Exploring the Nexus Between Bonding, Communication, Customer Satisfaction and Customer Loyalty: A Case of Higher Education Institutes in Thailand

Nuanluk Sangperm
Faculty of Management Sciences, Kasetsart University, Sriracha Campus, Thailand
E-mail: nuanluk.s@ku.th

Krissamaporn Pungpho
Faculty of Administrative, Economic and Social Sciences, University of City Island, Cyprus
E-mail: krissamaporn.pun@rmutr.ac.th

Abstract

The main objective of this study is to examine the role of relationship market dimensions namely bonding and communication on the customer loyalty among Thai university graduates. In addition to that the study has examined the mediating role of customer satisfaction in the relationship between the relationship marketing and customer loyalty. Internationally, the policy related to the fact of being an owner is shifting towards the private sector from the public sector for universities and other higher educational institutions (HEIs). The increasing number of universities either private or public universities is also creating an increase in competition between universities for more enrollment of students. The theoretical structure of the recent research was determined from earlier practical literature and theoretical errors were recognized in the literature review. The structure was defined and supported by two important theories such as the social learning theory and the social exchange theory.
Keywords: Relationship Marketing, Customer Satisfaction, Customer Loyalty, Thailand

Introduction

The service marketing industry has a strategic significance which is universally recognized as leading the international market and generating jobs for almost over 70% of employed people in both the sectors that includes private as well as public sector (Bellou & Andronikidis, 2017; Yang, Tu, & Shen, 2016). This interpretation can perhaps shift the marketing theory and practice to services marketing from good or manufacturing marketing. The existing research proposed the service framework in relationship marketing (RM) which plays a very vital role due to the assumption that services are less consistent, easily perishable and intangible (Brown, Crosno, & Tong, 2019). Moreover, the companies and buyers play a more leading role in the production and consumption of services as compared to manufactured products. Service providers are quantified by ordinary reviews so buyers cannot prove those declarations which is determined by the primary attributes of services, however, building parameters in the services consumption and production by creating trust level on the important decision (Brown et al., 2019).

The education sector is considered as a significant part of the service industry, as it acts as an important factor for the growth plan of any state (Rashid, Kamaruddin, & Hassan, 2018). In education sector university's major agenda is student's graduation and enrollment from the

university, university act as a community institute and offers several educational and scientific fields that support students in advancement of the society, character excellence and survival learning. The emergence of RM encourage the importance of the university which stimulates the economic and social relations among the universities and students (Arboleda & Alonso, 2017). Thus, now a days it develops an international strategic problem such as the withholding of students and their loyalty level towards university due to the several underlying shifts in the higher education sector (HES), policy that contains globalization, changes in university ownership, student mobility amongst others and funding (Omoruyi & Rembielak, 2019; Rose & McKinley, 2018;Hippel & Hofflinger, 2020; Woo, Serenko, & Chu, 2019).

Despite pointing out the issues which were discussed earlier, it has been noticed that colleges and universities are more concerned about the number of students enrolled and how many numbers are they getting in terms of admissions in their institution rather than to focus on student satisfaction , students withholdings , loyalty towards institution and management of enrollments (Masserini, Bini, & Pratesi, 2019). According to the survey report, in US 75% of students drop out in their first year of degree while on the other hands 40% of students quit the High Educational Institutional (HEIs) before their completion of degree. In the same way, in Australia, 50% of students drop out in their first year while 30% of students are not satisfied with the institution (Rose & McKinley, 2018). In Thailand, according to an unreliable source it has been indicated that there are even more number of foreign student enrollments who graduate. In the year 2009-2010, Thailand was considered to be one of the sources for the provision of graduate students in USA. In 2012, United States had 6000 students from Thailand, over 1000 students in Canada and more than 5000 in Malaysia (Rashid et al., 2018). These Thai students had their master's or bachelor's degrees from their home town but they were not loyal and that was the reason of abrasion for their home-town universities.

