

The Effective of Customer Relationship Management on Customer Satisfaction at Bhat-Bhateni

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Abstract

This study examines the effective of customer relationship management on customer satisfaction at Bhat-Bhateni in Nepal. Customer satisfaction is the dependable variable. The independent variables are conflict handling, trust, empathy, tangibles and communication. The primary source of data is used to assess the opinions of the respondents regarding the effective of customer relationship management on customer satisfaction at Bhat-Bhateni in Nepal. The study is based on primary data of 229 respondents. To achieve the purpose of the study, structured questionnaire is prepared. The correlation coefficients and regression models are estimated to test the different factors affecting customer satisfaction at Bhat-Bhateni in Nepal.

The result shows that conflict handling has a positive impact on customer satisfaction. It indicates that effective conflict handling leads to increase in customer satisfaction. Similarly, trust has a positive impact on customer satisfaction. It shows that increase in trust leads to increase in customer satisfaction. Likewise, empathy has a positive impact on the customer satisfaction. It implies that the increase in empathy leads to increase in customer satisfaction at Bhat-Bhateni in Nepal. Further, tangibles has a positive impact on customer satisfaction. It indicates that attractive tangibles leads increase in the customer satisfaction. Moreover, communication has a positive impact on customer satisfaction. It states that increase in communication leads to increase in the customer satisfaction.

Keywords: customer satisfaction, conflict handling, trust, empathy, tangibles, communication

1. Introduction

Customer Relationship Management (CRM) refers to strategies, practices, and technologies used by businesses to manage and analyze customer interactions and data throughout the customer lifecycle. The goal of CRM is to improve customer relationships, enhance customer satisfaction, and drive sales growth. Customer Relationship Management (CRM) is described as an approach to managing a company's engagement with current and potential customers through creating a trustworthy partnership (Bhardwaj *et al.*, 2021). Similarly, Parvatiyar and Sheth (2001) defined CRM as a comprehensive strategy and process of acquiring, retaining, and partnering with selective customers to create superior value for the company and the customer. It involves the integration of marketing, sales, customer service, and the supply-chain functions of the organization to achieve greater efficiencies and effectiveness in delivering customer value. Likewise, Vasiliu (2012) discussed that broadly customer relationship management strategies include marketing, operations, sales, customer service, human resources, finance and information technology and implementing CRM as strategic concept is a necessity as in recent times our economy is "Customer centric" where the success of any company is based on customer relationship, the authority provided by any company to the customer to decide and also the personal experience of the customer with the company. Thus Customer Relationship Management (CRM) as a strategy aims to satisfy and build long term relationship with clients/customers. Moreover, Hasan *et.al* (2012) defined CRM as customer centric managerial strategy that aspires to establish long term relationship with profitable customers by employing all-inclusive customer knowledge.

Smith and Lee (2023) analyzed that the role of conflict handling in CRM practices

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and customer satisfaction in the service industry. The study found that companies that use active listening and problem-solving strategies to resolve customer complaints experience higher levels of customer satisfaction and retention. Similarly, Johnson and Williams (2022) studied that the conflict management and customer retention in retail sectors. The study showed that how conflict management, particularly through CRM systems, can enhance customer retention in retail sectors.

Likewise, Hassan and Parker (2021) examined that the conflict resolution strategies in CRM on customer satisfaction in B2B markets. The study revealed that the employ collaborative conflict resolution strategies (e.g., negotiation and compromise) experience greater customer satisfaction.

Further, Chen and Liu (2023) assessed that the role of trust in customer relationship management: Implications for customer retention. The study found that trust is a critical mediator between CRM practices and customer loyalty, particularly in service industries. Moreover, Garcia and Singh (2022) investigated the trust as a mediator in CRM's influence on customer satisfaction and retention. The study demonstrated that CRM practices that enhance transparency and reliability lead to increased trust, which in turn boosts customer satisfaction and long-term loyalty. However, Nguyen and Johnson (2022) evaluated that the role of empathy in CRM: A key to improving customer loyalty. The study showed that the critical role that empathy plays in CRM practices, particularly in building long-term customer loyalty. The study also demonstrated that empathetic CRM interactions such as personalized responses to customer complaints significantly boost loyalty and retention rates. Additionally, Hernandez and Patel (2022) ascertained that the impact of empathetic CRM on customer retention in the hospitality industry. The study argued that empathy is a key factor in creating a customer experience that fosters loyalty and long-term retention.

