FUW-INTERNATIONAL JOURNAL OF MANAGEMENT AND SOCIAL SCIENCES.
VOLUME 9, NO. 1, JANUARY - JUNE, 2024

CUSTOMER COMPLAINTS: A STRATEGIC TOOL FOR RESHAPING PERFORMANCE EFFECTIVENESS IN MODERN CORPORATE ORGANIZATIONS IN ABUJA, NIGERIA

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Abstract

The study focused on customer complaints: a strategic tool for reshaping performance effectiveness in modern corporate organizations in Abuja, Nigeria. Poor customer complaints management was still an existing issue among corporate organizations in Abuja Nigeria. The purpose of the study was to investigate the effect of customer complaints on reshaping the performance of selected corporate settings in Abuja Nigeria. The study used questionnaire to collected data from five selected corporate organizations in Abuja. The study purposively drawn a sample of the 250 respondents from the selected companies and the questionnaire was distributed to this selected companies where 238 questionnaires were correctly filled and returned. The study used structural equation modeling (SEM) to analyze the stated hypotheses appropriately with measurement model and structural model. It was the revealed that there was positive significant of customer complaints on the performance of the selected corporate organizations in Abuja, Nigeria. The study also revealed that customer complaints had positive significant on customer satisfaction, competitive advantage and customer retention of the selected corporate settings in Abuja. The study concluded that the effective handling of customer complaints to result to improvement in performance effectiveness in the selected modern corporate settings in Abuja, Nigeria. That is, the adoption of proactive approaches to customers complaints management could result to improvement corporate settings operational performance and sustainability. The study recommended to the top management of the selected corporate settings that the adoption of proactive approaches to customer complaints handling practice could help to reduce the level of devil customers complaint and lead to the growth of angel customers complaints that in return boost organizational performance in terms of customer satisfaction, competitive advantage and customer retentions.

Key word: Customer complaints, Performance, Customer satisfaction, Competitive advantage, Strategic improvement.

1.1 Background of the Study

Business and the society are two critical elements that cannot be disengaged from each other, because the society creates the environment needed for business to operate sustainably and profitably. Customers are very important element that gives hope to every business organization and they are the major reason why businesses exist in the society. The long stay of business organizations in the society largely depends on the level of customer satisfaction derived from every purchase they made and built customer loyalty. How the organizations positioned its products and services on the target markets has impact customers' perception at large. Customers are referring to a group of people or individual that patronize offering of every corporate organization. They are buyers of organizational products and services whose purpose of buying is to derive satisfaction from every purchase they made. And when these groups of customers are dissatisfied with their purchase, they may distance themselves from business premises or may result to huge and disastrous complaints that may likely affect the image of the entire organization. This result to the need for business organizations to ensure positive consistency in dealing with the customers' needs and wants to optimize customers' satisfaction. That is, customer complaints and strategically vital to develop measures to handle it adequately to enhance operational change and performance in modern corporate settings.

Customer complaints is very hazardous and strategically a root for positive changes in business organizational performance to sustainability because it is sources of getting strategic information for formulating and implementation of strategic plan and management of the business setting. Customer complaints is also hazardous when customers' complaints are not handled adequately to making positive changes in service delivery and employees responds to customers because unsatisfied customers could lead to decline in the rate of organizational market share which led to declines in sales volume, profitability and sustainability of organizations especially when such customers expose their dissatisfaction in online complaints platforms in the modern digital era.

Effective management of customer complaints could lift up sustainable strategic management planning of the organizations and this may lead to positive organizational changes in term of their product quality, service and operational management, changes organizational capability and competences. And these changes in the organization might lead to increase in market share and sale volume as well as profitability of the organizations. That is, complains from the customers could be a restructured strategy to reseal the bond with the customers and the receiving organizations. that dissatisfaction from customers' purchases lead to complaints spreadsheet ambiguity and could result to stringent complications to business settings progress on the long run. Complaints are uncertainty natured behavaiour that emanate from the set of users about the service inefficiency and incompetency of some employees or from the negative product quality of a business setting. Due poor performance and low quality of the product or service, it is natural phenomenon for service dissatisfaction to exist between the customers and the business settings and may lead to failure in customers repurchase behaviour.

Holistically, the management of customer complaints effectively are critical issues faced by many organizations to sustain their performance. Few studies have been conducted in this topic

on customer complaints and performance effectiveness, with little literatures and had contradictory findings and conclusions (Vedat & Hacire 2021; Morgeson, et al. 2020; Valdimar, et al. 2021; Xinyi, Xiao, Chang & Zhiyong, 2021). The main objective of this study investigates customer complaints as a strategic tool for reshaping performance effectiveness of modern corporate organizations in Abuja, Nigeria. And other relevant objectives are to assess the extent of customer complaints affect customer satisfaction, evaluate the extent of customer complaints affect competitive advantage and examine the effect customer complaints enhance customer retention of selected corporate businesses in Abuja.

1.2 Research Hypotheses

The following are the null hypotheses stated for the study:

H01: Customer complaints has no significant effect on customer satisfaction of the selected corporate businesses in Abuja**.**

H02: Customer complaints has no significant effect on competitive advantage of the selected corporate businesses in Abuja.

