

EFFECT OF CUSTOMER ORIENTATION ON CUSTOMER RETENTION THROUGH THE MEDIATING ROLE OF SATISFACTION AND SERVICE QUALITY: THE CASE OF PRIVATE BANKS IN ETHIOPIA

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Preliminary communication

ABSTRACT In a dynamic and uncertain environment, the banking sector must adapt to maintain a sustained competitive advantage. In emerging economies such as Ethiopia, there is a notable gap in empirical research on the implementation of customer orientation (CO), service quality (SQ), customer satisfaction (SAT), and customer retention (RET), particularly within the private banking sector. The impact of CO on SQ in achieving higher SAT in the banking business, particularly in emerging countries, has not been adequately addressed in the marketing literature. Thus, the main goal of this study is to investigate the influence of CO on RET directly and through the mediating role of SAT and SQ in Ethiopia's private banking sector. Data were collected through a structured survey of 350 customers from selected private banks in Addis Ababa, Ethiopia, using convenience sampling. A quantitative research design was employed, and the data were analyzed using SPSS and AMOS 26. The findings reveal that CO significantly and positively influences RET both directly and indirectly through the mediation role of SAT and SQ in the selected private bank context in Addis Ababa, Ethiopia. The study reveals enhanced service quality and customer satisfaction as critical drivers of customer retention. Furthermore, SAT and SQ significantly mediate the relationship between CO and RET. The study recommends broader future research encompassing more private banks in Ethiopia and other developing economies. In addition, future studies could include a moderator to assess the impact of factors such as the bank's age and word-of-mouth. From a management perspective, the findings suggest that the management should use innovative approaches to improve CO, such as establishing user-friendly channels for addressing complaints. The study highlights the need to understand customers' requirements of private banks in Ethiopia in order to identify specific market segments and provide excellent service. The study suggests that the management of private banks should allocate resources to improve service quality by promoting customer satisfaction.

KEYWORDS: *Customer orientation, Customer satisfaction, emerging economy, Consumer behavior*

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1. INTRODUCTION

To maintain a sustained competitive advantage, the banking sector must adapt to environmental unpredictability (Mulat, 2017). Achieving customer orientation is a primary objective for any company's interactions with its target market (Lee et al., 2021). Customer orientation (CO) plays a crucial role in market orientation and significantly influences a company's performance (Nurfarida et al., 2021). Consequently, ensuring customer satisfaction has become the main concern for all service sectors, including banks (Dam & Dam, 2021).

Furthermore, to ensure customer satisfaction and foster customer loyalty, private banks should also prioritize the development of CO skills among their employees. This would enable them to build solid relationships with their customers. However, the fact that banks prioritize customer satisfaction does not automatically ensure high customer satisfaction unless they provide a high-quality service that meets the needs of their customers (Bamfo et al., 2018). Nevertheless, private banks in Ethiopia continue to face challenges in providing a customer-oriented service that meets high quality and performance standards. The Ethiopian government enacted the Monetary and Banking Proclamation No. 83/1994 to promote the liberalization of the financial sector (Mekonen et al., 2019). As a result, the establishment of numerous private banks and their annual growth have increased competition among banks (Buba et al., 2018).

Although banks and their services have become more widely available and accessible over the last two decades, there has been no clear distinction in terms of quality of service. However, there has been limited research on the quality of banking services and customer satisfaction in Ethiopia (Kibret & Dinber, 2016; Eshetie, 2020). The Ethiopian government has set itself the task of improving the quality of services provided by private banks to the general public and is allocating a considerable amount of budget and resources to this end (Isayas, 2022). However, the increase in instability in neighboring countries, internal problems, a lack of proper resource utilization and strategic planning hindered the success of the Ethiopian private banking system. The main reason for conducting this study in Ethiopia is that, although there have been improvements in providing high-quality service, progress has been slow and global targets have not been met (Ayalew, 2021; Birhanu et al., 2021). In addition, the private banking system has not yet sufficiently studied and analyzed the relationship between service quality, customer satisfaction, retention, and orientation. Therefore, the main objective of this study is to fill the gap in the existing literature and address the need for further research on the relationship between the variables under study.