Miller and Johnson (2021) studied the tangibles in CRM systems and their role in customer satisfaction in luxury retail. The study found that, for luxury retailers, integrating high-quality tangible elements into CRM systems helps reinforce brand identity, create positive customer experiences, and foster long-term loyalty. Similarly, Li and Zhang (2021) explored that the role of tangibles in CRM systems for building customer loyalty in restaurants. The study showed that when these tangibles align with customer expectations and enhance the overall dining experience, they help create stronger emotional connections with the brand. Likewise, Zhang and Zhao (2020) analyzed that the tangible customer touch points in CRM and their impact on customer retention in telecommunications. The study emphasized the importance of integrating CRM systems to ensure smooth coordination across all touch points, which is the key to retaining customers in a highly competitive market. Further, Wang and Zhang (2023) assessed that the influence of CRM systems on customer satisfaction and retention in the retail industry. The study highlighted that when CRM systems enable businesses to deliver relevant and personalized content based on customer preferences and behavior, it fosters a sense of recognition and value. Moreover, Mitchell and Wong (2021) examined the role of communication in CRM systems in building customer trust and retention. The study revealed that when businesses use CRM systems to ensure clear, timely, and relevant communication with customers, it significantly enhances the customer's trust in the brand. However, Wijaya *et al.* (2019) assessed that the effect of CRM and service quality on increasing customer satisfaction and loyalty of Bank Central Asia Pekanbaru City. The study found that the application of the right CRM can encourage increased customer satisfaction and loyalty of banking customers and minimize switching to other banks. Additionally, Adnin

et al. (2013) evaluated that influence of Customer Relationship Management (CRM) on the customer loyalty. The study indicated that CRM has a positive and significant influence on the loyalty customers with the coefficient of determination is 46%. The study also indicated that in order to enhance the customer loyalty through the customer retention program, as well as good quality of customer service by the employees.

Liu and Zhang (2020) studied the mediating effect of communication in CRM on customer loyalty. The study found that the communication plays a significant mediating role in the relationship between CRM practices and customer loyalty. Similarly, Richards and Evans (2022) examined the CRM as a tool for conflict management in the health insurance sector. The study showed that when CRM tools are used to resolve conflicts with empathy and transparency, customers report higher satisfaction and are more likely to stay with the provider. Likewise, Verhoef (2003) investigated that the effectiveness of several customer relationship management strategies. The study found that affective commitment and loyalty programs that provide economic incentives positively affect both customer retention and customer share development, whereas direct mailings influence customer share development. Further, Hossain *et al.* (2009) assessed that the customers' perception and satisfaction towards supermarkets in Bangladesh and provides suggestions for improving customer service in those outlets. The study revealed that availability, quality and staff behavior are significantly and positively related to the overall customer satisfaction. Moreover, Nazir *et al.* (2014) ascertained that the impact of customer relationship management on customer satisfaction and customer retention with customers. The study revealed that there is a significant positive impact of different elements of customer relationship management (service quality, access to services and service features) on customer satisfaction and businesses cannot succeed without focusing on customer relationship management in this era. However, Zafar *et al.* (2015) evaluated that the effectiveness of customer relationship management (CRM) in retaining and satisfying customers with reference to Shell Pakistan. The study demonstrated that customer relationship management has significant effect on the customer satisfaction and both variables have positive relation and company makes its CRM as strong and reliable the customer will be more satisfied and retain with the company. Furthermore, Bin-Nashwan and Hassan (2017) examined on the customer relationship management (CRM), focusing specifically on the impact of the CRM on customer satisfaction and customer loyalty. The study found that the both academics and practitioners in the context of adding to the existing literature on CRM and providing insights on what drives CRM in real practice. Additionally, Cavaliere *et al.* (2021) analyzed the parameters about the work process for measuring CRM reliability. The study found a link between CRM technology implementation and customer happiness, with a greater customer satisfaction rate being associated with more CRM technology implementation.