H03: Customer complaints has not significantly enhanced customer retention of the selected corporate businesses in Abuja**.**

Literature Review and Theoretical Framework

2.1Conceptual Review

2.1.1 *Customer Complaints*

Managing sustainable customer complaints starts up with exposing the actual customers' needs in connection to the strategic needs of the organizations to attain balances between the two needs. Business growth and development could be attainable when firms or corporate settings strike a balance between the customers' needs and the organization strategic objectives to improve reduce customer complaints. That is, having business intelligence and business analytics structures in modern business could be effective and sustainable for tailoring down and reducing customer complaints in modern business settings. And the concept of customer loyalty has been focusing of researchers in recent years because organizations that built long-term customers royalty have positive image built and have reduce high level customer complaints to sustainable rate that has not deem effect to business performance (Jenneboer, Herrando, & Constantinides, 2022).

The nature of customer complaints could be offline and online complaints which could be strengths and weaknesses to corporate organizations but if manage adequately could be a sustainable opportunity to attain competitive strengths. Inadequate handling of these complaints could be threats to the organization. Customer complaints could be defined as changes negatively in behaviour of customers as a result of negative perception variation from the consumption or services expectation and performance of firms. That is when there is change in perception of expected value from a purchase made by customers then a complaint arises. Vedat and Hacire (2021) described customer complaints as the changed in behaviour of customers due to product and services failure during consumption. That is, customer complaints could be rooted out after product qualities that do not meet the intended and expected satisfaction of the customers. The nature of online complaints by customers is very cumbersome to manage adequately because of it fast spread rate on social media platforms in the current digital business environment. Vladimirou, House & Kadar (2021) assert that unhappy customers could destroy the image of the entire organization if adequate and effective management of them dissatisfy complaints are not in place to avoid such incriminating damages.

Any business setting without customer complaints has no customers and no competitors and should be rated as dead business in existence and the major reason for customer complaints is dissatisfaction from product or service, poor relationship management of the firms' employees, and other critical root of complaints. Omurca, Ekinci, Yakupoğlu, Arslan, and Çapar, (2021) believed that adopting and implementing artificial intelligence as detective tool is a strategy to could use to collect and revamp online customer complaints sustainably. A study suggested that in the banking sector, banks should put maximum measure to manage effectively and adequately customer complaints to attain sufficient customer satisfaction that was led to growing customer retention (Mosa, 2022; Ndulue, 2024). From their point of view, regaining lost customers is always a herculean task to attain in the banking sector and it is vital to ensure effective management of customer complaints and was help to attain high rate of customers' retention and royalty. Another study revealed that game analysis could be used in managing and handling customer complaints (Bai, Liu, & Lv, 2022). In some cases, customer complaints could be an enhancer for business to attain innovativeness and improvement of the entire organizational settings. Recent studies had also conducted on online customer complaints behaviour effectiveness in reshaping the performance of organizational growth (Hien, Su, Sann, & Thanh, 2022; Sann, Lai, Liaw, & Chen, 2022). Customer complaints is the violation of customers' expectations on a particular offering (Singh, Saha, Hasanuzzaman, & Dey, 2022) and effectiveness in complaints management in modern organization could enhance market share and customer retention (Guerola-Navarro, Gil-Gomez, Oltra-Badenes, & Pedro Soto-Acosta 2022). Customers' dissatisfaction could trigger customers' complaints behaviour in online and offline complaints windows and this directly affect post purchase perception of firms' product (Istanbulluoglu, & Sakman, 2022). That is in today modern business settings both offline and online business experience increases high rate of customer complaints via social media platforms and very hazardous to the firms' performance and long-term business existence (Weihua, Yuting, Huaming & Junjie 2022; Honora, Chih, & Wang, 2022). Unhappy customers have the capacity close down large corporation with huge resources, if they lack incompetence and capabilities in their operational treatment with the target's customers, talk of more small organizations.

Effective marketing program, customers' engagement and harmonize customer relationship management could adopted and implemented as strategic tools to curb and revamp unsatisfied customers of corporate settings (Agyei, et al. 2021; Suha, 2021; Hart, Nnachi & Ademe, 2021) and transparency in managing customer complaints enhance effectiveness of the organizations (Honora, et al. 2022).

2.1.2 *Performance*

Measuring performance in every business setting exposes the level management strengths and weaknesses in terms of its efficient and effective utilization resources to attain strategic goals and objectives. Business performance is the lengths at which business leaders have adequately manipulate effectively their corporate strategic formulation and implementation to improve productivity as stated in the mission and vision statements to attain growth in sustainability and profitability. Wijaya, and Wijaya, (2023), concluded that organizational performance could be attainable and sustainable through effective enterprise strategy and social capital sustainment. Business performance comprises the ascertainment and assessment of all strategic business units of the organization to know the level alignment with the expected goals and objectives and how these have impact on the long term financial and operational growth of the organization. Business performance could be viewed and measured in different perspectives based on the organizational structure and design. The level of technology innovation and digitalization in product and process development and in holistic organizational practice are indicators that foster performance (Mikalef, et al. 2023; Rawashdeh, & Rawashdeh, 2023; Ahmed, et al. 2023). Liu, Xi, and Zhang, (2022) stressed that strategic human resource management and strategic leaders' behaviours are concrete indicators to firms' consistent performance and effectiveness of workplace environment for employees has strategic effect on organizational performance (Shynu, Rajest, Regin, & Steffi. 2023)

Holistically business performance could be traced internally and externally in sustainability of strategic business growth and improvement of organizations. The growth in organizational capability and competency as well as growth in resources deployment in line with the stated business and operational objectives are critical signs of sustainable business growth and this was enhancing overall business performance and reduces the rate of customer complaints. This study measured performance corporate enterprise based on customer satisfaction, competitive advantage and strategic improvement.

