth, and achieve long-term success in the Nigerian market.

## Factors Influencing Organizational Performance

- 1. Product Quality:** Product quality is a crucial factor for brewery companies in Nigeria. Consumers expect high-quality and safe products. Breweries that consistently deliver on quality can build a positive reputation, leading to increased customer satisfaction and loyalty. Quality control measures, adherence to standards, and continuous improvement efforts are essential for maintaining product quality.
- 2. Service Quality:** Service quality encompasses various aspects, including customer service, distribution, and after-sales support. Breweries need to ensure that customers have a positive experience at every touchpoint. This can involve providing timely and helpful customer service, efficient distribution networks to ensure product availability, and effective after-sales support to address any issues or concerns.
- 3. Brand Image:** A strong and positive brand image can set a brewery apart from its competitors. It reflects the brewery's reputation, values, and promises to customers. A positive brand image can enhance customer loyalty, as consumers are more likely to choose a brand they trust. Building and maintaining a strong brand image require consistent messaging, quality products, and positive customer experiences.
- 4. Marketing Strategies:** Marketing strategies play a crucial role in attracting and retaining customers. Effective strategies, such as targeted advertising, promotions, and branding efforts, can help breweries reach their target market and increase sales. Understanding consumer preferences and market trends is key to developing successful marketing campaigns.
- 5. Innovation:** Innovation is essential for breweries to stay competitive and meet evolving consumer demands. Breweries that invest in research and development will be better placed in terms of new and innovative products or processes that appeal to customers. Innovation can also lead to operational efficiencies and cost saving mechanisms, which will further improve the overall organizational performance.



6. **Operational Efficiency:** Operational efficiency is vital for breweries to maximize productivity and profitability. Efficient production processes, streamlined supply chain management, and effective cost control measures can help breweries reduce waste, improve resource utilization, and deliver products to market more efficiently. This can lead to higher profitability and overall performance.

7. **Employee Satisfaction:** Satisfied and motivated employees are valuable assets to brewery companies. Employee satisfaction can impact customer service, product quality, and overall organizational performance. Breweries that invest in employee training, development, and engagement initiatives are more likely to have a motivated workforce that delivers exceptional performance.

8. **Regulatory Environment:** Compliance with regulatory requirements and industry standards is critical for breweries operating in Nigeria. Failure to comply can result in fines, legal issues, and damage to the brewery's reputation. Breweries need to stay informed about regulatory changes and ensure they have processes in place to meet requirements.

### **Relationship between Customer Satisfaction and Organizational Performance**

The relationship between customer satisfaction and organizational performance is a critical aspect for businesses and industries, and of which the brewery sector is no exception. Customer satisfaction refers to the extent to which customers' expectations are met or exceeded by a company's products or services. In the brewery sector, customer satisfaction is influenced by various factors, including product quality, service quality, price, and brand image. When customers are satisfied, they are more likely to remain loyal to the brand, repurchase products, and recommend the brand to others, which can lead to increased sales and market share for the company.

Organizational performance, on the other hand, encompasses a broader set of indicators that reflect the overall health and effectiveness of a company. These indicators may include financial performance, market share, customer retention rates, and employee satisfaction and turn over. Research has consistently shown that there is a positive correlation between customer satisfaction and organizational performance. Satisfied customers are more likely to continue buying from a company, leading to increased revenue and profitability. Additionally, satisfied customers can serve as advocates for the brand, helping to attract new customers and further driving business growth.

Moreover, customer satisfaction can also impact other aspects of organizational performance, such as employee satisfaction and corporate reputation. Satisfied customers are more likely to have positive interactions with employees, leading to higher levels of employee satisfaction and engagement. This, in turn, can lead to improved productivity and performance among employees. Furthermore, a positive reputation for customer satisfaction can enhance a company's brand image and credibility in the market, attracting more customers and business opportunities.





