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CUSTOMER-CENTERED STRATEGY AND PERFORMANCE OF IDAH POLY MULTI-PURPOSE COOPERATIVE SOCIETY, IDAH, KOGI STATE

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Abstract
This study examined the relationship between Customer-Centered Strategy and Performance of Idah Poly Multi-purpose Cooperative Society, Kogi State. The study's specific objective was to examine the relationship between customer driven strategy and customer retention, in the Cooperative Society. The study was anchored on the Resource Based View Theory (RBV). To achieve the objective of the study, a survey research design was employed. The population of the study was the Management, staff of the Cooperative Society and member/customers. The population is 8 members of the management staff and 10 accounting employees and 476 members-customers. Complete enumeration (18 population size) was adopted for the management staff and employees but a sample size of 203. Therefore, a sample size of 221 was statistically drawn for all the respondents. Primary data was used for the study and was collected through self-administered copies of questionnaire. The data collected was analysed with the aid of descriptive and parametric statistical tools. The parametric instrument used to test the study's hypothesis was simple linear regression. The study found a significant positive relationship between customer driven strategy and customer retention (r=0.8905, P-value < 0.05). Hence, the study concludes that Customer-centered Strategy will improve the performance of the Cooperative Society, if properly implemented in the firm's strategic horizon. Sequel to the findings, the study recommends that the cooperative society should create a good amount of responsiveness strategy for any possible future change in service design so that introduction of new service and derivatives of existing ones can conveniently be made to match customers' tastes in terms of service varieties.

Keywords: Customer-centered Strategy, Cooperative Performance, Customer-driven strategy, and Customer Retention.

Introduction

The idea that strategy supports a firm‘s performance has been the focus of several studies. A quality strategy that allows a firm to achieve both high design and conformance quality will lead to the attainment of a higher reputation in the market place, cost reduction, and higher productivity that can translate into higher sales growth and increased market share. A low cost strategy leads to improvements in efficiencies that a firm can use to reduce its price and all things being equal achieve an increase in sales growth and market share. A firm that develops a strategy that allows it to achieve volume and mix flexibility while keeping costs low and quality high will be able to respond faster to market changes and thus achieve higher performance. A firm with reliable and on-time deliveries can expect greater customer satisfaction that can potentially lead to increased sales growth and market share and customer retention (Akpovivoro, Amos & Olalekan, 2019).

To satisfy the client’s needs, there should be operations strategy based on competitive priorities, which translates the clients’ needs to be met by the operations management function (Ganguly, 2020). In addition, there are a series of decision areas to support the competitive priorities that include issues related to operations management. Anvar, Rhema and shah, (2018) opinned that there are many programs that propose helping companies remain competitive, for example, lean manufacturing, responsive manufacturing, agile manufacturing, world class manufacturing, mass customization, among others.

Strategy refers to a plan of action designed to achieve a particular goal. In modern economies, global rivalry is an important factor that corporate management does not put in the back burner. This increased level of competition requires that top leadership involve department heads in strategy formulation sessions. As a result, strategy identification and formulation remains a collective effort, making sure that corporate executives hear the feedback of department chiefs, segment heads and business unit leaders.

Performance outcomes result from success or market position achieved. Performance can be determined in various ways. It might stand for financial performance, market

performance, customer performance or overall performance, the term business performance is mainly used as a general performance measure. Financial performance literally refers to financial measures, such as profit margin and Return on Investment (ROI). Market performance includes e.g. Measures of market share and sales volume. Additionally, performance in this study refers to performance that exceeds that of its closest competitors. Specially, superior market performance probably, but not necessarily, results in superior financial performance.

Although the concept of business performance is easily thought to be simple and unequivocal, this view is not supported by several researchers. On the contrary, business performance is not just something one observes and measures. It is a relative concept defined in terms of some referent employing a complex set of time-based and causality-based indicators bearing on future realizations of outcomes (Yakubu, 2023). Above all, performance is about the capability to generate future results. In these occasions, results typically assume that history repeats itself and for example, changing business environment and needs to modify the performance assessment protocol are ignored.