Customer Satisfaction: Customer satisfaction could be described as the rate at which a certain company's offering meets the customer demand and expectation. Studies recently had strategically described the effects and impacts of customer satisfaction as concrete indicator of performance of modern corporate settings (Kim, & Kim, 2022; Jenneboer, et al. 2022; Rosak-Szyrocka, Z˙ ywiołek, & Mrowiec, 2022) and it is strategically important for organizations to review and analyze the strengths of their customer satisfaction (Rosak-Szyrocka, et al. 2022). Abdullah, Prabhu, and Othman, (2022) observed and concluded that the analysis of customer

satisfaction could help to improve the effectiveness competitive advantage in modern corporate settings. Singh, Arora, and Choudhry, (2023) opined that effective management of customer behavioural change could be used to boost customer satisfactions. Hien, et al. (2022) believed that effectiveness of customer complaints management could be used to enhance consistent customer satisfactions.

Competitive Advantage: Competitive advantage effectiveness and sustainability give strategic edge for firms to strive in competitive industries. Competitive advantage is a strategic strength that help corporate settings to maintain consistent performance (Chong, & Ali, 2022; Paulus, & Yustinus, 2022). |Leveraging on technological innovation and operational digitalization modern corporate settings could enhance competitive advantage (Skordoulis, et al. 2022; Alabdali, & Salam, 2022). Another study revealed that entrepreneurial aggressiveness of marketing orientation in operating markets could be a strategic tool to enhance competitive advantage (Paulus, & Yustinus, 2022). Abdullah, et al. (2022) strongly opined that effectiveness in customer quality service delivery could help modern corporate settings to attain sustainable and profitable competitive advantage. Yong, et al. (2022) also posits that effectiveness and sustainable knowledge management and knowledge sharing could help corporate institutions to boost their competitive advantage. Chong and Ali (2022) concretely ascertained that implementable competitive strategies adopted in modern corporations could be a tool to boost consistent and sustainable competitive advantage. Reduced customer complaints could be a strategic tool to boost the competitive advantages of modern corporate settings (Arslan, 2020; Pashaie, Abdavi, Dickson, & Habibpour, 2022; Kumar, & Kaur, 2020).

Customer Retention: Another measurable indicator of performance in modern corporate settings is the level of retention of their customers due to level of customer satisfaction. Customer retention is built around up from customer satisfaction, customer trust and loyalty. That is, the more customers are satisfied with a company' offerings, the more they built trust and loyalty and the higher the level of customer retention. Customer retention is a strategic strength and signal of performance and operational sustainability of modern corporate settings. Effective product and pricing strategies and harmonized loyalty marketing program that was avert customer complaints could help to build effective and sustainable customer retention (Salamah, et al.; 2022; Elgarhy, 2022). Managing effective and sustainable psychological and behavioural change in customers could help to build consistency in customer retention (Torkzadeh, Zolfagharian, Yazdanparast, & Gremler, 2022).

2.1.3 Types of Customer Complaints

Various research drivers have described and analyzed the types of customer complaints in different perspectives that have impacts to many organizations to handle the various customers complain (Hitesh, 2019; Caitlin, 2016). No organizations around the globe that was ever give satisfaction to their customers 100% in 100% time despite the organizations spend time and money to make sure the customers are always happy with their services product offerings

(Hitesh, 2019) and poor customer complaints management of 78% may end up good relationship with insensitive organizations (Caitlin, 2016). The reasons behind this are that, customer complaints are complex issues that arrive in different dimensions to the organizations and need to be address with proactive and contingency approaches. no concrete and perfect strategy that could be apply to solve the complaints of customers but very important to try one (Caitlin, 2016). Caitlin, (2016) in his view, contributed on the types of customer complaints where he mentions five (5) common types of customer complaints which are: 1. The meek customer, 2. The Aggressive customer, 3. The high roller customer, 4. The rip-off customer and the chronic-complainer customers. From the above researchers' contributions on the type of customer complaints' opinion discussed, the following are type's customer complaints set up in this study;

1. Angel customer complaints: These customers are heaven sent who contributed highly to the return of the organization as well as want the prosperity and the growth of the organization as they channel many of their complaints privately with conscious and not publicly to the organization because in most case they are addicted to the company's offerings. They sometimes carry out publicity on behave of the company. The angel customers' complaints are not aggressively channeled and, in most case, they are loyal customers who see the need to maintain and respect long term relationship with the organization and they always channel their complaints to direction of seeking the improvement and grow in business performance of the organizations in totality of their entire services they rendered.

Danger: Poor management of complaints of these reliable and promising customers could be very hazardous to the organizations sustainability and profitability and could easily chase the firm's product to decline stage of the product life cycle.

Response: They organization responsibility to this type of customer complaints is to ensure zero complaints from them and maximize the respected relationship and maintain continuous retention of them by ensuring that these customers are highly satisfied and treated with high esteem.