2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

2.1. The influence of customer orientation on retention

Relationship marketing and customer orientation both emphasize the development of long-term competitive advantages through superior customer service (Wibawa & Sukaatmadja, 2018). Customer orientation is therefore an extension of relationship marketing. Slater & Narver (1998) state that one of the key tenets of market orientation is customer orientation (CO). The study used a modified version of the CO dimension previously used by Gonu et al. (2023) and Al Samman & Mohammed (2020).

As Sugianto et al. (2023) stated, customer retention (RET) refers to the attachment of customers to a company in order to optimize customer lifetime value by building and maintaining a strong bond. Research by Mokhtar and Sjahruddin (2019) has shown that existing customers have significant potential to use the company's offerings; therefore, companies need to improve customer satisfaction as a means of RET. Finding new customers is far more expensive than RET (Ekasari et al., 2022). An earlier study by Bramulya et al. (2016) found a significant relationship between CO and RET. Another study by Guo and Wang (2015) also revealed a significant correlation between CO and RET in the manufacturing industry. Thus, the following hypothesis is put forward:

H1: CO has a significant influence on RET.

2.2. The influence of customer orientation on service quality

Koros et al. (2020) defined service quality (SQ) as the customers' perception of the services they receive. According to Abror et al. (2019), the quality of a service is also based on how well it meets customers' needs and expectations; the higher the level of satisfaction, the better the fit. The current investigation employed three SQ aspects: responsiveness, tangibility, and reliability. This was primarily due to their clear alignment with the objectives of the study. Meesala and Paul (2018) suggested important indicators for a bank's SQ, which led us to use a modified version of SERVQUAL in our study. Furthermore, the use of only three SERVQUAL dimensions primarily allows for modifications depending on the geographical location and nature of the study. In addition, Anabila et al. (2020) found that it is not possible to apply the original SERVQUAL scale uniformly to all circumstances without making modifications. Therefore, the proposal of the previous study was adopted in the current study.

Researchers studying traditional service industries and online e-commerce websites have demon-

strated a direct correlation between customer orientation and service quality (Pan & Ha, 2021). Furthermore, Ikhsan (2023) and Wang (2023) found a strong correlation between customer orientation and service quality. Other studies also indicated that CO significantly influences SQ (Xia & Ha, 2021). Thus, the following hypothesis is proposed:

H2: CO has a significant influence on SQ.

2.3. The influence of customer orientation on customer satisfaction

According to Nazri et al. (2022), the definition of customer satisfaction (SAT) is the number of customers who report that their experience with a company and its services exceeds established satisfaction targets. Mekonen et al. (2019) consider SAT to be a key competitive variable that provides the most accurate measure of a company's profitability. Private banks can increase customer satisfaction, reduce customer turnover, and strengthen their business relationships with providers.

Wibawa's (2018) study found that CO has a significant impact on customer happiness. Similarly, Adiyanto and Sunaryo (2017) reported that competitive orientation and CO have an impact on satisfaction. On the other hand, Sriyanto et al. (2022) found that there was no significant relationship between CO and SAT. According to research conducted by Bayiley and Zel-eke (2022), the market orientation component of CO has an impact on SAT, which in turn has an impact on Ethiopian commercial banks' environment. Thus, it can be hypothesized that:

H3: CO has a significant influence on SAT.

2.4. The influence of service quality on customer satisfaction

The quality of services offered has a significant impact on customer satisfaction (Bramulya et al., 2016; Murdifi, 2020; Tessema and Yesilada, 2025; Xia & Ha, 2021). Titing and Sudarnice (2022) identified a significant relationship between customer satisfaction and service quality in banks that support Vietnamese investment and development. In a different study, Ejigu (2016) found a strong correlation between customer satisfaction and service quality in state-owned banks in Ethiopia. Thus, the following hypothesis is formulated:

H4: SQ has a significant influence on SAT.