According to earlier research that gives indication for the development of satisfaction level among students through the services of university, service quality, good reputation, university image that increases student trust and commitment to university and results in student motivation towards university and their loyalty (Arboleda & Alonso, 2017; Nordin, Abdullateef, & Rahim, 2018). Thus, a very few earlier researches give an indication and presented the role of dire dynamics of RM like communication, bonding, trust and loyalty to the university, personalization, student long term orientation (LTO) for increasing the level of satisfaction among students. The issues regarding research are discussed below:

Literature Review

Customer Loyalty

In the structure of marketing theory and practice the customer loyalty plays a primary role (Caliskan, 2019; Krishnan & Arun, 2016; Yang et al., 2016). For the researchers, scholars and practitioner customer loyalty is a center of attention in the field of research. According to research that gives the indication of different sort of concerns regarding customer loyalty studies and agenda which might not be associated with loyalty advantages was presented by both the consumer and the company. Strategy for the business targets plays a very important role for increasing the customer loyalty which was agreed by the researchers and practitioners (Quach, Thaichon, & Jebarajakirthy, 2016). When a consumer is loyal with some particular company he/she is found to be obsessive about the company or service and would support them in any condition, they are inclined to more consumption and are willing to spend more (Krishnan & Arun, 2016).Therefore, now a days these companies give more attention towards customer loyalty which is very challenging task in this modern era and it is very important component of business operations (Aldaihani & Ali, 2019; Quach et al., 2016).

In the beginning, the practitioners and researchers of the society were determined to find out the needs of the consumer in a better way rather than their competitors. Thus, the current

research and the developing gives the importance of RM that has recognized the loyalty of the customer as an antecedent strategy for long term profitability, due to this consumers are the most valuable resource of any firm, however companies would focus to maintain and create new consumers (Aldaihani & Ali, 2019).

According to the loyalty approach, the research work investigates about the consumer loyalty with multifaceted nature that is from two dimensions: one is related to the outcomes and second one lean heavily on building process (Aldaihani & Ali, 2019; Nyadzayo & Khajehzadeh, 2016). However, the loyalty of a customer has been explained in a different ways by various researchers. Krishnan and Arun (2016) stated loyalty as a genuine affection towards a brand/product so the consumer urge to shop or consume without any second thought in future too and no factors can effect consumer loyalty and change consumer behaviors for example the marketing efforts and situational factors. In the previous research Kaur and Sabharwal (2016) has been suggested that consumer loyalty consists of two categories such as behavioral loyalty and attitudinal loyalty. Particularly, the attitudinal loyalty has three development phases such as cognitive, affective, and conative loyalty on the other hand from these three in sequence procedures of attitudinal loyalty the other category is the behavioral loyalty that develops (Kaur & Sabharwal, 2016).

The first stage that is cognitive, that is an initial stage in which the consumer gathered only knowledge about the brand or company features; the second stage that is affective stage, in this stage the consumer starts to like the brand's good/service and an attitude is build towards it. The third stage that is conative stage, in this stage the consumer makes commitment to again buy this brand's goods. The last stage of loyalty is the action when the consumer passed from these three stages which is the main target of the company (Krishnan & Arun, 2016).The stage four of loyalty is action loyalty which is the last stage. Although, action does not support spontaneously for the consumption of brand's good, thus, all objectives are not interpreted into action. On the other hand, there are many possible customers who stick to their favorite good (affective loyalty) but in reality they never consume that good/service. Saleem, Zahra, and Ahmad (2016) stated behavioral loyalty as true brand loyalty on the other hand the loyalty based on inertia is called attitudinal loyalty.

Bonding

Social and economic relation was assumed as a long-term relationship between the company and its buyers (Jai & King, 2016). According to researchers, the source of target attainment developed with the successful relation between marketer and the consumer. Moreover, the strong relation among buyers and sellers is developed that decreases the possible differences among these buyers and sellers. Taking suggestion from Hidayat, Zalzalah, and Ekasasi (2016), Mbango and Makhubela (2019) argued that the link determined growth of an emotional connection among two parties who have same targets and practically performing in a same manner. In some research studies bonding is mentioned as the attachment. According to their research on tourism destination regarding the customer loyalty and satisfaction, Author recognized bonding such as place attachment or destination attachment. It is an emotional relationship of a person towards specific environment which is also called an affective bond.