In the context of Nepal, Shrestha and Adhikari (2023) examined that the role of CRM in customer retention in Nepal's telecommunications industry. The study found that there is a significant positive relationship between CRM practices and customer retention in Nepal's telecommunications sector. Similarly, Poudel and Rai (2023) analyzed that the CRM and customer satisfaction in the evidence from the Nepalese banking sector. The study highlighted that active customer engagement through regular communication, feedback mechanisms, and loyalty programs contributed positively to customer satisfaction. Likewise, Pandey *et al.* (2022) investigated that the adoption of CRM in the Nepalese retail sector in

the enhancing of customer loyalty and retention. The study showed that there is a strong positive relationship between the adoption of CRM practices and customer loyalty in Nepal's retail sector. Further, Thapa and Gautam (2022) studied that the impact of CRM on customer retention in Nepalese hospitality industry. The study revealed that CRM practices have a significant and positive impact on customer retention in the Nepalese hospitality industry. Moreover, Khanal and Shrestha (2022) assessed that the CRM implementation and its effect on customer retention in Nepalese airlines. The study concluded that airlines that effectively implemented CRM gained a competitive advantage by offering superior customer experiences, building strong relationships, and fostering customer loyalty. However, Rai and Sharma (2022) evaluated that the customer retention and CRM in Nepalese e-commerce for emerging trend. The study demonstrated that the CRM practices significantly contributed to customer retention in Nepalese e-commerce. Furthermore, Chhetri and Acharya (2021) ascertained that the role of CRM in the Nepali real estate sector for customer retention. The study argued that there is a significant positive relationship between CRM practices and customer retention in the Nepali real estate sector. Additionally, Thapa and Rai (2023) examined the role of CRM in enhancing customer loyalty at Bhat-Bhateni Supermarket. The study found that CRM practices played a crucial role in enhancing customer loyalty at Bhat-Bhateni Supermarket.

The above discussion reveals that the empirical evidences vary greatly across the studies concerning the effective of customer relationship management on customer satisfaction at Bhat-Bhateni. Though there are above mentioned empirical evidences in the context of other countries and in Nepal, no such findings using more recent data exist in the context of Nepal. Therefore, in order to support one view or the other, this study has been conducted.

The main purpose of the study is to analyze the effective of customer relationship management on customer satisfaction at Bhat-Bhateni. Specifically, it examines the effect of conflict handling, trust, empathy, tangibles and communication on customer satisfaction in Nepal.

The remainder of this study is organized as follows. Section two describes the sample, data and methodology. Section three presents the empirical results and the final section draws the conclusion.

2. Methodological aspects

The study is based on primary sources of data which were gathered from 3 different districts of Kathmandu Valley, Nepal. For primary data a structured questionnaire was used. This study contains a sample of 3 districts of Kathmandu Valley, Nepal whose respective data are collected from a total of 229 respondents. The respondents' views were collected on conflict handling, trust, empathy, tangibles, communication and customer satisfaction. This study is based on descriptive as well as casual comparative research designs.

The Model

The model used in this study assumes that customer satisfaction depend upon the effective of customer relationship management. The dependent variable selected for the study is customer satisfaction. Similarly, the independent variables are conflict handling, trust, empathy, tangibles and communication. Therefore, the model estimated in this study is

stated as follows:

$$CS = \beta_0 + \beta_1 CH + \beta_2 T + \beta_3 E + \beta_4 TT + \beta_5 CU + e$$

Where

CS = Customer Satisfaction

CH = Conflict Handling

T = Trust

E = Empathy

TT = Tangible

CU = Communication

Customer satisfaction was measured using a 5-point Likert scale where respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include “Bhat-Bhateni’s CRM practices positively impact customer satisfaction”, “Customer satisfaction leads to repeat purchases” and so on. The reliability of the feature was measured by computing the Cronbach’s alpha ($\alpha=0.732$).

Conflict handling was measured using a 5-point Likert scale where respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include “Bhat-Bhateni handles conflicts with customers effectively”, “Conflicts are resolved in a timely manner” and so on. The reliability of the feature was measured by computing the Cronbach’s alpha ($\alpha=0.747$).

Trust was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items “Trust is essential for maintaining a good customer relationship”, “I trust Bhat-Bhateni to deliver quality services” and so on. The reliability of the feature was measured by computing the Cronbach’s alpha ($\alpha=0.801$).

Empathy were measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include “Bhat-Bhateni staff showed that the empathy towards customer needs”, “Empathy improves my experience as a customer” and so on. The reliability of the feature was measured by computing the Cronbach’s alpha ($\alpha=0.789$).