2.5. The influence of service quality on customer retention

The study of Saprudin and Al-Banna (2023) found that there was no significant relationship between service quality and retention among customers of Indonesian Islamic banks. On the other hand, Abdullah et al. (2023) revealed a strong positive correlation between customer service quality and customer retention in a

five-star hotel in Delhi, India. Moreover, the study by Hamilton-Ibama and Elvis (2022) revealed a significant correlation between all customer retention metrics in Nigerian deposit banks and aspects of service quality. Although some research suggests that there is no correlation among customers of Indonesian Islamic banks, Hamilton-Ibama & Elvis's (2022) findings reveal a strong association in Nigerian deposit banks. This contradictory research finding prompts further investigation to broaden the conclusions. Thus, the following hypothesis is constructed.

H5: SQ has a significant influence on RET.

2.6. The impact of customer satisfaction on customer retention

The research findings by Torkzadeh et al. (2022) support the notion that corporate ethics between the service provider and customers foster strong customer relationships. The presence of a warm and fulfilling experience supports customers' sense of loyalty and reluctance to switch to other service providers or competitors. Satisfied customers remain loyal to the company and ensure high customer retention rates. In addition, Sugiato & Budiarti's (2023) research found that customer satisfaction has an impact on customer retention in some Indonesian banks. On the other hand, Fook and Dastane (2021) found that there was no significant relationship between RET and SAT. Thus, this contradictory result calls for further research to consolidate and generalize previous findings. Thus, the following hypothesis is formulated:

H6: SAT has a significant influence on RET.

2.7. The mediating role of service quality and customer satisfaction

Given the direct relationship mentioned above, it is possible to formulate hypotheses about the mediating role of SQ and SAT in the relationship between CO and RET. Li et al. (2019) found that service quality plays a mediating role in the relationship between customer orientation and satisfaction. The study found that the inclusion of service quality increases customer orientation and consequently customer satisfaction. Gonu et al. (2023) conducted separate research and found that service quality partially mediates the relationship between CO and SAT. In addition, Litra Diantara (2019) investigated the effects of SQ and CO on SAT, and the results revealed that both service quality and customer orientation have a significant impact on customer satisfaction. The following hypotheses are therefore put forward:

H7: Service quality has a mediating role between CO and customer retention

H8: Customer satisfaction has a mediating role between CO and customer retention

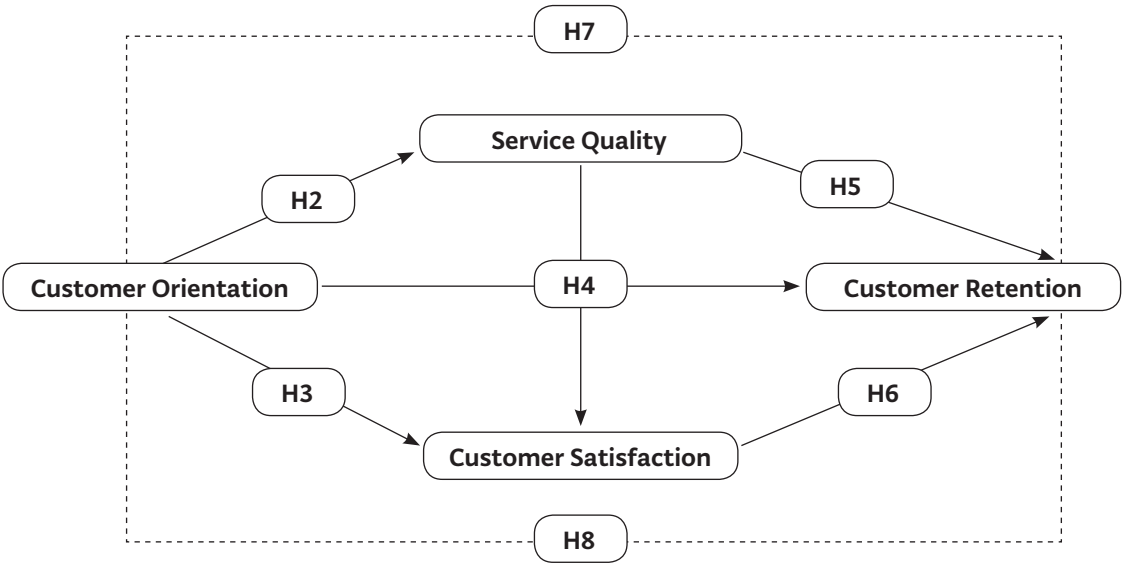


FIGURE 1 Theoretical Framework
SOURCE: Authors' construction

3. METHODOLOGY

3.1 Study population and sample

The research focused on the customers of specific private banks in Addis Ababa, Ethiopia. Both male and female customers above 18 years of age were selected as the target population for this study. Determining the required sample size for non-probability sampling and unknown populations presents a challenge in accurately estimating the total population. With this in mind, Cochran (1977) suggested a sample size of 384 with a margin of error of 5% and a confidence level of 95%. A total of 384 structured questionnaires were distributed, and the 350 correctly answered questionnaires were analyzed, yielding a response rate of 91%. According to Rahman (2023), the recommended sample size for multivariate analysis is five times the number of indicators. In this study, there are 31 indicators; therefore, a minimum of 155 respondents is required (31 indicators multiplied by 5). Hence, our data is sufficient for this study.

3.2. Data collection

A study employing a cross-sectional design, with data collected from September 21 to November 30, 2023. A professional translator translated the English questionnaires into Amharic, the national language of Ethiopia. The Amharic version was then translated back into English to assess the translation's reliability. The structured Amharic questionnaires were distributed to banks' clients through convenience sampling with

an attached consent form to obtain the respondents' consent to participate in answering the questionnaires.

3.3. Data analysis method

In order to evaluate the research hypothesis, the data collected from the questionnaire was analyzed using AMOS 26 and SPSS software programs. Individual questionnaires were classified, and a framework was created before the statistical testing of the hypotheses. After Cronbach's alpha, average variance extraction (AVE) and composite reliability (CR) were performed, the model fit and hypotheses were tested.

3.4. Measurement

In this study, all constructs were rated using a 5-point Likert scale, where a rating of 1 means "strongly disagree" and a rating of 5 means "strongly agree". However, for the construct of customer satisfaction, a 5-point Likert scale was used, where a rating of 1 means "strongly dissatisfied" and a rating of 5 means "strongly satisfied", to focus on the fulfillment of customers' needs and expectations. The text incorporates six items taken from the works of Narver & Slater (1990) and Garrido-Moreno & Padilla-Meléndez (2011). The service quality measurement consisted of 12 items, including 4 items on tangibility, 4 items on reliability, and 4 items on responsiveness. These items were adopted and modified from Leninkumar (2017) and Parasuraman et al. (1988). Meesala and Paul (2018) contend that a uniform application of the SERVQUAL scale in all circumstances necessitates modifications. Five items

were used and modified from the study by Fatima et al. (2016) to assess customer satisfaction. Salem (2021) derived and adapted five variables from previous studies to assess RET.

4. RESULTS AND DISCUSSION

4.1. Reliability and validity

Amos was employed to assess the reliability and validity of the study model (see Table 1). Convergent validity was assessed using the outer loadings and the AVE. The study assessed the internal consistency of the measures using Cronbach's alpha (α) and composite reliability (CR). Table 1 shows that the factor loadings exceeded the threshold of 0.70 (Sarstedt et al., 2016; Tessema et al., 2025a). The Cronbach's alpha value exceeds 0.70, which indicates satisfactory reliability. The Cronbach's alpha (CR) value also exceeds 0.70 and is therefore within an acceptable range. Hence, the data exhibits internal consistency and reliability. In addition, the AVE value exceeds 0.50, which indicates a lack of convergent validity (Hair et al., 2017; Tessema et al., 2025b). The factor loadings exceed the acceptable threshold of 0.6, indicating a reliability of the items (Hair et al., 2021). See Table 1.

4.2 Structural model fit indices

Table 2 shows the appropriate value for the model fit. The table below shows that all goodness-of-fit measures of the model are considered acceptable. Typically, researchers use many criteria to assess the fit of a measurement model to the data collected. These criteria include Chi-square/DF < 5, RMSEA < 0.08, NFI ranging from 0 to 1, CFI greater than 0.90, and TLI greater than 0.90 (Hair et al., 2017). The values of Chi-square/DF (2.240), RMSEA (0.060), NFI (0.921), TLI (0.948), and CFI (0.955) fall within the acceptable range (Hair et al., 2017).