Communication

Andotra and Abrol (2016) hypothesized that communication is the competency of two business parties who are in fact partners to share timely and reliable information. The researchers claimed that in the RM field communication is suggested to deliver reliable data; share information when some failure for delivery/service happens; information delivered on the issues related to quality and fulfillment of customer's hopes and accomplishment as promised. However Liu (2018) opposed through the view point of B2B settings that communication has the capability for dispute reduction among two partners because consumer would receive clarification on time for the information such as what is going to happen and what already

happened. The researchers also claimed that for line up the targeted communication supports and plays a vital role. Dewitt, Fan (2016) stated that the company would resolve consumer's issues and improve their services by updating consumers about company efforts, communication has the capability to decrease the consumer's criticism for enhancing their loyalty.

On the other hand, the perception of communication in RM is quite new now. However it consists of dialogue sharing among firm and its partners or buyers and it happens before sale, during the sale process and after the sale of products (Quaye, Mensah, & Mensah, 2018).

From the indication of Liu (2018), Kuhn and Mostert (2016) recognized that in the relational transactions the positive linkage of communication plays a very essential role. In addition to this, communication supports workers and the consumers to understand the aims of the company. The researchers Jai and King (2016) and Mbango and Makhubela (2019) hypothesized the RM communication as an official or unofficial information delivered and significantly exchange of information timely among the sellers and the consumers.

Customer satisfaction

Faisal (2020) hypothesized that customer satisfaction as seeming differences and assessment among the actual product performance and the predicted hopes from the product. The researchers explained it as pleasurable fulfilment (Krishnan & Arun, 2016). Thus, the satisfaction is the difference of consumer's decision among what is actually perceived and what is received like a benchmark (Nyadzayo & Khajehzadeh, 2016). Chen (2017) hypothesized customer satisfaction as a performance of the selling and the steaming consumption from customer's contrast among the cost of the purchase and advantages associated with the predicted hopes. Satisfaction level of customer has also been interpreted as a purpose of comparative level of hope and the observed outcomes (Chen, 2017). This research assumed the Faisal (2020) theory of loyalty for a wide range of researches with appropriate context. In the structure of marketing theory and practice the concept of customer satisfaction plays a very important role. The primary component for marketing strategies is satisfaction, it is a linkage among several marketing methods which has resulted with product investments and enhancing the loyalty of the consumer (Chen, 2017).

Hypothesis Development

One of the basic aims of RM is to create a strong and practical link among the service providers and their consumer (Jai & King, 2016). In relationship among the buyer and seller, their links are explained as a physical or economic, emotional and psychological attachments which is supported under relational exchange between the parties associate with each other (Shammout, 2018). Bonding is presented as the effort for cooperation among two parties who have same target to achieve in a progressive way. Some researchers claimed that bonding is like a commitment or the effect of emotional commitment acknowledged as a component of RM dynamics and it would result in enhancement of consumer loyalty which was authenticated in research literature as well (Hidayat et al., 2016; Mbango & Makhubela, 2019; Rose & McKinley, 2018; Shammout, 2018).

Hidayat et al. (2016) reported through a survey conducted in Thai, the served was organized through mail for 166 salespersons and 15 sales managers through quantitative interview which recognized the effect of reciprocity, empathy, bonding and trust. The researchers claimed that the theory of RM from the angle of relationship among suppliers and customer such as maintenance and formation of connection among customer and supplier. Generally, for the success of RM the results of the research depicted that bonding as compare to trust has a strong effect on the loyalty of a customers.

According to the research conducted by Hippel and Hofflinger (2020) in an Australian university reported that the social bonding or the psychological attachments are the function of student loyalty. In the same way, Shammout (2018) conducted research and recognized the

influence of RM on customer loyalty in the framework of Ghana's first-class and luxury hotels, the researcher reported that customer loyalty in the hotel industry has a positive and significant influence by bonding.

The presence of confidence in an association is presented by an efficient system which is called as communication (Liu, 2018). Communication is defined as an exchange of official or unofficial and important sharing, in time and reliable information among the sellers and buyers (Quaye et al., 2018). It is suggested that in RM that communication is actually a regular contact with valuable consumers, delivering them information about product and services which are reliable and timely or any change that occurs in service and efficient work in case of any failure on delivery service (Quaye et al., 2018). Communication is considered as a component of RM, in earlier research communication has been sufficiently used for the prediction of customer loyalty , trust and satisfaction (Andotra & Abrol, 2016; Kuhn & Mostert, 2016; Shammout, 2018).