2. Devil customer complaints: All forms and the nature of these customer complaints are aggressive and provocative about the business organization. They are customers that look for unrealistic loopholes that was be tag as default to the organizations' offerings and at the same time, they are buyers of other competitors of same product line. Some devils' customers are public product analyst of different competitive products and their analysis are reason in most case why many companies' products have lost their make share and fade out of the operating markets as a result of their complaints. They use all means to report complaints about an organization through social media platforms and other public means of complaints which is very hazardous to the corporate image of the organization's sustainability. They are customers who are not regular in purchase and repurchase of the company's products and contributed less to the firm's return but have bulk of complaints about the organization's entire operational activities. They buy less from the company and have huge complaints about the company offerings. Many of customer complaints could pool down huge business empires.

Danger: These set of customers are destructive and hazardous in nature as their rumors spread faster via social media and public means if their complaints are not adequately handled and minimize to the sustainability of the organization.

Response: Companies should train and retrain special staff to handle the complaints of these difficult customers and convert them to angel customers and marketing strategy and program should be channel more on hunting for angel customers for the organization.

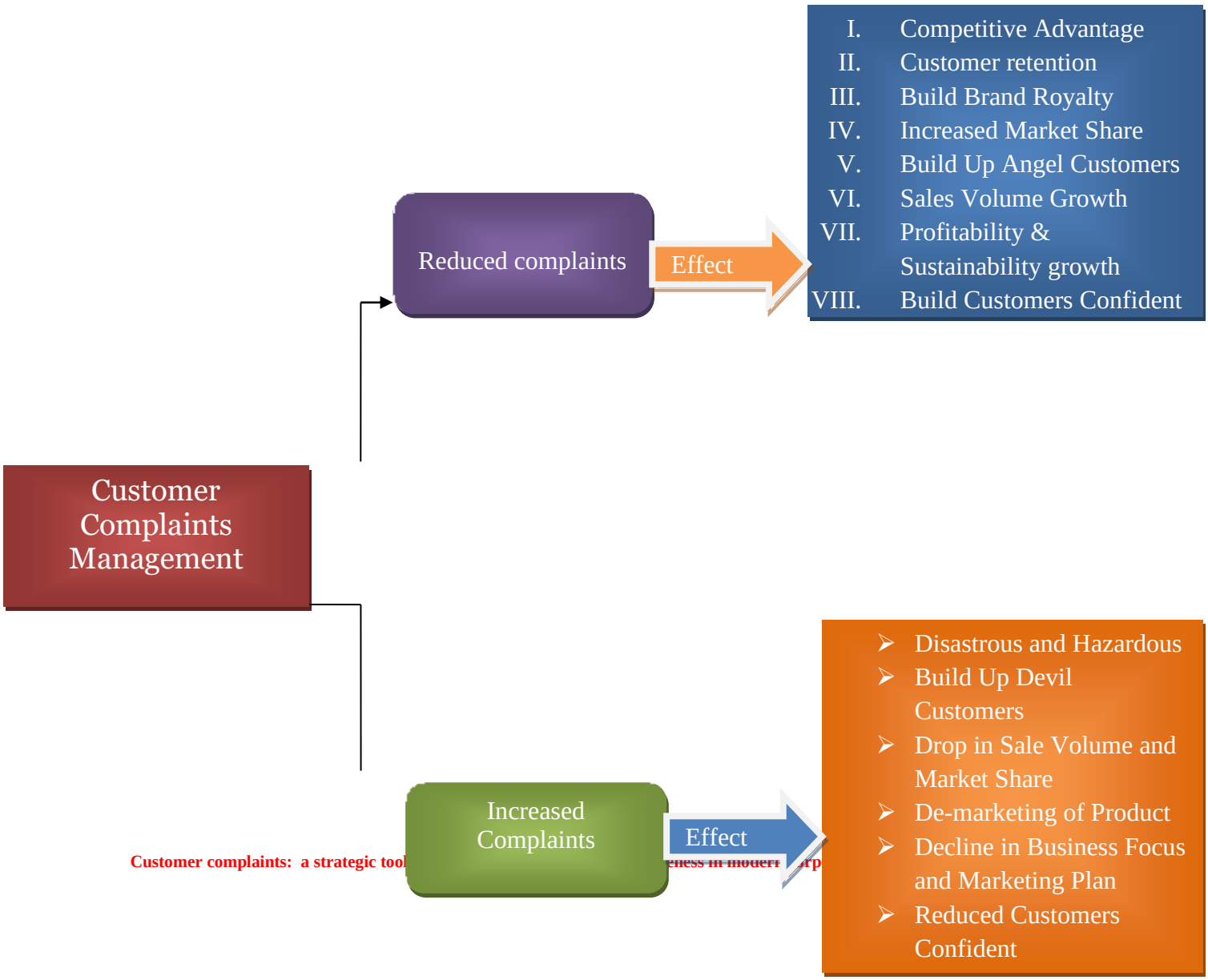



Fig. 1; Customer Complaints and business Performance (Ovivi, et al. 2023)

From the diagram above these are expected results from any point of customer complaints management in business enterprises. It is clear that both increased and reduced customer complaints have their effects on business enterprises performances negatively and positively that could rise up business hope and low-down business hope hazardously. Sustainable management of customer complaints have tremendous effects on long term growth and profitability of the overall business in different perspective of customer and sales volume growth and in most cases as a source of competitive advantage to firms who adequately manage customer complaints. The negatively and inadequate handling and management of customer complaints by marketing enterprises have deep effect on producing devil customers, hazardous image, and decline in sales volume and market share and clearly could lead to the death of business survival. The company was losing the confidents from customers and this has direct effects on the total operational activities of the firms and killing the strengths of business performance.