Tangibles was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include “The physical appearance of Bhat-Bhateni stores is appealing”, “Tangible factors (store design, layout) contribute to satisfaction” and so on. The reliability of the feature was measured by computing the Cronbach’s alpha ($\alpha=0.704$).

Communication was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include “Bhat-Bhateni communicates promotions and offers effectively”, “Effective communication helps build trust with customers” and so on. The reliability of the feature was measured by computing the Cronbach’s alpha ($\alpha=0.716$).

The following section describes the independent variables used in this study along with the hypothesis formulation.

Conflict handling

Conflict handling refers to the process of managing disagreements, disputes, or misunderstandings between individuals or groups, whether in the workplace, in personal relationships, or in larger societal contexts. Smith and Lee (2023) found that companies that use active listening and problem-solving strategies to resolve customer complaints experience higher levels of customer satisfaction and retention. Similarly, Johnson and Williams (2022) showed that how conflict management, particularly through CRM systems, can enhance customer retention in retail sectors. Likewise, Hassan and Parker (2021) revealed that the employ collaborative conflict resolution strategies (e.g., negotiation and compromise) experience greater customer satisfaction. Further, Thapa and Adhikari (2022) found that effective conflict resolution, including active listening and empathetic customer service, helped to resolve issues and retain loyal customers. Moreover, Rai and Bista (2023) highlighted that handling conflicts effectively within CRM systems (such as addressing customer grievances swiftly) increased overall customer satisfaction at Bhat-Bhateni Supermarket. Additionally, Koirala and Gurung (2020) concluded that conflict handling strategies (such as offering compensations or resolving disputes amicably) are crucial in fostering a stronger relationship between customers and the supermarket, thus leading to improved satisfaction and retention. Based on it, this study develops the following hypothesis:

H_1 : There is a positive relationship between conflict handling and customer satisfaction.

Trust

Trust is a fundamental element in all relationships, whether personal, professional, or societal. It is the belief or confidence that someone or something is reliable, truthful, and dependable. Chen and Liu (2023) found that trust is a critical mediator between CRM practices and customer loyalty, particularly in service industries. Similarly, Garcia and Singh (2022) demonstrated that CRM practices that enhance transparency and reliability lead to increased trust, which in turn boosts customer satisfaction and long-term loyalty. Likewise, Shrestha and Ghimire (2022) highlighted that trust in CRM systems, especially regarding data privacy and personalized services, leads to higher customer satisfaction. Further, Lama and Shrestha (2021) stated that trust-building elements in CRM, such as transparent communication and loyalty programs, were found to significantly enhance customer retention. Moreover, Basnet and Gurung (2020) concluded that customers who trust Bhat-Bhateni's CRM systems are more likely to remain loyal, thereby enhancing retention rates. *Additionally*, Adhikari and Bhattarai (2023) found that trust-building CRM initiatives, such as providing loyalty points and addressing customer feedback, led to enhanced customer retention. Based on it, this study develops the following hypothesis:

H_2 : There is a positive relationship between trust and customer satisfaction.

Empathy

Empathy is the ability to understand and share the feelings of another person. It goes beyond simply recognizing what someone is going through, it involves emotionally connecting with their experience and offering support or understanding based on that connection. Nguyen and Johnson (2022) showed that the critical role that empathy plays in CRM practices, particularly in building long-term customer loyalty. The study also demonstrated that empathetic CRM interactions such as personalized responses to customer complaints significantly boost loyalty and retention rates. Similarly, Hernandez and Patel (2022) argued that empathy is a key factor in creating a customer experience that fosters loyalty

and long-term retention. Likewise, Gurung and Sharma (2021) concluded that empathetic customer interactions within CRM frameworks (such as attentive listening and proactive problem-solving) led to higher levels of customer satisfaction and long-term retention. Further, Shrestha and Bista (2023) found that empathy-driven CRM practices, like showing concern for customer feedback and needs, improved retention rates by creating emotional bonds with customers. Moreover, Rai and Karki (2021) revealed that CRM practices focusing on empathy, such as remembering repeat customers' preferences and providing exceptional customer service, boosted customer satisfaction and encouraged repeat purchases. Based on it, this study develops the following hypothesis:

H₃: There is a positive relationship between empathy and customer satisfaction

Tangibles

Tangibles generally refers to things that are concrete, physical, or measurable. In various contexts, the term can have slightly different meanings, but it always involves something that can be touched, seen, or directly interacted with. Miller and Johnson (2021) found that, for luxury retailers, integrating high-quality tangible elements into CRM systems helps reinforce brand identity, create positive customer experiences, and foster long-term loyalty. Similarly, Li and Zhang (2021) showed that when these tangibles align with customer expectations and enhance the overall dining experience, they help create stronger emotional connections with the brand. Likewise, Zhang and Zhao (2020) emphasized that the importance of integrating CRM systems to ensure smooth coordination across all touch points, which is the key to retaining customers in a highly competitive market. Further, Sharma and Poudel (2022) found that the physical aspects of CRM, such as store layout, cleanliness, and employee appearance, significantly affected customer satisfaction at Bhat-Bhateni. Moreover, Koirala and Bhattarai (2021) showed that tangible elements of CRM such as attractive store displays and well-organized product presentation were found to directly impact customer retention at Bhat-Bhateni. However, Thapa and Ghimire (2021) revealed that visually appealing store designs and well-trained employees (as tangibles) led to an increase in customer satisfaction and repeat purchases. Additionally, Rai and Gurung (2020) found that tangible factors were associated with improved customer satisfaction at Bhat-Bhateni. Based on it, this study develops the following hypothesis:

H₄: There is a positive relationship between tangibles and customer satisfaction.

Communication

Communication is the process of sharing information, ideas, thoughts, or feelings between individuals or groups. Liu and Zhang (2020) found that the communication plays a significant mediating role in the relationship between CRM practices and customer loyalty. Similarly, Mitchell and Wong (2021) revealed that when businesses use CRM systems to ensure clear, timely, and relevant communication with customers, it significantly enhances the customer's trust in the brand. Likewise, Sharma and Adhikari (2019) found that personalized communication, such as follow-up emails, SMS alerts, and loyalty program notifications, significantly contributed to customer retention. Further, Gurung and Sharma (2020) highlighted that clear, consistent, and effective communication through CRM platforms like mobile apps and customer service representatives increased customer satisfaction at Bhat-Bhateni. Moreover, Koirala and Parajuli (2021) found that the communication channel played a vital role in customer retention, with Bhat-Bhateni showing high levels of customer loyalty as a result of consistent communication. Additionally, Acharya and Lamsal (2020) found

that effective CRM communication, which involves personalized interactions and regular communication with customers, played a crucial role in building stronger relationships and trust between the retail chains and their customers. Based on it, this study develops the following hypothesis:

H₅: There is a positive relationship between communication and customer satisfaction.

3. Results and discussion

Correlation analysis

On analysis of data, correlation analysis has been undertaken first and for this purpose, Kendall's Tau correlation coefficients along with means and standard deviations have been computed, and the results are presented in Table 1.

Table 1

Kendall's Tau correlation coefficients matrix

This table presents Kendall's Tau coefficients between dependent and independent variables. The correlation coefficients are based on 229 observations. The dependent variable is CS (Customer satisfaction). The independent variables are CH (Conflict handling), T (Trust), E (Empathy), TT (Tangibles), and CU (Communication).

Variables	Mean	S. D	CH	T	E	TT	CU	CS
CC	3.193	0.726	1					
T	3.26	0.733	0.404**	1				
E	3.269	0.734	0.446**	0.437**	1			
TT	3.274	0.746	0.395**	0.416**	0.458**	1		
CU	3.252	0.774	0.361**	0.423**	0.442**	0.455**	1	
CS	3.268	0.635	0.411**	0.434**	0.466**	0.481**	0.452**	1

Note: The asterisk signs (**) and (*) indicate that the results are significant at one percent and five percent levels respectively.

Table 1 shows the Kendall's Tau correlation coefficients of dependent and independent variables. The study shows that conflict handling is positively correlated to customer satisfaction. It means that effective conflict handling practices leads to increase in customer satisfaction. Similarly, there is a positive relationship between trust and customer satisfaction. It means that increase in trust leads to increase in customer satisfaction. Likewise empathy has a positive relationship with customer satisfaction. It shows that effective empathy leads to increase in customer satisfaction. Furthermore, there is a positive relationship between tangible and customer satisfaction. It indicates that attractive tangible leads to increase in customer satisfaction. Moreover, communication has a positive relationship with customer satisfaction. It indicates that increase in communication leads to increase in customer satisfaction.