For instance, a framework of research about university by the researchers recognized that positive experience of students relates positively with communication.Andotra and Abrol (2016) investigated about the RM strategy effect on the loyalty of consumer in the research survey of 220 customers of Malaysian banks. The results determined the four dynamics of RM such as commitment, trust, communication, and handling of dispute which described the difference in good amount of customer loyalty in bank. The researchers suggested that the efficiency in communication by reliable and information in time originate the factor of loyalty towards banks, however, for clients the bank should be open.

In several researches the customer satisfaction has been utilized as an originator of customer loyalty (Kamran, Mantrala, & Izquierdo, 2017; Khanal, 2018; Krishnan & Arun, 2016). Kamran et al. (2017) recognized the loyalty of American customers towards several sorts of products and services and their manufacturing brands and companies for the consumer satisfaction generally. The research investigated that consumer loyalty significantly influenced by the customer satisfaction. As a result, the scholars recognized that an opportunity for organizations present in form of American customer satisfaction index (ACSI) for establishment of strategies which are competitive in nature and permit administrators to parallel relate their performance alongside with the standards.

In the same way, Khan, Jan, and Aman (2019) researched in America for 59 banks divisions and reported that the 37 percent of differences in consumer loyalty interpreted by the customer satisfaction. These results of research are in favor of research model which described that customer loyalty has relationship with customer satisfaction. Moreover, Khanal (2018) investigated that the customer satisfaction in the corporate bank of Singapore and research tells us that the only factor which influence the repurchase plan is the customer satisfaction. Particularly, the 74 percent of difference in repurchase intention in Singapore is interpreted by the customer satisfaction.

The research work by the researchers Faisal (2020) in college of United States described that the variation in student loyalty interpreted by the expectation, perceived service performance and customer satisfaction together. Similarly, Woo et al. (2019) recognized that the student loyalty has impact by the satisfaction. Khanal (2018) investigated that in Bahawalpur region the customer loyalty of Islamic banks has influence by the trust, switching cost, commitment and customer satisfaction. The finding of these studies reported that the customer satisfaction and other connected concepts are essential analysts of customer loyalty.

The researchers recognized variables in a full-service restaurant which influenced the consumer behavioral intentions. Woo et al. (2019) conducted survey among 7 service restaurants of metropolitan city in US and gathered data from 500 clients of these restaurants. The results showed the influence which support in behavioral intentions and consumer satisfaction, consumer satisfaction is an indirect originator of commitment and direct originator of trust.

Moreover, customer satisfaction directly influenced by the performance of service encounter. In the same way, Khanal (2018) stated the theoretical framework for customer satisfaction, RM and in Romania the possibility of rules execution in direct marketing companies, the researchers conducted surveys among 392 clients. Consequently, the level of satisfaction was high among repeat clients as compare to new clients and experience ruined in the phase of post-purchase while the satisfaction level increase in the phase of consumption.

One of the important outcome for the marketing strategies and procedures ending in product investment as in customer satisfaction which enhanced the loyalty of customer (Chen, 2017). On the other hand, in relational strategies the major outcome is customer satisfaction and it is also a main originator of customer loyalty (Kaur & Sabharwal, 2016). There is no direct influence by the relational dynamics on the customer loyalty always, rather than an intervening approach. Various research reported that customer loyalty has indirect influence by the customer satisfaction. For instance, Overman (2017) with the support of ACSI researched about the outcomes and the originators for general satisfaction of resident of local government of New York. Consequently, the research explains the viewpoint of resident for quality of service and hopefulness which was interrelate with the general satisfaction to analyze the loyalty factors performance.

H1: Bonding has significant impact on the customer loyalty.
H2: Communication has significant impact on the customer loyalty.
H3: Bonding has significant impact on the customer satisfaction.
H4: Communication has significant impact on the customer satisfaction.
H5: Customer satisfaction has significant impact on the customer loyalty.
H6: Customer Satisfaction mediates the relationship between the bonding and customer loyalty.
H7: Customer Satisfaction mediates the relationship between the communication and customer loyalty.