2.2 Theoretical Review and Framework

Several theories have made concrete contributions to the study and analysis of customer complaints in business enterprises performance in the field of marketing and they are relevant to the current study on reduce customer complaints and its effect on business performance in the modern business settings but two of the theories was be discussed in connection to this study.

Social Exchange Theory (SET) by Thibaut and Kelley (1952) emanated from economic theory and field assert that cost-benefit analysis is the reason for holding business relationship between

the buyer (Customer) and the sellers (Business enterprise) and the bases for every relationship between the customer and firm should be equitable. Social exchange theory emphasize that the rate of firm's profitability and sustainability is a determinant by the rate of customers' satisfactions and the disconnection on customers' satisfaction was automatically invade disconnection in the business performance of the firm. Social exchange theory supports this study in the event where customer complaints (Dissatisfaction) are not adequately managed and handle, it could lead to disconnection between the customers and business firm, which may eventually lead to hard customer complaints and poor business performance firm if measures are taking to handle the complaints adequately.

Another theory of concern to this study is the **attribution theory** (Heider, 1958), which has tremendously contributed to the study and analysis of customer complaints behaviour and business performance in the field of marketing (Simon & James, 2014). Heider (1958), attribution theory explains the causality of individuals' behaviour and the mirage expected result of an event. Weiner, (2004) described attribution theory in a manner that individuals are the ones that determine their success or failure based on the internality or externality of their behaviour which may be controllable or uncontrollable that exist in a stable or unstable environment. That is, relating this to business concern, the firms' success or failure is best determined by their behavioural relationship with customers' satisfaction or dissatisfaction either in controllable and uncontrollable business environment. This theory has effect on the study on how sensitive firms could be successful in their business performance when they reduce the level of customers' dissatisfaction that led to customer complaints and likewise insensitive managers of business settings faces disconnections of suitable customer relationships (brand customers royalist) and business performance due to their poor behavioural management and handling complaints result from customers dissatisfaction.

2.3 Empirical Review

Xinyi et al. (2021) studied on crisis information, communication strategies and customer complaints behaviours: the case of COVID-19 and the main objective study was to design measures and strategies that could be effective to handle complaints from customers during the pandemic. The study adopted two- step method and analyzed 647 complaints from the Sina platform and 5 online customers respectively. The study revealed that measures adopted have strategic effect in handling customers' complaints during the pandemic respectively. Vedat and Hacire (2021) studied on the process optimization of the customer complaints handling system and a new customer-oriented model proposal and the study aim was designing sustainable strategies that could be adopted to enhance swift management of customer complaints. The study adopted simulation to run out the analysis and the study concluded in their findings that timing and swiftness to customer complaints management are critical vital to business leaders and strategic thinkers who handle customers related issues and complaints. Morgeson, et al. (2020)

also studied on turning complaining customers into loyal customers: moderators of the complaints handling–customer loyalty relationship and the main objective of the study was to ascertain and improve on customer royalty through effective management of customer complaints. The study sampled of 35,597 customers' complaints in the last ten years and the study revealed and concluded that effectiveness and consistency in customers' satisfaction and customers' expectation improvement could be adopted to reduce customers' complaints.

Methodology

This study adopted descriptive and causal research designs to investigate and analyzed the effect of customer complaints and performance of corporate business settings. The study used descriptive research design to describe the contributing effects of customer complaints on the improvement of business performance in the corporate business settings. The study used causal research design on the study because it helps the researcher analyzed the cause and effects of relationship between customer complaints and performance of corporate settings. The study selected five (5) different corporate firms from various industries within Abuja metropolis in Nigeria to ascertain whether there are concluding correlation between customer complaints and business performance. The selected corporate organizations are Zenith bank Plc. First bank Limited, Shoprite, MTN and Unilever respectively. Within the selected companies, the targeted potential respondents are various senior staff and junior staff who are strategic thinkers and key players who play critical role in managing customer complaints and business performance measurement within the organization. These companies were selected based on their reputable performance in recent years and their previous business performance. The study adopted purposive sampling to select 50 staff from each corporation that made up 250 respondents and was adopted as sample size respectively. Primary sources of data for this study were collected from the field through well-structured questionnaires. The instrument used in data collections for this study especially the primary data through well-structured questionnaires. Content validity was used in this study because the questionnaire was drawn from the objective, the research question and stated hypotheses from the study and this questionnaire were critically vetted and assessed by group of experts in the field of marketing and business management from different academic institutions concretely before pushing to the potential respondents. Most studies previously have used questionnaires in the field of customer complaints and business performance consistently that yield them dependable findings and conclusions which made the same instruments used in this study reliable to attain creditability and acceptability. The researchers distributed and received data from the targeted respondents through e-mail from the selected organizations and 238 questionnaires were correctly filled and returned. The study used structural equation modeling (SEM) to analyze the stated hypotheses appropriately with measurement model and structural model.