Regression analysis

Having indicated Kendall's Tau correlation coefficients, the regression analysis has been carried out and the results are presented in Table 2. More specifically, it presents the regression results of conflict handling, trust, empathy, tangibles and communication on customer satisfaction at Bhat-Bhateni in Nepal.

Table 2

Estimated regression results of conflict handling, trust, empathy, tangibles and communication on customer satisfaction at Bhat-Bhateni

The results are based on 229 observations using linear regression model. The model is $OP = \beta_0 + \beta_1 CH + \beta_2 T + \beta_3 E + \beta_4 TT + \beta_5 CU + e$, where the dependent variable is CS (Customer satisfaction). The independent variables are CH (Conflict handling), T (Trust), E (Empathy), TT (Tangibles), and CU (Communication).

Models	Intercepts	Regression coefficients of					Adj. R _{bar} ²	SEE	F-value
		CH	T	E	TT	CU			
1	1.663 (10.702)**	0.503 (10.589)**					0.328	0.521	112.137
2	1.507 (10.033)**		0.54 (12.021)**				0.386	0.498	144.505
3	1.467 (9.895)**			0.551 (12.451)**			0.403	0.491	155.036
4	1.444 (10.077)**				0.557 (13.061)**		0.427	0.481	170.589
5	1.651 (11.416)**					0.497 (11.495)**	0.365	0.506	132.125
6	1.09 (6.896)**	0.292 (5.760)**	0.382 (7.610)**				0.462	0.466	99.084
7	0.857 (5.521)**	0.181 (3.486)**	0.276 (5.369)**	0.286 (5.386)**			0.522	0.439	83.909

Notes:

- Figures in parenthesis are t-values
- The asterisk signs (**) and (*) indicate that the results are significant at one percent and five percent level respectively.
- Customer satisfaction is the dependent variable.

Table 2 shows that the beta coefficients for conflict handling are positive with customer satisfaction. It indicates that conflict handling has a positive impact on customer satisfaction. This finding is consistent with the findings Hassan and Parker (2021). Similarly, the beta coefficients for trust are positive with customer satisfaction. It indicates that trust has a positive impact on customer satisfaction. This finding is similar to the findings of Garcia and Singh (2022). Likewise, the beta coefficients for empathy are positive with customer satisfaction. It indicates that the empathy has a positive impact on customer satisfaction. This finding is similar to the findings of Hernandez and Patel (2022). Further, the beta coefficients for tangibles are positive with customer satisfaction. It indicates that tangible has a positive impact on customer satisfaction. This finding is similar to the findings of Koirala and Bhattarai (2021). In addition, the beta coefficients for communication are positive with customer satisfaction. It indicates that communication has a positive impact on customer satisfaction. This finding is similar to the findings of Liu and Zhang (2020).

4. Summary and conclusion

Customer Relationship Management (CRM) is a strategy or system that businesses use to manage interactions with customers and potential customers. CRM tools and software help companies streamline processes, improve customer satisfaction, and foster long-term relationships. The effective use of CRM by Bhat-Bhateni can significantly enhance customer satisfaction by personalizing experiences, improving customer service, offering relevant promotions, and creating a consistent, seamless shopping experience. CRM not only helps meet the immediate needs of customers but also builds long-term relationships, increasing customer loyalty and retention. When customers feel valued and their needs are met, they are more likely to return, refer others, and become brand advocates.

This study provides insightful information regarding the effective of customer relationship management on customer satisfaction at Bhat-Bhateni. The study analyzes various significant variables that could impact customer satisfaction at Bhat-Bhateni in Nepal. These variables include how conflict handling, trust, empathy, tangibles and communication influence customer satisfaction.

This study attempts to examine the effective of customer relationship management on customer satisfaction at Bhat-Bhateni in Nepal. The study is based on primary data with 229 observations.

The major conclusion of the study is that conflict handling, trust, empathy, tangibles and communication have a positive relationship with customer satisfaction. The study also concludes that tangibles is the most significant factor followed by the empathy and trust that influence the effective of customer relationship management on customer satisfaction at Bhat-Bhateni in Nepal.

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