4.3. Hypotheses testing

The direct impact of CO on SQ was found to be statistically significant. CO had a higher positive influence on SQ ($\beta = 0.79$; t-value = 10.824***). However, CO had a negative effect on customer retention ($\beta = 0.18$; t-value = -2.518*), which was also statistically significant. In addition, the direct impact of CO on SAT ($\beta = 0.17$, t-value = 2.187*) was statistically significant. Similarly, the influence of SQ on SAT ($\beta = 0.66$, t-value = 7.546***), SQ on retention ($\beta = 0.64$, t-value = 6.409***), and SAT on retention ($\beta = 0.36$; t-value = 5.25***) was also statistically significant. Thus, all hypotheses are supported: H1, H2, H3, H4, H5, and H6.

4.4. Mediation Analysis

The mediation analysis shows the extent to which the indirect effects of SQ and SAT alter the supposedly direct paths of CO and RET. Tessema (2025) and Zhao et al. (2010) quantified the mediation effect by comparing the statistical significance of the indirect paths with their corresponding direct paths. Table 4 illustrates the mediation roles of SQ and SAT; $\beta = 0.69$ with a t-value of 4.631***. For the mediation role of SAT, the specific indirect effect results are also $\beta = 0.14$ with a t-value of 1.647***. The direct effect results are $\beta = 0.36$ with a t-value of 5.25***. The study found that SQ and SAT play a partial role in mediating the relationship between CO and RE. This finding is in line with earlier studies (Hair & Sarstedt, 2021; Lee et al., 2021). Thus, service quality and customer satisfaction to some extent influence the relationship between customer orientation and customer retention at selected private banks in Ethiopia.

5. DISCUSSION

The main goal of this study is to investigate the influence of CO on RET directly and through the mediating role of SAT and SQ in Ethiopia's private banking sector. Hypothesis 1 states that customer orientation has a significant and positive influence on customer retention. The current study found a significant and negative influence of CO on RET, which is consistent with H1. Furthermore, the findings of this study are consistent with previous research by Bramulya et al. (2016) and Guo and Wang (2015). This study suggests that bank managers can improve customer retention by implementing customer-oriented programs such as customer relationship management, conducting market research, and ensuring customer satisfaction. Customers develop loyalty due to the service provided by the bank and even spread positive word of mouth to friends and family.

Hypothesis 2 states that CO has a significant influence on SQ. This means that private banks in Ethiopia can improve their service quality by actively promoting CO. More specifically, if these banks continue to prioritize customer needs and actively work towards meeting them, they are highly likely to experience higher customer satisfaction. The results of this study are in line with previous research by Xia and Ha (2021). The study found a notable and negative effect of customer orientation on service quality.

Hypothesis 3 postulates that CO has a significant influence on SAT. Furthermore, the result of the present study supports H3, which is consistent with previous research findings of Bayiley and Zeleke (2022). This finding suggests that prioritizing customer orientation

TABLE 1. Reliability and Validity

Constructs	CA	Items	Factor Loading	CR	AVE
Customer orientation	0.90	CO1	0.719	0.86	0.51
		CO2	0.689		
		CO3	0.680		
		CO4	0.721		
		CO5	0.748		
		CO6	0.741		
Reliability (REL)	0.86	REL1	0.693	0.80	0.50
		REL2	0.702		
		REL3	0.745		
		REL4	0.698		
Responsiveness (RES)	0.953	RES1	0.777	0.872	0.631
		RES2	0.785		
		RES3	0.801		
		RES4	0.814		
Tangibility (TAN)	0.937	TAN1	0.805	0.873	0.632
		TAN2	0.796		
		TAN3	0.824		
		TAN4	0.754		
Satisfaction (SAT)	0.905	CS1	0.705	0.841	0.514
		CS2	0.720		
		CS3	0.710		
		CS4	0.732		
		CS5	0.718		
Retention (RET)	0.959	RET1	0.774	0.893	0.625
		RET2	0.803		
		RET3	0.787		
		RET4	0.809		
		RET5	0.779		

NOTE: n=350. CA, Cronbach’s alpha; CR, Composite reliability; AVE - Average variance extracted. 4.2.