## **THEORETICAL REVIEW**

### **Service-Profit Chain Framework**

Heskett et al. (1997) introduced the Service-Profit Chain framework to illustrate the relationship between customer satisfaction, loyalty, and organizational performance (Kamakura et al., 2002). This framework highlights the direct link between employee satisfaction, customer loyalty, and financial success (Heskett et al., 1994). It emphasizes the importance of prioritizing employee satisfaction and engagement to enhance customer loyalty and financial performance. By investing in employee training, fostering a positive work environment, and providing necessary resources and support, organizations can improve internal service quality. This improvement translates into higher levels of external service quality and customer satisfaction (Madhani, 2019). The Service-Profit Chain framework is a valuable tool for understanding how employee satisfaction, customer loyalty, and organizational performance are interconnected. It emphasizes the need to prioritize customers and recognize the essential role of employees in delivering excellent service (Benjarongrat & Neal, 2017).

Essentially, the Service-Profit Chain framework asserts that employee satisfaction directly influences customer satisfaction, which, in turn, impacts profitability. Therefore, organizations that prioritize employee satisfaction and engagement are more likely to provide superior service, build loyal customer relationships, and ultimately achieve long-term profitability (Heskett et al., 2008). The framework also stresses the importance of understanding customer needs and preferences and designing products and services accordingly. By adopting a comprehensive approach, the Service-Profit Chain framework provides a roadmap for improving organizational performance (Hogreve et al., 2017).

### **Customer Lifetime Value (CLV) Theory**

Customer Lifetime Value (CLV), also known as the projected monetary worth a customer is expected to spend over their lifetime, purchasing products or services from the same company (Shamsudin et al., 2018). When customers are content with an organization, their CLV tends to increase, resulting in greater revenues for the organization (Rita et al., 2019). Acquiring a new customer involves substantial monetary investments in creating and executing marketing programs, as well as navigating the process of finding prospects, educating them about the product's benefits, and ultimately closing the deal (Shamsudin et al., 2019).

CLV theory involves calculating the potential value a customer can bring to a business over their lifetime, taking into account factors such as the customer's purchasing behavior, loyalty, and potential for repeat purchases. By understanding the CLV of their customers, brewery companies can make informed decisions about marketing strategies, product development, and customer relationship management. In the brewery sector, CLV theory suggests that satisfied customers are likely to have a higher CLV as they are more likely to remain loyal to the brand, purchase products regularly, and recommend the brand to others. Brewery companies can use this insight to tailor their marketing efforts towards retaining existing customers and attracting new ones who are likely to have a high CLV.

Additionally, CLV theory highlights the importance of building strong relationships with customers to maximize their lifetime value. This can be achieved through personalized



marketing campaigns, excellent customer service, and continuous improvement of products and services based on customer feedback.

## **EMPIRICAL REVIEW**

In the course of this study, some other relevant studies were critically reviewed, amongst which were as follow;

Smith and Wright (2004) examined the determinants of customer loyalty and its impact on financial performance. Their findings suggested that customer satisfaction, perceived value, and trust were significant factors influencing customer loyalty, thereby positively affecting financial performance. This research underscores the importance of prioritizing customer satisfaction and providing perceived value to enhance customer loyalty, ultimately resulting in a positive impact on financial outcomes.

In a separate study, Morgan and Rego (2006) examined the predictive value of various metrics linked to customer satisfaction and loyalty regarding their effect on business performance. Their research involved 109 companies in the United States, revealing a notable correlation between different measures of customer satisfaction and loyalty and financial performance. They found that overall satisfaction and intention to repurchase were the most impactful predictors of future sales, whereas satisfaction with individual attributes had a less pronounced effect.

In Kumar's (2017) study, the correlation between service quality, customer satisfaction, and customer loyalty in the telecom industry was examined. The findings revealed a substantial positive association between service quality and customer satisfaction, subsequently leading to a positive impact on customer loyalty. These results highlight the potential benefits of enhancing service quality to not only improve customer satisfaction but also to cultivate customer loyalty within the telecom sector.