It has been noted that cooperative firms in Nigeria face numerous challenges, touching on uncertainty of returns, poor reputation, development of sustainable strategies, gaps between business assignments and inadequate financial, technical and human resource base. These challenges seem to pose a threat to the competitiveness and ultimate performance of cooperative societies in Nigeria. Most cooperaive societies in Nigeria reported poor performance seemingly because of the persistent struggle to attract and maintain new clients. In addition, considering the heterogeneous nature of services rendered by these firms, the customer-centered strategy literature has not addressed the issue of performance dimensions of the cooperaive firms in Nigeria. Further, the dimensions proposed by the focused cooperative firm have not been tested empirically (Yakubu, 2023). Thus, very little information exists on performance of cooperative firms.

The power shift between brand and customer happened during the economic downturn in the late nineties as customers became more selective in which brand they chose to spend their money with. The winning brands were the ones who treated their customers with respect, offered great service, and built a relationship with them that still exists today. During the same period, another game-changer took place - social media. Social media marketing (and with it social selling) changed the way customers interact with brands and became a major part of the customer journey.

In a recent report by Global Web Index, 41% of social media users find out about new brands or products via social media ads, recommendations, or updates on brands' pages (up from 32% in 2017); 45% of consumers use social networks to research brands (a 5 points increase since 2017). One in three customers find out about new products, services and brands through social media. Social media is just one of many digital channels that is changing the landscape between companies and customers.

Research by Yakubu (2023), reveals that companies struggling to become a customer-centric organization are unable to share customer information across departments and lack an aligned culture around the customer's needs.

In spite of the identified challenges facing cooperative firms in Nigeria, an appropriate customer-centered strategy holds potential for streamlining these organization towards enhancing their performance through reconciliation of customer needs and operation resources since performance is a construct that practically derives from the operations system of an organization. Even though a few research in customer-centered strategy has concentrated on relating a number of factors such as customer driven with cooperative societies performance, such an effort has failed to appreciate the important role the customer-centered strategy plays towards improving the cooperative's performance.

Sequel to the aforementioned problems, therefore, this study sought to investigate the relationship that exist between customer-centered strategy and performance of Idah Poly Multipurpose Cooperative Society, (IMCS), The Federal Polytechnic, Idah, Kogi State.

Objectives of the Study

The major objective of this study is to determine the nature of the relationship that exists between Customer-centered Strategy and Performance of IdahPoly Multi-purpose Cooperative Society, (IMCS).

The specific objective was to ascertain the degree of the relationship between Customer Driven Strategies and Customer Retention in Idah Poly Multipurpose Cooperative Society, (IMCS).

Research Question

What is the degree of the relationship between Customer Driven Strategies and Customer Retention in Idah Poly Multi-purpose Cooperative Society, (IMCS)?

Research Hypothesis

There is no significant relationship between Customer Driven Strategies and Customer Retention in Idah Poly Multipurpose Cooperative Society, (IMCS).

Scope of the Study

This study sought to investigate the effect of customer-centered strategy on performance of Idah Poly Multipurpose Cooperative Society, (IMCS). The study specifically focus on customer driven as a construct for customer-centered strategy. Firm's performance measured the success of customer-centered strategy through customer retention.

Geographically, the study was conducted using Idah Poly Multipurpose Cooperative Society, (IMCS) as a case study. This is because Idah Poly Multipurpose Cooperative Society, (IMCS) is one of the best cooperative societies in Nigeria found in one of the major Federal Government presence in Kogi-East. The target population of the study is 18 persons comprising of eight (8) Management Executives and ten (10) accounting employees of the selected cooperative firm and 348 members/customers. For time coverage, this study was undertaken between 2023-2024.

REVIEW OF RELATED LITERATURE

Customer-centered Strategy

Customer-centricity is a business strategy that's based on putting your customer first and at the core of your business in order to provide a positive experience and build long-term relationships. (Wondershare,2022).

When you put your customer at the core of your business, and combine it with Customer Relationship Management (CRM), you collect a wealth of data, which gives you a full 360 view of the customer, (Start.io, 2021). This data can then be used to enhance your customer's experience. For example: You can use customer data to understand buying behavior, interests and engagement, You can identify opportunities to create products, services, and promotions for your best customers and You can use customer lifetime value to segment customers based on top spenders.

Research by Deloitte and Touche (2022) found that customer-centric companies were 60% more profitable compared to companies that were not focused on the customer, and 64% of companies with a customer focused CEO are more profitable than their competitors. Furthermore, 90% of companies compete solely on the basis of customer experience. Companies that focus on their customers are able to provide a positive customer experience through their entire journey. To accomplish this, companies must undergo a massive shift in their organization's structure and culture.