TABLE 2. The goodness-of-fit measures of the model

Goodness-of-fit	Measure	Score	Threshold	Conclusion
Absolute fit	Chi-square	739.312		
	DF	330		
	Chi-square/DF	2.240	< 5	Supported
	RMSEA	0.060	<0.08	
Incremental fit	NFI	0.921	Between 0&1	Supported
	TLI	0.948	>0.90	
	CFI	0.955	>0.90	

TABLE 3. Hypothesis test results.

Hypothesis	Path	β	S.E.	T-value	P-value	Results
H1	CO→SQ	0.79	0.075	10.824	0.000	Supported
H2	CO→RET	-0.18	0.092	-2.518	0.012	Supported
H3	CO→SAT	0.17	0.095	2.187	0.029	Supported
H4	SQ→SAT	0.66	0.106	7.546	0.000	Supported
H5	SQ→RET	0.64	0.123	6.409	0.000	Supported
H6	SAT→RET	0.36	0.071	5.125	0.000	Supported

NOTE: n=350. * P-value <0.05. ** P-value <0.01. ***P-value < 0.001.

TABLE 4. Indirect effect

Relationship	β	SE	BC 95% CI	Effect
H7: CO→SQ→RET	0.69	0.15	[0.43, 0.62]	Partial-mediation
H8: CO→SAT→RET	0.14	0.08	[0.49, 0.76]	Partial-mediation

NOTE: N=350. * P-value <0.05. ** P-value <0.01. ***P-value < 0.001.

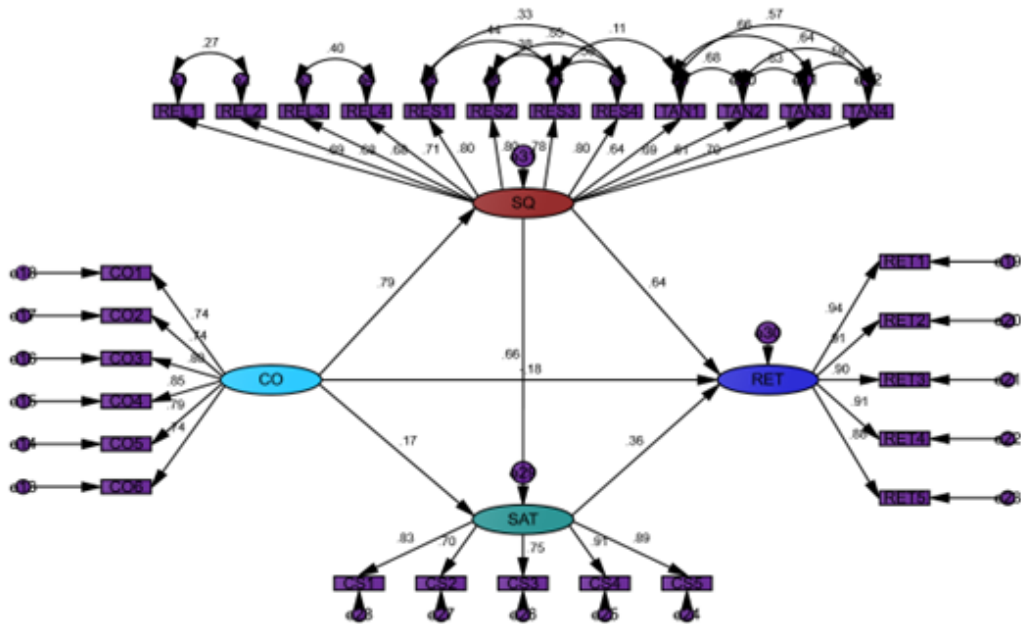


FIGURE 2. Structural model assessment.

could increase customer satisfaction levels. The study also reveals a strong and statistically significant correlation between SQ and SAT for H4. The results of the study are consistent with those of previous studies by Ejugu (2016) and Murdifi (2020). One possible explanation is that bank managers should prioritize service quality through service improvement techniques to satisfy customer needs. This in turn leads to profitability and performance of the banking sector as satisfied customers tend to stay engaged and become loyal.