Methodology

This study has applied the PLS-SEM to make a theoretical analysis of present model. There are many reasons for choosing this technique as its gives the more accurate and valid results as in comparison with other techniques and software's (Hair, Hult, & Ringle, 2016; Henseler, Hubona, & Ray, 2016; Ramayah, Cheah, & Memon, 2018); second most important reason of using PLS-SEM is that in social and behavioral science studies it perform as tremendously influential statistical tool as it can test or check the various relations all at once (Ramayah et al., 2018). We have employed survey-based technique for data collection. We have distributed total 500 questionnaires among university students of Thailand out of which only 370 questionnaires were return back. Total 30 questionnaires were dropped as they were incomplete, so we have used 340 questionnaires for data analysis so the response rate for this study was 68%. Which according to available literature is appropriate in PLS.

Results

Different steps were followed by this study to perform data analysis. In first step after data collection, we make the data screening and check the appropriateness of data. Whereas in second step by following the suggestions of Henseler (2018) we have assessed the measurement model (MM) which includes the examination of individual item reliability. By using two-step process, we have estimated the MM and structural model (SM). The individual item reliability, convergent and discriminant validity and internal consistency reliability criteria's were used for assessing the MM in the present study (Hair et al., 2016; Hair, Matthews, Matthews, & Sarstedt, 2017; Henseler, 2018; Mikalef & Pateli, 2017).
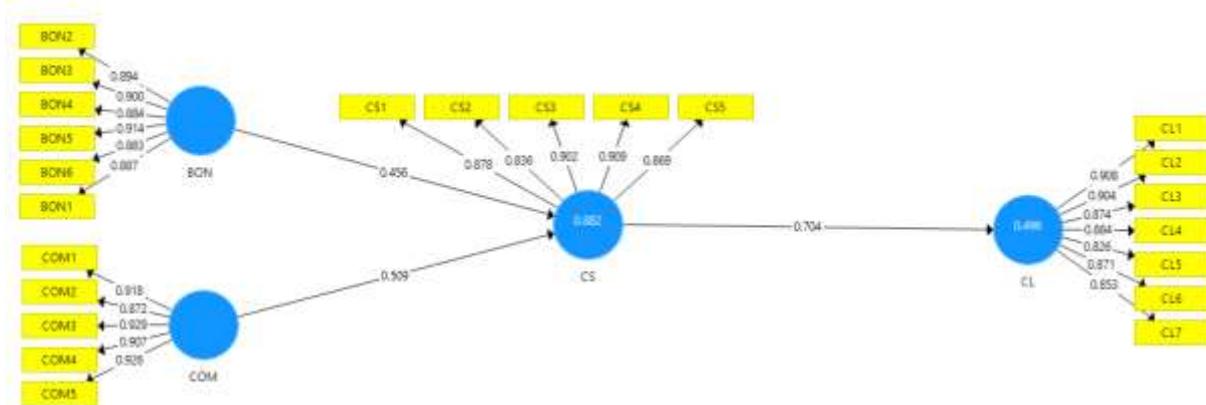
Figure 1: Measurement Model

Table 1: Cross Loadings

	BON	CL	COM	CS
BON2	0.894	0.633	0.764	0.794
BON3	0.900	0.587	0.798	0.817
BON4	0.884	0.603	0.752	0.799
BON5	0.914	0.668	0.834	0.858
BON6	0.883	0.598	0.809	0.800
CL1	0.636	0.908	0.571	0.616
CL2	0.624	0.904	0.598	0.622
CL3	0.598	0.874	0.581	0.626
CL4	0.633	0.884	0.599	0.646
CL5	0.572	0.826	0.530	0.577
CL6	0.586	0.871	0.572	0.621
CL7	0.552	0.853	0.531	0.601
COM1	0.830	0.614	0.918	0.861
COM2	0.781	0.527	0.872	0.776
COM3	0.821	0.623	0.929	0.837
COM4	0.815	0.576	0.907	0.838
COM5	0.813	0.618	0.926	0.855
CS1	0.777	0.619	0.796	0.878
CS2	0.786	0.560	0.766	0.836
CS3	0.808	0.650	0.797	0.902
CS4	0.831	0.672	0.815	0.909
CS5	0.800	0.591	0.852	0.869
BON1	0.887	0.593	0.824	0.813

In MM we have determined the individual item reliability by taking the outer loadings of all constructs (Hair et al., 2016; Hair et al., 2017; Henseler, 2018; Mikalef & Pateli, 2017). The next criteria is the observation of the internal consistency reliability which indicate the level at which same concepts is measured by all items (Hair et al., 2017; Ong & Puteh, 2017). We have used the composite reliability coefficient (CR) and Cronbach alpha for checking the internal consistency reliability measure (Hair et al., 2017; Henseler et al., 2016; Ong & Puteh, 2017).