Customer Driven Strategies

Customer driven strategies are series of organization's initiatives for converting strangers or potential customers into acquaintances or identified customers by initiating a relationship with them, (Chen, Lam, and Zhu, 2023). To accomplish this purpose, a company may explore proper customers, analyze the customers' spotential value, offer dynamic prices according to the potential value of customers, and advertise to acquire customers' interests and/or provide special sales or marketing events to acquire new

customers. The effects of customer driven strategies on organizational performance are enhancing by customer perceptions to business outcomes, customer satisfaction and loyalty. The customer's perceptions of a company might lead its profitability and growth directly. Although satisfaction is a necessary step in loyalty formation, there is a disparity between the pursuit of satisfaction and loyalty, and the correlation between the two is neither linear nor consistent. In order for organization to enhance customer driven strategies they should consider changing environments, enhancing core competencies, developing new strengths and monitoring market trends.

Cooperative Performance

Firm performance refers to the end result of activities or the outcomes of the organization operational process (Yakubu, 2023). Performance is achieved in a series of events organized in a logical flow starting from acquiring and configuring of resources, developing capabilities and building competences hence resulting to superior performance. Additionally, performance in general consists of the actual results or output compared to the intended output or goals and objectives (Chen, Lam, and Zhu, 2021). It refers to the output generated from different factors such as; group communication, work processes, innovation and creativity, organizational culture, organizational interaction, leadership, corporate image, organizational policies and procedures, as well as the business environment. Amstrong (2014) defines performance as the record of outcomes produced on a specified job function or activity during a specified period of time. Therefore, performance is measured in terms of output and outcome, profit, internal processes and procedures, organizational structures, employee attitudes, and organizational responsiveness to the environment among others.

Abdala (2022) viewed performance as the competency of an organization to transform the resources within the firm in an efficient and effective manner to achieve organizational goals. It is further viewed as the organization’s ability to acquire and utilize its scarce

resources as expeditiously as possible in the pursuit of its operational goals. Ahmed, Montango and Firenze (2016), suggested that performance incorporates different areas of outcomes expressed in terms of results and specific actions undertaken and reported at the end of every activity. For instance, Braza (2017) offered a four-level performance pyramid where the top level shows the vision, the second level with objectives per business unit in market and financial terms, the third level with objectives per business operating system in terms of customer satisfaction, flexibility and productivity, and finally the bottom level with operational objectives for quality, delivery, process time and costs. In agreement, Yakubu (2023), proposed that firm's performance is measured by the congruence between the goals of the organization objectives and the observed outcome.

However, the Cooperative Society experience numerous challenges in trying to measure their performance owing to lack of a standardised measure of their performance, (Yakubu, 2023).

4. Customer Retention

Customer acquisition is the process of getting potential customers to buy your products. A strong customer acquisition strategy attracts leads, nurtures them until they become sales-ready, and converts them into customers. The overall cost of these steps is referred to as your customer acquisition cost (CAC). Customer acquisition is important for businesses of any age and size. Posited by Allie, (2018) Customer acquisition allows your business to make money to meet costs, pay employees, and reinvest in growth, and secondly, to show evidence of traction for outside parties such as investors, partners, and influencers. Being able to systematically attract and convert new customers keeps companies healthy and growing and makes investors happy (Allie, 2018).

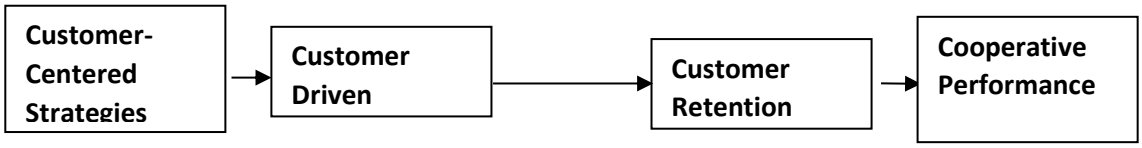
The purpose of customer acquisition is to find a repeatable, methodical way of attracting customers to your business. While you can wait for customers to naturally come to you, that won't guarantee that you can increase, or even maintain, profits over time. Customer

acquisition specialists use specific techniques to get potential customers to take action. The goal of this process is to create a systematic, sustainable strategy to acquire new customers and grow revenue for the business, (Aballa, 2018). In many respects, this process sounds like marketing. In the words of Celestine (2017), understanding customer needs is cumbersome because some customers have needs of which they are not fully conscious or they use words that require some interpretation. The following five types of needs have been identified; stated needs, real need, unstated need, and secret needs. These enable the marketer to identify how to satisfy the needs of the customers for customer relation and continuous patronage.