(IV) Data Analysis and Discussion of Findings

Structural Model

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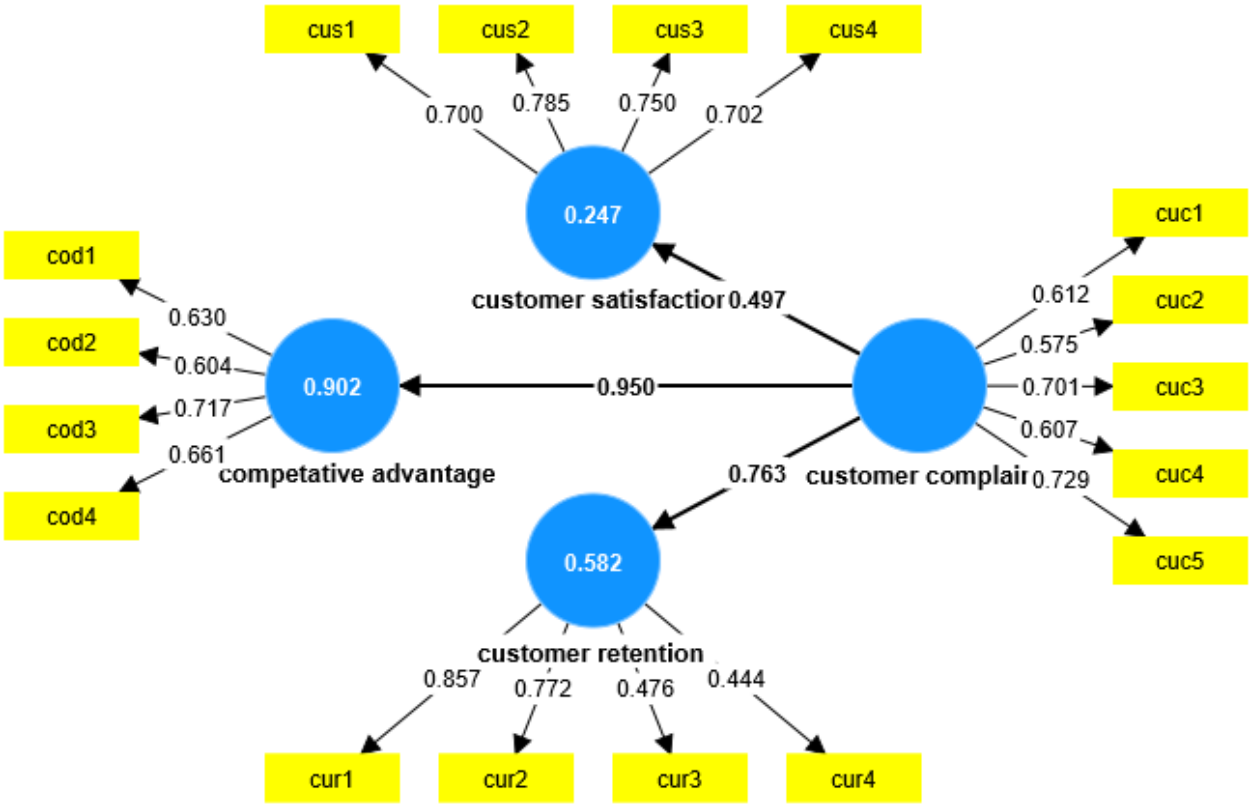
VOLUME 9, NO. 1, JANUARY - JUNE, 2024



Source: Structural Equation Model (bootstrapping)

Table 4.1: Path Coefficient

Construct	Path coefficients	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|0/STDEV|)	P Values	Decision
customer complaint -> competative advantage	0.950	0.112	0.124	0.192	0.007	**Supported**
customer complaint -> customer retention	0.763	2.845	0.235	0.268	0.001	**Supported**
customer complaint -> customer satisfaction	0.497	1.270	0.338	0.193	0.025	**Supported**

1. Customer Complaint -> Competitive Advantage: The path coefficient between customer complaints and competitive advantage is notably high at 0.950, suggesting a strong positive relationship. The sample mean for customer complaints is 0.112 with a standard deviation of 0.124. The T statistic of 0.192 and a very low P value of 0.007 indicate a statistically significant relationship. This statistical significance supports the notion that an increase in customer complaints is associated with a significant improvement in competitive advantage.

2. Customer Complaint -> Customer Retention: Customer complaints have a substantial positive impact on customer retention, with a path coefficient of 0.763. The sample mean for customer complaints is 2.845, and the standard deviation is 0.235. The T statistic of 0.268 and an extremely low P value of 0.001 confirm the statistical significance, affirming that higher customer complaints are significantly related to increased customer retention.

3. Customer Complaint -> Customer Satisfaction: The path coefficient between customer complaints and customer satisfaction is 0.497, indicating a moderate positive relationship. The sample mean for customer complaints is 1.270, and the standard deviation is 0.338. The T statistic of 0.193 and a P value of 0.025 demonstrate statistical significance, suggesting that higher customer complaints are linked to enhanced levels of customer satisfaction. While the relationship is statistically supported, it's important to note that it's not as strong as the relationships with competitive advantage and customer retention.

Table 4.2: Correlations

	competative advantage	customer complaint	customer retention	customer satisfaction
competative advantage	1.000	0.950	0.602	0.486
customer complaint	0.950	1.000	0.763	0.497
customer retention	0.602	0.763	1.000	0.415
customer satisfaction	0.486	0.497	0.415	1.000

1. Competitive Advantage: The variable "competitive advantage" shows strong positive correlations with both "customer complaint" (0.950) and "customer retention" (0.602), suggesting that higher levels of competitive advantage are significantly associated with increased

customer complaints and improved customer retention. Furthermore, there is a moderate positive correlation between "competitive advantage" and "customer satisfaction" (0.486), indicating that enhancements in competitive advantage are moderately related to higher levels of customer satisfaction. These correlations underscore the importance of competitive advantage in positively influencing customer-related outcomes.