Budur and Poturak (2021) examined the connection between employee performance, customer satisfaction, and loyalty within the hotel industry. Their research involved 260 hotel customers. The findings indicated that employee performance positively impacted both satisfaction and loyalty, with satisfaction acting as a mediator in the relationship between employee performance and loyalty. The study underscored the importance of employee training and development in enhancing customer satisfaction and promoting loyalty within the hotel industry.



## METHODOLOGY

This paper utilizes a survey research design, employing questionnaires to gather information from targeted respondents. Data was collected from both primary and secondary sources. Primary data collection involved the use of questionnaires, while secondary data included information from journals, periodicals, and the internet. The study sampled 150 staff from three brewery companies in Lagos State. The questionnaire comprised two sections. Section A focused on demographic characteristics such as educational qualification, status, department, sex, age, marital status, and length of service. Section B examined contextual variables relevant to understanding the relationship between customer satisfaction and organizational profitability. While 150 questionnaires were distributed to staff, only 84 were properly completed and returned. Data analysis involved descriptive statistics, presented in tables and percentages, and inferential statistics, allowing for regression analysis.

## FINDINGS AND DISCUSSION OF FINDINGS

### Analysis of Responses from the Questionnaire

**Table 1: Distribution by Educational Qualification**

Certificate	Frequency	Percentage %
NCE	21	25
BSc./HND	51	61
MSc./MBA	12	14
<b>Total</b>	<b>84</b>	<b>100</b>

**Source: Field Survey, 2024**

Table 1 shows that 25% of the staff are NCE holders, 61% of the members of staff have first degree (BSc./HND), and 14% possess a Master's degree (MSc./MBA). This implies that the organization has a well-blended set of staff that are educated and they can provide adequate responses to the questionnaire.

**Table 2: Distribution by Status**

	Frequency	Percentage %
SUPERVISOR	35	42
ASSISTANT MANAGER	24	29
MANAGER	12	14
SENIOR MANAGER	5	6
GENERAL MANAGER	8	9
<b>Total</b>	<b>84</b>	<b>100</b>

**Source: Field Survey, 2024**





Table 2 shows the distribution of the staff by status, in which 42% are Supervisors, 29% of the respondents are Assistant Managers, 14% are Managers, 6% are Senior Managers, and 9% are in the General Manager category. This implies that the respondents are in the right position to provide answers to the questionnaire and contribute effectively to the study.

**Table 3: Distribution by Age**

	Frequency	Percentage %
18 – 30 years	8	10
31 – 40 years	28	33
41 – 50 years	36	43
Above 50 years	12	14
<b>Total</b>	<b>84</b>	<b>100</b>

**Source:** *Field Survey, 2024*

In terms of age distribution, Table 3 shows that 10% of the staff are aged between 18 – 30 years old, 33% are in the 31 – 40 years range, 43% fall between 41 – 50 years, 14% are aged above 50 years.

**Table 4: Distribution by Sex**

	Frequency	Percentage %
Male	68	81
Female	16	19
<b>Total</b>	<b>84</b>	<b>100</b>

**Source:** *Field Survey, 2024*

Table 4 shows that female members of staff constitute only 19% while male constituted 81% of the members of management staff. This implies that the organization has more male staff than female staff.

**Table 5: Response to the Questionnaire Questions**

S/No	QUESTIONS	SA	A	U	D	SD
1.	Does your organization offer a variety of products to meet customer preferences and enhance satisfaction?	45 (54%)	39 (46%)			
2.	Does the brand name influence sales and overall organizational performance?	25 (30%)	53 (63%)	6 (7%)		
3.	Do your products fulfill customer requirements and expectations?	68 (81%)	16 (19%)			
4.	Does your organization address and handle customer complaints regarding product quality?	35 (42%)	44 (52%)		5 (6%)	
5.	Does your organization have a customer service center to address customer needs and concerns?	52 (62%)	32 (38%)			