Table 2: Reliability

	Cronbach's Alpha	**rho_A**	**CR**	**(AVE)**
BON	0.950	0.950	0.960	0.799
CL	0.949	0.949	0.958	0.765
COM	0.948	0.950	0.960	0.829
CS	0.926	0.928	0.944	0.773

Hair et al. (2017) and Ong & Puteh (2017) has suggested the minimum value of composite reliability (CR) that is equal or greater than 0.70. for each latent construct, the values of CR are presented in the Table 2 which are lying between 0.817-0.90 all the values are acceptable as all values are higher than the minimum suggested value. Hair et al. (2016) has suggested that convergent validity basically indicate the extent at which the latent constructs are represented by the items and indicate the tendency of correlation with different measures of same latent construct. So, in the present study with the calculation of AVE for each latent construct we have assessed the convergent validity by following the suggestions of Naala, Nordin, and Omar (2017). To achieve the acceptable convergent validity the value of AVE should be equal or higher than 0.50 (Hair et al., 2016).

Table 3: Validity

	BON	**CL**	**COM**	**CS**
BON	0.894			
CL	0.787	0.875		
COM	0.892	0.651	0.891	
CS	0.710	0.704	0.826	0.879

The discriminant validity (DV)is known as the level at which some specific constructs are changed from the other construct of the study (Hair et al., 2016). Naala et al. (2017) has suggested that with the help of AVE we can determine the DV. So, we have also obtained the square root of AVE to make sure the appropriate the DV, that must be higher than the other latent variables of model (Naala et al., 2017). With the comparison of cross-loadings and indicators we can also achieve the DV (Hair et al., 2016). According to the available literature indicator loadings should be greater than the cross loadings for appropriate DV.
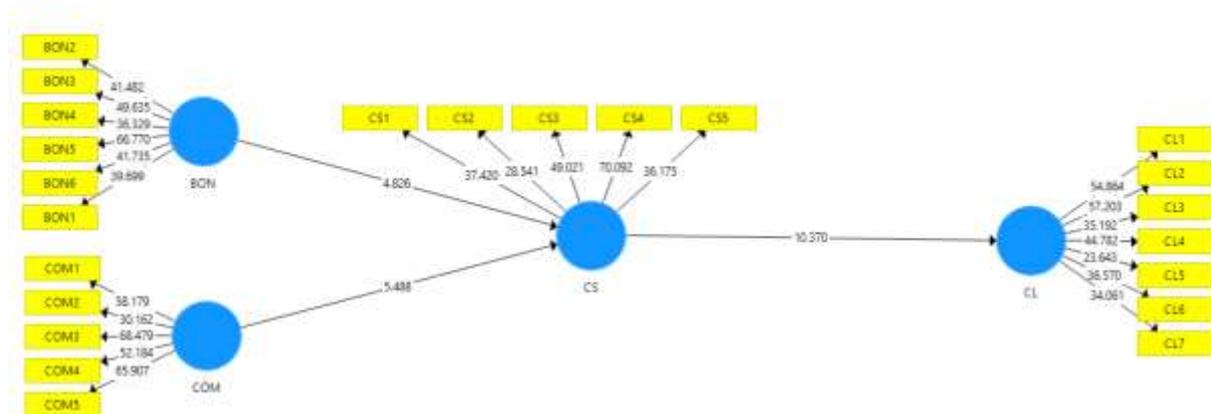

Figure 2: Structural Model

Table 4: Direct Relationships

	(O)	(M)	(STDEV)	(|O/STDEV|)	P Values
BON -> CL	0.321	0.319	0.075	4.281	0.000
BON -> CS	0.456	0.451	0.095	4.826	0.000
COM -> CL	0.358	0.363	0.073	4.909	0.000
COM -> CS	0.509	0.514	0.093	5.488	0.000
CS -> CL	0.704	0.706	0.068	10.370	0.000