2. Customer Complaint: "Customer complaint" displays strong positive correlations with both "competitive advantage" (0.950) and "customer retention" (0.763), emphasizing a strong relationship between higher levels of customer complaints and increased competitive advantage as well as customer retention. Additionally, there is a moderate positive correlation between "customer complaint" and "customer satisfaction" (0.497), indicating that more customer complaints are moderately associated with higher levels of customer satisfaction. This suggests that addressing customer complaints effectively could positively impact both competitive advantage and customer satisfaction.

3. Customer Retention: The variable "customer retention" exhibits strong positive correlations with "customer complaint" (0.763) and moderate positive correlations with both "competitive advantage" (0.602) and "customer satisfaction" (0.415). This implies that higher levels of customer retention are strongly associated with increased customer complaints and moderately related to improvements in competitive advantage and customer satisfaction. Enhancing customer retention can thus have a significant impact on various customer-related aspects.

4. Customer Satisfaction: "Customer satisfaction" demonstrates moderate positive correlations with "competitive advantage" (0.486), "customer complaint" (0.497), and "customer retention" (0.415). These correlations suggest that higher levels of customer satisfaction are moderately associated with enhanced competitive advantage, increased customer complaints, and improved customer retention. This highlights the importance of customer satisfaction as a contributing factor to a company's competitive advantage and customer-related outcomes.

Table 4.3: R-square

	R-square	R-square adjusted
competative advantage	0.902	0.901
customer retention	0.582	0.580
customer satisfaction	0.247	0.243

1. Competitive Advantage: The R-square value for competitive advantage is impressively high at 0.902, indicating that approximately 90.2% of the variability in competitive advantage can be explained by the independent variable(s), likely including customer complaints. This suggests a very strong explanatory power, where a substantial proportion of the variance in competitive

advantage is captured by the predictors. The adjusted R-square, slightly lower but still remarkable at 0.901, provides a more conservative estimate by considering the model's complexity. It indicates that about 90.1% of the variability in competitive advantage is explained by the independent variable(s) after accounting for the number of predictors, showcasing an outstanding explanatory capability.

2. Customer Retention: The R-square value for customer retention is 0.582, implying that approximately 58.2% of the variability in customer retention is explained by the independent variable(s), likely including customer complaints. This indicates a moderate to strong level of explanatory power, capturing a significant portion of the variability in customer retention. The adjusted R-square, slightly lower at 0.580, accounts for the model's complexity and suggests that around 58.0% of the variability in customer retention is explained by the independent variable(s) after adjusting for the number of predictors. It reflects a reasonable explanatory strength, affirming the model's ability to explain a substantial portion of customer retention variance.

3. Customer Satisfaction: The R-square value for customer satisfaction is 0.247, indicating that approximately 24.7% of the variability in customer satisfaction is explained by the independent variable(s), likely including customer complaints. This represents a moderate level of explanatory power, capturing a significant but not dominant portion of the variability in customer satisfaction. The adjusted R-square, slightly lower at 0.243, considers the model's complexity and implies that about 24.3% of the variability in customer satisfaction is explained by the independent variable(s) after accounting for the number of predictors. It signifies a reasonable explanatory strength, demonstrating the model's ability to elucidate a notable portion of customer satisfaction variance.

Table 4.4: Construct reliability and validity

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)

competative advantage	0.754	0.559	0.749	0.528
customer complaint	0.750	0.657	0.782	0.519
customer retention	0.798	0.686	0.743	0.539
customer satisfaction	0.718	0.719	0.825	0.541

1. Competitive Advantage: The Competitive Advantage construct exhibits a moderate level of internal consistency, as indicated by a Cronbach's alpha of 0.754. This suggests that the items measuring competitive advantage are reasonably consistent in measuring the same underlying concept. The composite reliability measures, both rho_a and rho_c, further affirm the construct's reliability with values of 0.559 and 0.749 respectively, indicating a satisfactory level of consistency in the measurements. The average variance extracted (AVE) of 0.528 is above the threshold of 0.5, suggesting that approximately 52.8% of the variance in the observed variables is attributable to the underlying construct. While the AVE meet with the typical threshold and indicates an acceptable level of validity.

2. Customer Complaint: The Customer Complaint construct demonstrates a reasonable level of internal consistency with a Cronbach's alpha of 0.750. This suggests that the items measuring customer complaints are moderately consistent in measuring the intended construct. Both composite reliability measures (rho_a and rho_c) affirm the construct's reliability, with values of 0.657 and 0.782 respectively, indicating good consistency in the measurements. The AVE of 0.519 suggests that approximately 51.9% of the variance in the observed variables is explained by the underlying construct and indicating a reasonable level of validity, as it meets up with the typical threshold of 0.5.

3. Customer Retention: The Customer Retention construct demonstrates moderate internal consistency, as evidenced by a Cronbach's alpha of 0.798. This suggests that the items measuring customer retention show a reasonable level of consistency in measuring the intended construct. Both composite reliability measures (rho_a and rho_c) further confirm the construct's reliability, with values of 0.686 and 0.743 respectively, indicating good consistency in the measurements. The AVE of 0.539 indicates that approximately 53.9% of the variance in the observed variables is attributable to the underlying construct, suggesting a reasonable level of validity.