6.	Are product prices set at levels that balance profitability and customer satisfaction?	31 (37%)	10 (12%)	36 (43%)	7 (8%)	
7.	Do pricing decisions include flexible payment options to enhance customer satisfaction?		13 (15%)	3 (4%)	68 (81%)	
8.	Are customers satisfied with the level of customer service provided by your organization?	27 (32%)	35 (42%)	22 (26%)		
9.	Do you perceive a correlation between customer satisfaction and the overall performance of the organization?	33 (39%)	42 (50%)		7 (8%)	2 (3%)

**Source:** *Field Survey, 2024*

Table 5 shows the response of respondents to the questionnaire questions based on the impact of customer satisfaction on organizational performance in the brewery sector in Nigeria. It was found that brewery companies normally offer a variety of their products to meet customer preferences and therefore enhance satisfaction. It was also found that the brand name of each product influences the sales of that product which in turn have an effect on overall organizational performance. Furthermore, the staff (respondents) believed that their products totally fulfill customer expectations.

When asked if their organization normally addresses and handles customer complaints regarding product quality, the majority of the respondents confirms that customer complaints are attended to, however, only 6% of the respondents disagreed. Also, the respondents agreed that their companies have a customer service center to address customer needs and concerns.

Respondents were asked if their company's product prices are set at levels that balance profitability and customer satisfaction. 37% of the respondents strongly agreed that their companies set fair prices that balances profitability and customer satisfaction; 12% agreed; however, 43% of the respondents are undecided on this question; and 8% of the respondents disagreed. Furthermore, when asked if their companies' pricing decisions include flexible payment options to enhance customer satisfaction only 15% of the respondents agreed, 4% of the respondents are undecided, and 81% disagreed. This reveals that most brewery companies do not offer flexible payment options to their customers for the sake of customer satisfaction.

Majority of the respondents agreed that customers are satisfied with the level of customer service provided by their organization; only a few respondents are undecided on the question. This implies that customers are often satisfied with the level of customer service provided by brewery companies.

Lastly, respondents were asked if they perceive a correlation between customer satisfaction and the overall performance of the organization. 39% strongly agreed, 50% agreed, 8% disagreed and 3% strongly disagreed that there's correlation between customer satisfaction and organizational performance.



## Test of Hypothesis

H0: Customer satisfaction has no significant impact on organizational performance in the brewery sector in Nigeria

H1: Customer satisfaction has significant impact on organizational performance in the brewery sector in Nigeria

**Table 6: Model Summary**

Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std. Error of the Estimate
1	.650 <sup>a</sup>	.630	.595	1.66371

a. Predictors: (Constant), Customer Satisfaction

**Table 7: ANOVA <sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.402	1	1.402	3.838	.015 <sup>b</sup>
	Residual	298.713	82	3.219		
	Total	300.115	83			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Customer Satisfaction

**Table 8: Coefficients <sup>a</sup>**

Model		Un-standardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	14.064	.738		18.799	.000
	Customer Satisfaction	.593	.037	.735	3.430	.015

a. Dependent Variable: Organizational Performance

The adjusted R-squared value of 59.5%, as depicted in Table 6, signifies that the regression model can account for 59.5% of the observed variability in Customer Satisfaction. This indicates that a substantial portion of the variance in Customer Satisfaction can be explained by the factors considered in the model.

Turning our attention to Table 8, the null hypothesis (H0), positing that "Customer satisfaction has no significant impact on organizational performance in the brewery sector in Nigeria," was examined through regression analysis. The standardized coefficient, registering at 0.735, underscores that Customer Satisfaction has a positive and substantial influence on Organizational Performance in the brewery sector in Nigeria, the calculated p-value of 0.015 falls below the established threshold of 0.05, implying a statistically significant relationship between Customer Satisfaction and Organizational Performance.



In light of these findings, the null hypothesis (H0) is unequivocally rejected, and the alternative hypothesis (H1) is embraced with a high level of confidence at a 5% level of significance. In essence, the analysis unequivocally demonstrates a robust and statistically significant positive relationship between customer satisfaction and organizational performance in the brewery sector in Nigeria.