Table 5: Mediation

	(O)	(M)	(STDEV)	(|O/STDEV|)	P Values
BON -> CS -> CL	0.321	0.319	0.075	4.281	0.000
COM -> CS -> CL	0.358	0.363	0.073	4.909	0.000

In next step after the determination of MM we have evaluated the SM. For the measurement of SM in the present study we have performed the method of bootstrapping by taking the 5000 samples (Hair et al., 2016; Henseler et al., 2016; Ong & Puteh, 2017; Ramayah et al., 2018). We have also observed the different criteria's like R-square, effect size, significance of path coefficients and predictive relevance by using the PLS modeling. For the determination of moderation effects we have also carried out the moderator analysis after the performance of path analysis which is an important part of PLS analysis, so we have observed the moderating effects by using the formula for the calculation of effect size which was purposed by (Mikalef & Pateli, 2017; Singh & Prasad, 2018).

The effect size is the proportional effect on the dependent variables by a specific independent variable which may identify with the value of R-square (Ong & Puteh, 2017). The models predictive capability of model can be assessed with this measure Naala et al. (2017).
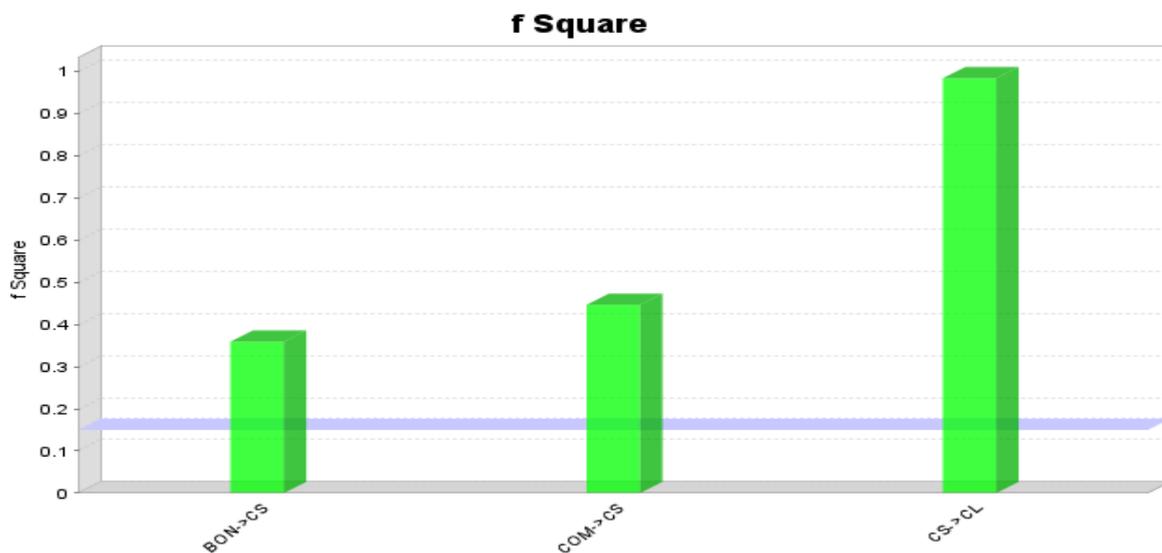
Figure 3: R-Square