4. Customer Satisfaction: The Customer Satisfaction construct exhibits a good level of internal consistency, as indicated by a Cronbach's alpha of 0.718. This suggests that the items measuring customer satisfaction show a high level of consistency in measuring the intended construct. Both composite reliability measures (rho_a and rho_c) affirm the construct's reliability, with values of

0.719 and 0.825 respectively, indicating strong consistency in the measurements. The AVE of 0.541 is above the threshold of 0.5, suggesting that approximately 54.1% of the variance in the observed variables can be explained by the underlying construct. This indicates a strong level of validity for the Customer Satisfaction construct.

Table 4.5: Model Fit summary

	Saturated model	Estimated model
SRMR	0.163	0.164
d_ULS	4.055	4.107
d_G	154.538	n/a
Chi-square	infinite	infinite
NFI	n/a	n/a

The model fit summary presents a comparison between a saturated model, representing a perfect fit, and the estimated model. The Standardized Root Mean Square Residual (SRMR), a measure of the average standardized difference between observed and predicted correlations, is slightly higher for the estimated model (0.164) compared to the saturated model (0.163). This indicates that the estimated model has a reasonable fit, with the observed and predicted correlations being reasonably close. However, it's important to note that a lower SRMR would have indicated a better fit. The Unweighted Least Squares Discrepancy (d_ULS), a measure of the discrepancy between the implied model and observed data, is slightly higher for the estimated model (4.107) compared to the saturated model (4.055). This suggests a larger discrepancy between the estimated model and the actual data. This could point to areas where the estimated model does not align perfectly with the observed data, highlighting potential areas for model improvement. Unfortunately, specific values for Bentler-Weeks Normed Fit Index (d_G) for the estimated model are not provided, making a comprehensive evaluation of this aspect challenging. Additionally, the Chi-square statistic, which tests the difference between observed and model-predicted covariance matrices, is reported as infinite for both the saturated and estimated models. This indicates a discrepancy between the models and the actual data, emphasizing the need for further model refinement. Crucially, Normed Fit Index (NFI) values are not available for either model. The NFI provides insights into the relative fit of the estimated model compared to a null model. Without these values, it's challenging to assess how well the estimated model fits relative to a null model.

In summary, the model fit summary suggests that the estimated model has a reasonable fit based on SRMR, although there is room for improvement, as indicated by d_ULS. The infinite chi-square for both models implies a lack of fit, and the absence of d_G and NFI values underscores the need for a more comprehensive assessment to determine the adequacy of the model fit and potential areas for refinement.

Discussion of Findings

Based on the above analysis from the structural equation modelling used in testing the study hypotheses, it was affirmed that customer complaints have significant effect in reshaping the performance of the selected modern corporate settings in Abuja, Nigeria. This finding has been supported and has alignment with the findings from Hien, et al. (2022); Sann, et al. (2022) that effectiveness in managing customer complaints had strategic effects in the performance modern operational settings. Honora, et al. (2022) revealed and supported this finding that transparency in managing customer complaints enhance effectiveness of the organizations. From the first hypothesis tested, the study revealed that customer complaints had significant effect on customer satisfaction of the selected corporate businesses in Abuja. This finding from the study had been supported by previous studies that the effectiveness of customer complaints management can be a strategic tool to reshape the improvement of customer satisfaction in modern corporate settings (Singh, et al. 2023; Hien, et al. 2022). The second hypothesis tested using SEM model revealed that the customer complaints had significant effect on competitive advantage of the selected corporate businesses in Abuja, Nigeria. This finding had been supported and had concrete alignment with previous studies findings that the effectiveness of customer complaints management could help modern corporate settings to improved their competitive advantage (Arslan, 2020; Pashaie, et al. 2022; Kumar, &; Kaur, 2020). The third hypothesis tested using SEM model revealed that the customer complaints had significant effect on customer retention of the selected corporate businesses in Abuja, Nigeria. This finding had also been supported by previous studies that effective customer complaint handing could result to improvement of modern corporate settings customer retention (Salamah, et al.; 2022; Elgarhy, 2022; Torkzadeh, et al. 2022). The above findings strongly agreed with the main and specific objectives of the study, which were that effective customer complaint management could help to improve the consistent organizational performance and operational sustainability of corporate settings holistically.

Conclusions and Recommendations

Based on the above findings, the study concluded that the effective handling of customer complaints to result to improvement in performance effectiveness in the selected modern corporate settings in Abuja, Nigeria. That is, the adoption of proactive approaches to customers complaints management could result to improvement corporate settings operational performance

and sustainability. This conclusion from this study had addressed the main objective of the study which was stated as to investigates customer complaints as strategic tool for reshaping performance effectiveness of modern corporate organizations in Abuja, Nigeria. The study also concluded that from the above findings that customer complaints had significant effect on customer satisfaction, competitive advantage and customer retention of the selected corporate businesses in Abuja. This finding had addressed the other objectives of the study which was stated as to determine the extent of customer complaints affect customer satisfaction, ascertain the extent of customer complaints affect competitive advantage and examine the effect customer complaints enhance customer retention of selected corporate businesses in Abuja. The study recommended that the top management of the selected corporate settings adopt a customer intelligence system to foster proactive approaches to customer complaint handling practices to reduce the level of devil customer complaints and increase the growth of angel customer complaints to boost performance in terms of customer satisfaction, competitive advantage, and customer retention.

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