## DISCUSSION OF FINDINGS

The study's findings provide insights into the relationship between customer satisfaction and organizational performance in Nigeria's brewery sector. The members of staff, predominantly with first degrees, offer a well-educated perspective. The diverse representation by status ensures varied managerial insights. However, gender diversity in management roles needs improvement. Regarding customer satisfaction, breweries in Nigeria offer diverse products to meet preferences, enhancing satisfaction. Brand names significantly influence sales and overall performance. Respondents believe their products fully meet customer expectations, reflecting confidence in product quality. In customer service, most respondents confirm addressing complaints, with existing customer service centers. Pricing strategies, however, lack clarity, with many undecided on balancing profitability and customer satisfaction. Few offer flexible payment options, indicating a potential pricing strategy area for improvement. Customers generally seem satisfied with brewery companies' customer service. The majority of respondents believe in a positive correlation between customer satisfaction and organizational performance. Regression analysis strengthens these findings, indicating a significant positive relationship between customer satisfaction and organizational performance. Therefore, the null hypothesis (H0) was rejected, and the alternative hypothesis (H1) was accepted. These results are consistent with the research findings of Sun and Kim (2019), Ndubisi and Nwankwo (2019), and Hanif et al. (2020).

## CONCLUSION AND RECOMMENDATIONS

In conclusion, this study has highlighted the critical importance of customer satisfaction in the brewery sector of Nigeria and its significant impact on organizational performance. The findings reveal that customer satisfaction is closely linked to various aspects of organizational success, including increased sales, customer loyalty, and overall profitability. The study also underscores the need for brewery companies in Nigeria to prioritize customer satisfaction by offering a variety of products, addressing customer complaints, and improving pricing strategies. Furthermore, the regression analysis confirms a strong positive relationship between customer satisfaction and organizational performance, emphasizing the need for brewery companies to continually monitor and improve customer satisfaction levels. This can be achieved by maintaining and improving quality to consistently meet customer expectations. Brewery companies should also enhance customer service by promptly addressing complaints and ensuring customer service centers are well-equipped. Lastly, brewery companies should carefully evaluate pricing strategies to balance profitability and customer satisfaction, considering flexible payment options to boost customer loyalty.