Conceptual Framework/Model

The conceptual framework represents the relationship between operations strategy and Organisational performance. It also brings in the role played by the major variables constructs in operational decisions by firms. The key element in developing a successful operations strategy is for a firm to provide its customers with additional benefits at a cost that is perceived to be less than the benefits and specifically value is added through the competitive priority or priorities that are selected to support a given strategy. The conceptual framework is presented in figure below:

Figure I: Conceptual Model



Conceptual Model showing the relationship between the research variables

Source: developed by the researchers, 2024.

The figure I shows the relationship between the research main variables through their respective constructs. Customer-Centered Strategy as the independent variable exercises it causal effect through Customer Driven, . This Construct further resulted to performance output which are equally the proxies of Performance. Performance construct, customer retention, is the result of the Customer-Centered strategy implemented by the studied firm. As indicated by the arrows, it exemplified the flow of the major varriable's decomposition into construct that helped to asceretain the objectives of the firms.

Theoretical Framework.

This study sought to establish the relationship that exists between Customer-Centered strategy and Cooperative firms' performance. The study considered the postulates and contributions of the Resource-Based View of the firm.

Resource Based View

This research is anchored on The Resource-Based View (RBV) of the firm, initiated in 1980s by Wernerfelt (1984), Rumelt (1984) and Barney (1986) has become one of the dominant contemporary approaches to the analysis of sustained business strategy and its implication on firm performance. The RBV posits that the possession of key resources together with their effective development and deployment enables organizations to achieve and sustain business strategy. It focuses on the relationship between firm's resources and performance and helps to address the question why firms in the same market environment perform differently. With RBV, assets with certain characteristics will lead to sustainable advantage and therefore high strategic returns in terms of market share or profits. The operationalization of RBV theory is fundamental because it directs managers in their resource-based strategy implementation.

Empirical Review

The following studies were reviewed to identify possible gap that is needed to be filled:
Hassan, Salma and Hawas (2022) studied the Blue Ocean Strategy and its role in achieving competitive advantage in the banking industry in Iraq. The objectives of the research were to assess the reality of applying the dimensions of the blue ocean strategy in Banks, determine the nature of relationship between the dimensions of applying the blue ocean strategy and achieving competitive advantage in banks among others. The research adopted a survey research design and data collected from 43 sampled banks through questionnaire. The data gathered were analysed using descriptive statistics and hypothesis tested using correlation. The finding of the study revealed that the blue ocean strategy constitutes a framework that can contribute to adding innovative competitive advantage to the banks in Iraq. The study concluded that Blue Ocean strategy is a strategy of choice to achieve competitive advantage in a hyper competitive market.

Li, Dai, Guo, and Shou, (2023), investigated effects of the fuzzy front end and cross-functional interfaces in the NPD process. As the start of a new product development (NPD) process, the front fuzzy end (FFE) is believed to determine new product performance to a large extent. However, its effects on new product performance, particularly in terms of quality and cost, lack empirical evidence in the extant literature. Moreover, the joint performance effects of the FFE and cross-functional interfaces in later NPD stages (i.e. product development and product launch) are largely overlooked and deserve further investigation. Therefore, this study aims to explore the direct effects of the FFE and later stages' joint moderating effects on new product performance (i.e. quality and cost) from a holistic process view. A conceptual model is proposed to hypothesize the FFE–new product performance relationships and the joint performance effects of cross-functional interface management. A sample of 196 firms from an international survey is used and hierarchical linear regression is employed to test the proposed hypotheses. This study finds that FFE implementation contributes to both new product quality and cost performance. Moreover, interface management in multiple NPD stages has synergistic performance effects.

Naeem, Younis, Manhal and Yassine (2022) studied the effect of the blue ocean strategy in realizing the above-average model in Zain in Iraq. The objective of the research was to analyze the effect of the Blue Ocean strategy on realizing superior revenues for Zain telecommunications in Iraq. A survey research design was employed and data obtained through questionnaires from 60 officials of the Zain telecommunications. Data collected were analysed by the use of correlation coefficient and regression analysis using SPSS version 24. The study discovered a significant effect of the blue ocean strategy on the principles of reduce, raise, eliminate and create in realizing superior returns for Zain telecommunication in Iraq. It was concluded that Blue Ocean strategy has the capacity to enable an organization realize above the average return in the market .The study only

investigated telecommunication subsector alone hence the need for more studies can be carried out on other sectors with a view to making comparison.

