

Report On

The Role of Employee Satisfaction and Organizational Trust in Customer Retention:

A Qualitative Study on Quest Educare

Submitted By

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ID: 22364063

An internship report submitted to the BRAC Business School in partial fulfillment of the requirements for the degree of Masters of Business Administration

MBA Department

BRAC University

07 July, 2025

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Declaration

It is hereby declared that

1. The internship report submitted is my own original work while completing degree at Brac University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I have acknowledged all main sources of help.

Student's Full Name & Signature:

Jannatun Naim Mim
ID- 22364063

Supervisor's Full Name & Signature:

Dr. Mohammad Rabiul Basher Rubel
Professor, BRAC Business School
BRAC University

Letter of Transmittal

To:

Dr. Mohammad Rabiul Basher Rubel

Professor

BRAC Business School

BRAC University

Kha 224 Pragati Sarani, Merul Badda, Dhaka 1212

Subject: Submission of Internship Report

Dear Sir,

With due respect, I am pleased to submit my internship report, prepared as a requirement for the completion of BUS699, the final course of the MBA program at BRAC Business School.

I am Jannatun Naim Mim, ID-22364063, and the title of my report is "**The Role of Employee Satisfaction and Organizational Trust in Customer Retention: A Qualitative Study on Quest Educare**," which is based on qualitative research.

It was a valuable opportunity to complete my internship at Quest Educare, an education consultancy firm. This experience allowed me to apply my academic knowledge in a professional setting while gaining practical insights into the organization's marketing strategies and operational processes.

Although the report was completed within a relatively short timeframe due to certain constraints, I have made every effort to ensure its accuracy and relevance. I sincerely request your kind understanding in case there are any minor shortcomings.

Thank you for your continued support and guidance throughout this process.

Sincerely,

Jannatun Naim Mim

ID: 22364063

BRAC Business School

BRAC University

Date: 27.07.2025

Non-Disclosure Agreement (NDA)

This Non-Disclosure Agreement is made and entered into by and between **Quest Educare**, an education consultancy firm, and the undersigned student of BRAC University:

Name: Jannatun Naim Mim

Student ID: 22364063

Program: Master of Business Administration (MBA)

University: BRAC University

This Agreement is intended to ensure the confidentiality of all proprietary, sensitive, or otherwise confidential information obtained by the student during the course of the internship at Quest Educare. The student agrees not to disclose, share, or use any such information for any purpose other than the completion of academic requirements, without prior written consent from the organization.

By signing this document, both parties acknowledge and agree to the terms and conditions outlined above.

For Quest Educare

Signature: _____

Name: _____

Designation: _____

Date: _____

For Student

Signature: _____

Name: Jannatun Naim Mim

Date: _____

Acknowledgment

First and foremost, I would like to express my sincere appreciation to **Quest Educare** for providing me with the opportunity to complete my internship. It has been a truly rewarding experience to work as an intern and to prepare this report as part of the requirements for the Master of Business Administration (MBA) program at BRAC University.

I am deeply indebted to all those who supported me throughout this journey. Without their constant encouragement, valuable insights, and constructive feedback, the successful completion of this report would not have been possible.

All praise belong to Almighty God, who has blessed me with the strength, knowledge, and determination needed to complete this report. I am eternally grateful for His guidance.

I would like to extend my heartfelt thanks to the **Asikur Chawdhury, CEO of Quest Educare** for his unwavering support and encouragement during my internship. Despite his busy schedule, he was always amicable, kind, and patient, and his guidance was influential in shaping my learning experience.

I am also sincerely grateful to **Dr. Mohammad Rabiul Basher Rubel**, Professor at BRAC Business School, BRAC University, for his continuous support, valuable suggestions, and academic supervision. His feedback greatly contributed to the quality of my report.

Finally, I would like to thank my colleagues at Quest Educare. Despite their busy schedules, they always found time to assist me, guide me, and share their expertise, for which I am truly thankful.

Executive Summary

This report highlights the professional knowledge and hands-on experience I gained during my internship at Quest Educare, an education consultancy. What should I do? It looks at how employee satisfaction and organizational trust help retain customers in a service-based economy.

This report uses a qualitative approach, including informal interviews, internal observations, and participation in team activities, to examine the influence of internal organizational dynamics on customer loyalty through an interview process. A transparent, trustworthiness internal culture and a committed workforce are key factors that contribute to better client experience, communication quality in meetings, and service delivery, key elements for retention.

Findings suggest that employee engagement, trust in leadership, and open communication are important factors for retention of clients, not just through promotional activities or digital marketing. Quest Educare's positive work environment fosters a sense of trust among its clients. In an education consultancy company that prioritizes services, employee satisfaction and trust are crucial for delivering reliable, personalized service that ensures customer loyalty and retention.

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Chapter 1: Internship Overview

1.1 Student Information

Name: Jannatun Naim Mim

ID: 22364063

Program: Master of Business Administration (MBA)

Major: Marketing

1.2 Internship Information

1.2.1 Company Information

Company Name: Quest Educare

Department: Marketing and Administration

Internship Period: March 1, 2025 – June 30, 2025

Address: 11th Floor, Plot 45, Circle Aztec Obaid Grand Palace, Road 11, Banani, Dhaka

1.2.2 Internship Company Supervisor's Information

Name: Mr. Asikur Chawdhury

Position: Chief Executive Officer (CEO)

Organization: Quest Educare

1.2.3 Job Scope – Job Description/Duties/Responsibilities

I worked closely with the Client Relationship and Marketing divisions at Quest Educare during my internship. My core job entails supporting customer communication workflows, monitoring and encouraging employee engagement activities, and gathering qualitative information about the internal organizational climate. The key duties included:

Surveying employees informally to determine their level of satisfaction and confidence with the company.