## REFERENCES

- Benjarongrat, P., & Neal, M. (2017). Exploring the service profit chain in a Thai bank. *Asia Pacific Journal of Marketing and Logistics*, 29(2), 432-452.
- Bodet G. (2008). Customer satisfaction and loyalty in service: two concepts, four constructs and several relationships. *Journal of retailing and consumer services* 15, 156-162
- Budur, T., & Poturak, M. (2021). Employee performance and customer loyalty: Mediation effect of customer satisfaction. *Middle East Journal of Management*, 8(5), 453-474.
- Hanif, M. I., Ahsan, M., Bhatti, M. K., & Loghari, M. S. (2020). The effect of electronic customer relationship management on organizational performance with mediating role of customer satisfaction. *International Review of Management and Marketing*, 10(5), 138.
- Hassan, Sallaudin, & Shamsudin, M. F. (2019). Measuring the effect of service quality and corporate image on student satisfaction and loyalty in higher learning institutes of technical and vocational education and training. *International Journal of Engineering and Advanced Technology*, 8(5), 533-538.  
<https://doi.org/10.35940/ijeat.E1077.0585C19>
- Heskett, J. L., Jones, T. O., Loveman, G. W., Sasser, W. E., & Schlesinger, L. A. (1994). Putting the service-profit chain to work. *Harvard business review*, 72(2), 164-174.
- Heskett, J. L., Sasser Jr, W. E. and Schlesinger, L.A. (1997), *The Service Profit Chain: How Leading Companies Link Profit and Growth to Loyalty, Satisfaction and Value*, Free Press, New York, NY.
- Heskett, J. L., Sasser, W. E., & Wheeler, J. (2008). *The Ownership Quotient: putting the service profit chain to work for unbeatable competitive advantage*. Harvard Business Press.
- Hogreve, J., Iseke, A., Derfuss, K., & Eller, T. (2017). The service-profit chain: A metaanalytic test of a comprehensive theoretical framework. *Journal of marketing*, 81(3), 41-61.
- Hwang, J., & Kandampully, J. (2012). The role of emotional aspects in younger consumer-brand relationships. *Journal of Product & Brand Management*, 21(2), 98-108.
- Janahi, M. A., & Al Mubarak, M. M. S. (2017). The impact of customer service quality on customer satisfaction in Islamic banking. *Journal of Islamic Marketing*, 8(4), 595-604. <https://doi.org/10.1108/JIMA-07-2015-0049>
- Kotler, P. & Keller, K. L. (2016). *Marketing management* (15th edition). New Delhi: Prentice – Hall of India Private Limited.
- KPMG (2014). 2014 Banking industry customer satisfaction survey. [kpmg.com/ng](http://kpmg.com/ng), 1-32
- Kumar, A. (2017). Effect of service quality on customer loyalty and the mediating role of customer satisfaction: an empirical investigation for the telecom service industry. *Journal of Management Research and Analysis*, 4(4), 159-166.
- Madhani, P. M. (2019). Rewards Strategy: A Key Driver of Service-Profit Chain. *Compensation & Benefits Review*, 51(4), 162-172.
- Morgan R.M. & Hunt, S.D. (1994) The commitment trust theory of relationship marketing. *Journal of Marketing* 58, 20-38
- Morgan, N. A., & Rego, L. L. (2006). The value of different customer satisfaction and loyalty metrics in predicting business performance. *Marketing science*, 25(5), 426-439.
- Ndubisi, E. C., & Nwankwo, C. A. (2019). Customer satisfaction and organizational performance of the Nigerian banking sub-sector. *International Journal of Business and Management Invention*, 8(3), 79-87.



- Rita, P., Oliveira, T., & Farisa, A. (2019). The impact of e-service quality and customer satisfaction on customer behavior in online shopping. *Heliyon*, 5(10), e02690. <https://doi.org/10.1016/j.heliyon.2019.e02690>
- Salaheldin, S. I. (2009). Critical success factors for TQM implementation and their impact on performance of SMEs. *International journal of productivity and performance management*, 58(3), 215-237.
- Segarra-Moliner, J. R., & Moliner-Tena, M. Á. (2016). Customer equity and CLV in Spanish telecommunication services. *Journal of Business Research*, 69(10), 4694–4705. <https://doi.org/10.1016/j.jbusres.2016.04.017>
- Shamsudin, M. F., Razak, A. A., & Salem, M. A. (2018). The role of customer interactions towards customer satisfaction in theme parks experience. *Opcion*, 34(Special Issue 16), 546–558.
- Shamsudin, M., Mohd Noor, N., Abu Hassim, A., Hussain, H., Salem, M., & Hasim, M. (2015). Factors lead to customer loyalty in prepaid mobile services. *Caspian Journal of Applied Sciences Research*, 4(10).
- Shamsudin, Mohd Farid, Esa, S. A., & Ali, A. M. (2019). Determinants of customer loyalty towards the hotel industry in Malaysia. *International Journal of Innovation, Creativity and Change*, 6(9), 21–29.
- Smith, R. E., & Wright, W. F. (2004). Determinants of customer loyalty and financial performance. *Journal of management accounting research*, 16(1), 183-205.
- Sun, K. A., & Kim, D. Y. (2013). Does customer satisfaction increase firm performance? An application of American Customer Satisfaction Index (ACSI). *International journal of hospitality management*, 35, 68-77.
- Xu, X., Thong, J. Y., & Venkatesh, V. (2014). Effects of ICT service innovation and complementary strategies on brand equity and customer loyalty in a consumer technology market. *Information Systems Research*, 25(4), 710-729.