Neneng and Arif (2022) studied the effect of differentiation strategy on consumer loyalty in Maja lengka District. The objective of the study was to investigate the influence of differentiation strategy on consumer loyalty. In pursuance of the study objective, a descriptive and verification research design was employed. The population of the study was all the consumers of UD Tran Jaya Kasokandel out of which a sample was taken using random sampling technique to obtain 96 respondents. Data gathered through questionnaire and hypotheses tested using linear regression, correlation, determination, and t-test. The study discovered a significant and positive relationship between differentiation strategy and customer loyalty.

Osisioma, Onwuzuligbo and Audu (2023) conducted a study to examine the relationship between cost leadership strategy and customer satisfaction in Aluminium Extrusion Firms in North-Central, Nigeria. The study was anchored on the Resource Based View Theory (RBV). To achieve the objectives of the study, a survey research design was employed. The population of the study was the composite of Management and staff of the focused Aluminium Firms as well as Aluminium dealers otherwise known as customers made of up of 509 out of which 260 was the population of the Aluminium Firms and 249 was the population of the Aluminium dealers respectively. Primary data was the sources of data used for the study and was collected through self-administered questionnaire designed in five points Likert scale of strongly agree to strongly disagree. Data collected were analysed with the aid of descriptive and parametric statistical tools. The descriptive statistic tools used were tables, percentages, mean scores and standard deviation to reduce the data into comprehensible form. The parametric instrument used to test the hypothesis formulated for

the study was linear regression. Upon the test of the hypothesis cost leadership and customer satisfaction (r= 0.917, P-value< 0.05).

Osisioma, Onwuzuligbo and Audu (2023) researched on the relationship between Value innovation and Performance of Aluminium Extrusion Firms in North-Central, Nigeria. The specific objective is to examine the relationship between value innovation strategy and product quality. The study was anchored on the Value Innovation Theory. A survey research design was employed. The population of the study was the composite of Management and staff of the focused Aluminium Firms as well as Aluminium dealers otherwise known as customers made of up of 509 out of which 260 was the population of the Aluminium Firms and 249 was the population of the Aluminium dealers respectively. Primary data was the sources of data used for the study and was collected through self-administered questionnaire designed in five points Likert scale of strongly agree to strongly disagree. Data collected were analysed with the aid of descriptive and parametric statistical tools. The descriptive statistic tools used were tables, percentages, mean scores and standard deviation to reduce the data into comprehensible form. The parametric instrument used to test the hypotheses formulated for the study was linear regression. Upon the test of the hypothesis, the study found a significant positive relationship between value innovation and product quality (r= 0.879, P-value< 0.05).

Zhang, and Liang, (2023), studied how power dynamics in the information technology outsourcing supply chain influence supplier's talent retention: a multiple case study, The purpose of this paper is to investigate how the power dynamics between the client firm and the supplier firm in the information technology outsourcing (ITO) supplier chain influence the supplier firm's human resource management (HRM) practices, particularly talent retention. A multi-case study approach was adopted comprising four supplier firms, three client firms and a total of 53 interviews. The transaction cost economics (TCE) is the

theoretical lens that guides the interpretation of our findings. The power dynamics between client and supplier firms in the ITO supply chain is one underpinned by TCE theory, characterised by an asymetric client-dominated, transactional relationship, with the client firms controlling the "why", the "what", and the "how" dimensions of their collaboration.

METHODOLOGY

Research Design

Descriptive and causal or explanatory research designs are adopted for this study. Bryman (2015), explain that descriptive research design is an organized, empirical inquiry where the researcher lacks a direct control of independent variable since their manifestation has already taken place or because they cannot be manipulated. The design was applied in describing characteristics of the population of interest or phenomenon being investigated. It answers the big question of "what exists" with respect to the identified variables or conditions (Bryman 2015). The choice of this design is appropriate as it helped the author achieve the research objectives by describing the data and the characteristics about the population of phenomenon being studied. The target population of the study is 494, comprising of 8 Management Executives, 10 accounting employees of the cooperative firm and 476 members/customers. A simple random sampling was adopted

The study employed a correlation survey research design so as to collect information from sampled respondents through a structured copies of questionnaire. Since a Correlation research design is adopted for the study, it was to determine the extent of the relationship that exist between the independent variables (Customer driven strategy) and dependent variables (Customer retention). Correlation design is appropriate since it involves two variables of dependent and independent nature.