The correlation between SQ and RET in H5 was favorable and statistically significant. According to Kadir et al. (2017), customers who have a positive perception of service quality are happier and more satisfied and are more likely to continue using the bank's services (customer retention). The result of H6 indicates a significant correlation between SAT and RET, which aligns with the findings of Sugiato and Budiarti (2023). Customers who are satisfied with the bank's service are likely to remain loyal to the bank, as the cost of retaining new customers is higher. Therefore, bank managers should focus on improving their service and providing exceptional service quality to their existing customers.

Hypothesis 7 states that SQ mediates the relationship between CO and RET. The results of this study are consistent with the above hypothesis. In private banking, service quality often serves as a partial mediator for the relationship between customer orientation and customer retention. Customer orientation refers to a bank's efforts to understand and meet the needs of its clients and to foster stable partnerships through customized and responsive services. To our knowledge, previous studies have not investigated the mediating role of SQ in the relationship between CO and RET. Thus, this study fills the knowledge gap and contributes to the literature.

Hypothesis 8 states that customer satisfaction mediates the relationship between CO and RET. The results of the current study are consistent with hypothesis eight. When private banks provide a smooth digital banking experience, customers perceive higher value, which leads to higher satisfaction. This satisfaction strengthens loyalty and makes customers stay with the bank. This is a partial mediation, because although service quality and satisfaction significantly increase customer retention, other factors — such as competing products and costs — can also influence a customer's loyalty decision. Furthermore, the finding related to hypothesis eight represents a valuable contribution to the literature, as highlighted by the literature review. Previous studies have identified the mediating role of SAT in the relationship between CO and CR.

The results of this study contribute significantly to the current understanding of private banks. One possible explanation is that the application of custom-

er orientation concepts in private banks can improve service quality, customer satisfaction and customer retention. This, in turn, can strengthen the potential to optimize the performance of the private banking sector and improve its ability to adapt to a dynamic and uncertain environment. The study finds that customer orientation is a key determinant in predicting both customer satisfaction and retention. The study finds that customer orientation is a key determinant of customer satisfaction and that it correlates with the improvement of service standards in the banking sector. The study found that service quality and customer satisfaction play a role in partially mediating the relationship between customer orientation and customer retention in the private banking sector in Ethiopia. Furthermore, the findings of this study help managers in strategic planning and decision-making regarding their bank's service delivery system.

Furthermore, the current study has both practical and theoretical implications. The practical implications of this study include promoting the implementation of human resource reforms in Ethiopian private banks. These reforms aim to increase financial stability by improving service quality, which in turn leads to customer satisfaction and retention and ultimately increases profitability. The results of this study also significantly contribute to strategic planning and decision-making by private bank managers and policy makers. The research findings will also help the private banking sector to re-evaluate its service processes to promote customer retention and satisfaction. In addition, this study extends the knowledge in the banking literature on the relationship between service quality, customer orientation, customer retention, and customer satisfaction.

6. CONCLUSION

The study examined the impact of CO on RET directly and through the mediating role of SQ and SAT in the Ethiopian private banking sector. In particular, the study examined eight hypotheses, most of which were successfully validated. In relation to H1, the study found that CO has a significant impact on RET, suggesting that CO is essential for improving RET. Based on this analysis, the study found that customer orientation is a significant indicator of customer orientation in the Ethiopian banking sector. In relation to H2, the study found that CO has a direct impact on SQ, suggesting that when SQ improves, CO also improves and vice versa. The tests on H3 revealed that the introduction of customer orientation would improve satisfaction. It was also found that the implementation of SQ increases the satisfaction of customers of private banks in Ethiopia. Furthermore, this study reveals that

SQ increases customer retention. Furthermore, this study found that SAT is related to customer retention. The results of SAT and SQ analyses indicate a partial mediation effect in the relationship between CO and RET in the context of private banks in Ethiopia.