For the evaluation of SM, the coefficient of determination is the main criteria (Hair et al., 2016; Mikalef & Pateli, 2017; Singh & Prasad, 2018). The percentage variance because of exogenous variables in endogenous variable is described by coefficient of determination (Hair et al., 2017; Mikalef & Pateli, 2017; Ong & Puteh, 2017; Singh & Prasad, 2018). Hair et al. (2016), has recommended the minimum value for R square that is equal to 0.15 (Akter, Fosso Wamba, & Dewan, 2017).
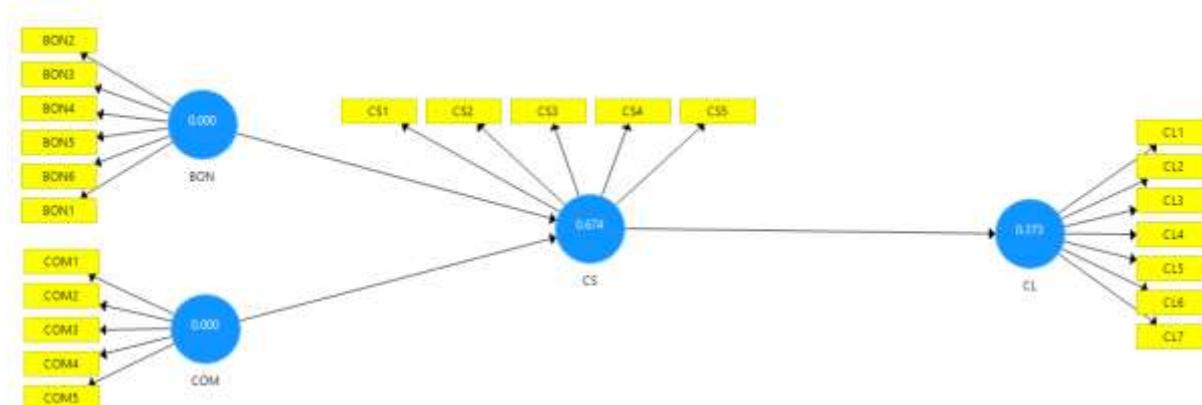
Figure 4: Blindfolding's

By using eth blind folding procedure, we have also performed the predictive relevance test by Ong and Puteh (2017).

Table 6: Q-Square

	SSO	**SSE**	**Q² (=1-SSE/SSO)**
BON	1302.000	1302.000	0.00
CL	1519.000	952.671	0.373
COM	1085.000	1085.000	0.00
CS	1085.000	353.347	0.674

Conclusion

As per anticipations, the current research investigate the PLS path and the research deals with the literature review which support that customer loyalty has positive influence by the customer satisfaction which is significant. The satisfaction of a customer represent the difference among the actual service outcomes and expected service outcomes which is presumed by the consumer. The expectations are actually desired needs of the students from the university. Although, students of a university are hopeful about the services provided by the university and in what ways universities provided research facilities, educated professor and state-of-the earth teaching (Beigi, Jorfi, & Tajarrod, 2016).

Bonding is actually an emotional attachment among two parties who have same aims for long-term links and perform in a similar manner. Communication is actually a bridge among the valuable business partner and the company service of providing reliable and timely information. In the same way, personalization indicates the customization for certain features of the service good or its supply suit the exclusive needs of the consumer. As per anticipation, the recent study gives the realistic support intervening influence of customer satisfaction among the link of communication, bonding and consumer loyalty firm with the earlier research (Brown et al., 2019; Khanal, 2018; Kuhn & Mostert, 2016; Rooney, Krolikowska, & Bruce, 2020).

The theoretical structure of the recent research was determined from earlier practical literature and theoretical errors were recognized in the literature review. The structure was defined and supported by two important theories such as the social learning theory and the social exchange theory (Khan et al., 2019; Nunkoo, 2016; Oh & Jeong, 2016).The recent research allow the theoretical support by further practical suggestions in the field of social exchange theory.

From the above research results, in the framework of HES overflow various effects with reference to RM dynamics were found. First of all, the results suggested that the satisfaction

level of students is achieved through the quality services of the university, the administration of university should establish a suitable linkage among the university and their students. The reason behind these results is that any company who urge to withhold consumers must have an affection with the company and this is applicable in case of university, banks or restaurant. To attain that success in case of university, the university administration with the help of supporting and academic staff should plan a policy about the acknowledgement of their students, identify what they need and what are their hopes, which can be determined by spending some informal time with their students besides the traditional purposes. In the first year especially, students hope to have a huge amount of support and help from the members of the faculty. The logic behind RM structure is on the basis of learning all about the consumer and then utilization of this knowledge for the betterment of the consumer.

The current research concluded that to guarantee the trust and student's satisfaction university administration should regulate commendable communication at every steps. Good communication is suggested as an appropriate, reliable and in time sharing of information among students. Especially concentration on interactive communication among the faculty members and students this communication gives a perception of capability and trustworthiness which is very essential in structuring of viable association. Moreover, the literature recognized the positive link among satisfaction, communication and trust which is suggested by the convincing communication, the university can develop its reputation and vision for academic achievements to their existing and future students, for both local and foreign students by means of information technology. Efficient utilization of university portal system for information broadcasting and social association must be obtained through the anticipated consideration of the administration.

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