Data Presentation

Table 1: Gender For The Cooperative Society staff and customers (Staff of Federal Polytechnic Idah)

Gender	Frequency	Percentage	Cumulative percentage
Male	136	61.31	61.31
Female	85	38.69	100
Total	221	100	

Source: Field Survey, 2024

Table 2:Age Distribution for The Cooperative Society staff and customers (Staff of Federal Polytechnic Idah)

Age in yrs	Frequency	Percentage	Cumulative percentage
18-30	27	12.66	12.66
31-40	65	29.65	42.31
41-50	67	30.56	72.87
51-60	26	12.06	84.93
61-70	22	10.05	94.98
Above 70	11	05.02	100
Total	199	100	

Source: Field Survey, 2024

Table 3 Highest Academic Qualification of Respondents

The Cooperative Society staff and customers (Staff of The Federal Polytechnic Idah)

Qualifications	Frequency	Percentage	Cummulative Percentage
O' Level	22	10.05	10.05
HND	38	17.09	27.14
Bsc,B.ED, B. Tech	43	19.60	46.74
M.Sc/ MBA/ M.ed	60	27.14	73.88
PhD	35	16.08	89.96
Others	22	10.04	100
Total	199	100	

Source: Field Survey, 2024

Table 4.: Work Experience/Membership of Respondents in Years

The Cooperative Society staff and customers (Staff of The Federal Polytechnic Idah)

Length of Service in Years	Frequency	Percentage(%)	Cum. Percentage (%)
1-5 Years	27	12.06	12.06
6-10 Years	34	15.58	27.64
11-15 Years	44	20.10	47.74
16-20 Years	50	22.61	70.35
Above 20 Years	66	29.65	100
Total	**199**	**100**	

Source: Field Survey, 2024

Table 5. Descriptive Statistics for Customer Driven Strategy and Customer Retention Performance.

	Square Likert Scale	25	16	9	4	1			
	Likert Scale	5	4	3	2	1			
S/N	Structured Questions	SA:5	A:4	U:3	D:2	SD:1	Total	Mean	S.D
	Customer Driven Strategies								
1	The cooperative interact with the customers	82	78	14	16	19	815	3.90	3.59
		39%	37%	7%	8%	9%	100 %		
2	The organisation helps customers solve personal problems	87	64	18	22	18	807	3.86	3.57
		42%	31%	9%	11%	9%	100 %		
3	The firm invests in customer through customer infrastruction	87	71	15	27	9	827	3.96	3.62
		42%	34%	7%	13%	4%	100 %		
4	The cooperative listens to customers' insights and put them to actions	35	74	13	65	22	662	3.17	2.93
		17%	35%	6%	31%	11%	100 %		
5	Customers' loyalty is valued by the Cooperative Society.	95	61	18	20	15	828	3.96	3.65
		45%	29%	9%	10%	7%	100 %		
	Customer Retention Performance					Average		3.77	3.47
6	Competent technical support is available for customers	67	75	14	16	37	746	3.57	3.36
		32%	36%	7%	8%	18%	100 %		
7	The cooperative society is committed to meeting customers' espectations timely	70	84	12	24	19	789	3.78	3.48
		33%	40%	6%	11%	9%	100 %		
8	Competitiveness of the cooperative services are high	85	75	11	15	23	811	3.88	3.59
		41%	36%	5%	7%	11%	100 %		

	through customer/members retainership								
9	The cooprative society has quality profiles of customers that ensure repeated dealings	45 22%	72 34%	18 9%	50 24%	24 11%	691 100 %	3.31	3.07
10	Customers are tresated responsibly for increased goodwill	82 39%	60 29%	28 13%	19 9%	20 10%	792 100 %	3.79	3.50
						Average		3.66	3.40
	The Correlation is 0.890521								

Source: Field Survey, 2024

Table 5 shows the responses to the likert-scale questions with the computed means and standard deviations.