7. THEORETICAL AND PRACTICAL
IMPLICATION

Policymakers must formulate a comprehensive policy and instruct private banks to increase customer satisfaction. Management should adopt innovative approaches to improve customer orientation, such as establishing user-friendly channels for addressing complaints and offering tailor-made products and services. The study highlights the need to understand customers’ requirements of private banks in Ethiopia in order to identify specific market segments and provide excellent service. The study suggests that the management of private banks should allocate resources to improve service quality by fostering customer satisfaction and providing quality customer-oriented services that meet customer expectations. This can be achieved by recognizing customers’ needs, improving employees’ skills and ensuring continuous improvement of services. Furthermore, this study adds knowl-

edge to the existing gap in the literature by examining the mediating function of SQ and SAT in the link between CO and RET.

8. LIMITATION AND FUTURE RESEARCH
DIRECTION

Although the study largely achieved its objective, the existing literature on this topic still has potential for further improvement. The study specifically examined some private banks in Ethiopia; therefore, caution should be exercised when applying the findings to all banks in the country and other emerging markets. Future studies should therefore take a more comprehensive approach and include more private banks in Ethiopia and/or other emerging markets. In addition, future studies could include a moderator to assess the impact of factors such as the bank’s age and word-of-mouth on the existing model. Although the current study focused on private banks, future research could also include public banks to compare the results. Another limitation of the study was that the questionnaire was translated twice – once when it was distributed to respondents for completion and a second time when it was translated for analysis.

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28

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UČINAK ORIJENTACIJE NA KUPCA NA ZADRŽAVANJE KUPACA KROZ POSREDNIČKU ULOGU ZADOVOLJSTVA I KVALITETE USLUGE: SLUČAJ PRIVATNIH BANAKA U ETIOPIJI

32

SAŽETAK

U dinamičnom i nesigurnom okruženju bankarski sektor mora se prilagođavati kako bi održao dugoročnu konkurentsku prednost. U ekonomijama u razvoju, poput Etiopije, postoji značajan nedostatak empirijskih istraživanja o provedbi orijentacije na kupca (CO), kvaliteti usluge (SQ), zadovoljstvu kupaca (SAT) i zadržavanju kupaca (RET), osobito u privatnom bankarskom sektoru. Utjecaj CO na SQ u postizanju višeg SAT u bankarskom poslovanju, posebice u zemljama u razvoju, nije dovoljno obrađen u marketinškoj literaturi. Stoga je glavni cilj ovog istraživanja ispitati utjecaj CO na RET izravno i posredno, kroz posredničku ulogu SAT i SQ, u kontekstu privatnih banaka u Etiopiji.

Podaci su prikupljeni putem strukturirane ankete na uzorku od 350 klijenata odabranih privatnih banaka u Addis Abebi, Etiopija, korištenjem prigodnog uzorkovanja. Primijenjen je kvantitativni istraživački dizajn, a podaci su analizirani pomoću SPSS-a i AMOS-a 26.

Nalazi pokazuju da CO značajno i pozitivno utječe na RET, kako izravno, tako i posredno, putem posredničke uloge SAT i SQ u odabranom kontekstu privatnih banaka u Addis Abebi. Istraživanje potvrđuje da su poboljšana kvaliteta usluge i zadovoljstvo kupaca ključni pokretači zadržavanja kupaca. Nadalje, SAT i SQ značajno posreduju u odnosu između CO i RET. Istraživanje preporučuje buduća šira istraživanja koja bi obuhvatila više privatnih banaka u Etiopiji i drugim ekonomijama u razvoju. Osim toga, buduće studije mogle bi uključiti moderator za procjenu učinka čimbenika poput starosti banke i usmene predaje.

Iz menadžerske perspektive, nalazi sugeriraju da bi uprava trebala primjenjivati inovativne pristupe za unaprjeđenje CO, poput uspostavljanja jednostavnih kanala za rješavanje pritužbi. Istraživanje naglašava potrebu za razumijevanjem zahtjeva klijenata privatnih banaka u Etiopiji kako bi se identificirali specifični tržišni segmenti i pružila izvrsna usluga. Također, sugerira se da bi menadžment privatnih banaka trebao usmjeriti resurse na poboljšanje kvalitete usluge kroz promicanje zadovoljstva kupaca.

KLJUČNE RIJEČI: *orijentacija na kupca, zadovoljstvo kupaca, ekonomija u razvoju, ponašanje potrošača*