Test of Hypothesis

H1: There is a significant relationship between Customer Driven Strategy and Customer Retention in Idahpoly Multi-purpose Cooperative Society (IMCS), Idah.

Table 6.Model Summary

Model Summaryb

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.889a	.791	.721	.12109	1.482

a. Predictors: (Constant), Customer Driven

b. Dependent Variable: Customer Retention

Source: Research Data analysis, 2024

The model summary table reports the strength of relationship between the independent and dependent variable. The result of R stood at 0.889, indicating a strong positive relationship between the dependent variable customer driven and the explanatory variable, customer retention. The coefficient of multiple determinations R2 measures the percentage of the total change in the dependent variable that is explained by the independent or explanatory variable. The result indicates a R2 of . 791, showing that 79% of the variances in customer

retention is explained by customer driven while the remaining 21% (i.e. 100% – 79%) of the variations could be explained by other variables not considered in this model.

Table 7: ANOVA

ANOVAa

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.166	1	.166	11.330	.044b
	Residual	.044	3	.015		
	Total	.210	4			

a. Dependent Variable: Customer Retention

b. Predictors: (Constant), Customer Driven

Source: Research Data analysis, 2024

The ANOVA table 7 confirms the results of model summary. Analysis of the result revealed that F = 11.330 which is significant at 0.044 < 0.05. Hence, since the P-value, 0.000 < 0.05 (critical value), the null hypothesis that postulates that there is no significant relationship between Customer Driven Strategy and Customer Retention is rejected, giving room for the alternate hypothesis to be accepted. The ANOVA table confirms the results of model summary output too. Analysis of the result revealed that F = 11.330 which is significant at 0.044 < 0.05. Hence, since the P-value, 0.044 < 0.05 (critical value).

Discussion of Finding

Specifically, from the outcome of the findings using simple regression analysis in hypothesis testing, the P – value of 0.000 is less than the level of significance of 0.05. Therefore there is a significant positive relationship between customer driven strategy and customer retention. This is in tandem with the findings of Debie and Bassey (2019), Ganiyu et al, (2021) and Wang et al, (2023) as they independently found that there is a significant association between customer driven strategy and customer retention. The study also revealed from the descriptive statistics in table 5 that the questionnaire item that states 'You listen to customers' insights and feedbacks; hence put them to actions' is rated low with a mean value of 3.17 which is less than the benchmark mean average esterblished at 3.77. The impulse of this finding is that the Idah Poly Multi-purpose Cooperative society, IMCS needs to improve in the area of listening to customers' insights and feedbacks and so should

put them to actions. This will, in effect, help to improve the competitiveness of their services so high to represent best value for total cost of life time ownership of the business. More so, the availability of competent technical support is rated low by the respondents with a mean value of 3.57, which is less than the average mean of 3.66. This is evidence from the descriptive statistics in table 5, on questionnaire item number 6. This finding, when compare with the item number 1 rating of the customer driven strategy of the Cooperative Society shows that they need to improve in undertaking direct marketing efforts toward interacting with their customers.

Summary and Conclusion

In summary, the study's founding, among The Cooperative Society staff and customers (Staff of Federal Polytechnic Idah) showed that there is a significant positive relationship between customer driven and customer retention.

The study was conducted and guided by a set of hypotheses derived from the research problems along the objective and research question. The need for the study was to find solution to the avoidable challenges that confronted the Cooperative Society. The study was able to establish a bridge that existed between Customer Centered Strategy and Performance of The Cooperative Society. The implication of the finding is that given a robust Customer Centered Strategy Strategy implementation, solution to performance problems of the Cooperative Societies sub-sector could be a near solved problem as it has been esterblished in other studies, this study too has it that Customer Centered Strategy can drive performance to an acceptable point. This assertion is evidenced in the findings of this study which revealed a significant positive relationship between Customer Centered Strategy and performance of cooperative society in Idahpoly Multi-purpose Cooperative Society (IMCS). No gain saying therefore, that given a purposeful implementation of Customer-Centered Strategy, the challenges of declining customer retention, poor service flexibility and difficulties in business survival of the Idahpoly Multipurpose Cooperative Society (IMCS), Idah, can be turned into positive fortunate situations for all stakeholders, most especially for the owners of the Cooperative Society.

Recommendation

On the strength of the finding of this study, the following recommendation was made:

The studied firm should provide competent technical supports for their customers at their request time. This would help improve customers confidence in their financial services.

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