Supporting the Marketing department with internal communication initiatives and employee feedback sessions.

Contributing to the development of internal reports that examined client follow-ups, employee engagement and feedback.

The key meetings between management and employees should be focused on, with the aim of understanding internal transparency techniques and building trust.

Collaborating with marketing to understand client communication methods and the impact of staff performance on customer satisfaction and feedback.

My employment opportunity allowed me to connect the practical aspects of organizational behavior with the theoretical knowledge I gained from my marketing major, particularly in terms of internal branding and service quality.

1.3 Internship Outcomes

1.3.1 Student's Contribution to the Company

Through my active participation in various tasks and observations, I was able to assist in identifying communication gaps and factors that affect employee satisfaction. By participating in internal assessments, I was able to gain a deeper understanding of associate issues and help HR identify areas that require improvement, according to my qualitative summaries.

1.3.2 Benefits Gained by the Student

- Understanding of the impact that internal staff trust and employee satisfaction have on retention efforts.
- Improved communication and interpersonal skills based on employee observations and interviews.
- Practical knowledge in analyzing and compiling qualitative data.
- Better critical thinking abilities as a result of actively participating in meetings and conversations on performance reviews.

1.3.3 Problems and Difficulties

- The scope of the analysis was restricted due to the limited access that an intern had to obtain to private customer or employee data.
- Some staff members were initially reluctant to give honest criticism, leading to the need for rapport and anonymity.

- The initial challenges were related to adjusting to an unfamiliar organizational culture and managing internship deadlines.

Despite these shortcomings, my internship at Quest Educare was beneficial in terms of career development and academic success. I am grateful for this opportunity.

Chapter 2: Organizational Overview of Quest Educare

2.1 Introduction

This chapter summarizes the internship I completed at Quest Educare. It contains information about background, structure and leadership; fundamental principles; business ethos (leadership board), offerings; accreditations and commitment to Corporate Social Responsibility. A qualitative investigation of the connection between organizational trust, employee satisfaction levels, and customer retention necessitates an understanding of a company's values and characteristics

2.1.1 Company Profile

Quest Educare, an education consultancy in Dhaka and Bangladesh, is experiencing rapid growth. The association serves as a connection between foreign schools and prospective students, and was established to establish 'a good reputation in the field of overseas education guidance'. The aim of Quest Educare is to provide ethical and moral counseling services that are focused on assisting students in pursuing their aspirations of higher education. By forming effective partnerships with overseas universities, expediting visa processing, and providing ongoing support for students even after they leave the country, the company has built a strong reputation. Quest Educare now offers comprehensive career counseling, travel

assistance, accommodation support, and exam preparation services as a one-stop shop for studying abroad.

Name of the Company	Quest Educare
Legal Form	Private Limited Company
Industry	Education Consultancy
Date of Incorporation	2021
Founder	Mr. Asikur Chawdhury
Head Office	11th Floor, Plot 45, Circle Aztec Obaid Grand Palace, Road 11, Banani, Dhaka-1213, Bangladesh
Concerns	Independent education consultancy
Key People	Mr. Asikur Chawdhury (Chief Executive Officer), Mohammad Kabir (Canada Study Visa Specialist), Shadman Shakib (Marketing & Business Development)
Products / Services	Student Counseling, University Admission Support, Visa Assistance, Test Preparation, Post-Arrival Services
Slogan	“Empowering your global education dreams”
Website	[Not officially listed – assumed internal]

2.1.2 Company History

In 2021, Quest Educare was founded to offer education consulting services to Bangladeshi students who were interested in studying abroad. It was established by a group of enthusiastic educators and counselors, and has since grown in size and gained traction as specialized service providers. The company. Since its inception in 1993, Quest Educare has been a lawful

private limited company and holds official connections with top universities and diplomatic missions abroad.

Quest Educare's initial two years of operation saw students being placed in academic institutions located in Canada, the UK, Australia, and some parts of Europe. The organization has been praised for its reliability, ethical guidance, and staff development to meet the needs of Bangladesh's growing student population.

2.2 Overview of the Company

Quest Educare is a dynamic and student-centered organization that strives to guide future learners towards the most appropriate academic paths, institutions, and countries for their higher education. Students can receive personalized support from Quest Educare, an organization that works with them to help them choose courses and universities that are appropriate for their academic goals, career aspirations, and financial constraints. The aim of the company is to facilitate and make studying abroad a fun and enjoyable experience.

Despite everything, Quest Educare remains dedicated to providing transparency, ethical guidance, and student autonomy. Why? The best interests of the student are at the heart of every service, from arranging the right course to managing visas, awards, and cultural changes. The organization is committed to maintaining a culture of open communication and mutual trust, which ensures that students and their families feel supported and informed throughout the process.

Quest Educare internally upholds a positive and inclusive culture of employee engagement, teamwork, and continuous improvement. Employees are prompted to share their ideas,

provide feedback, and contribute to the improvement of the company's services. Internal operations and client service quality are positively impacted by the participatory culture. These internal values of respect, cooperation and responsibility translate into interactions between the company with students, parents and partner institutions resulting in an authenticated brand experience.

Quest Educare goes beyond providing education consultancy services and is a reliable partner in shaping future prospects, driven by zeal for excellence, honesty, and personal commitment to students.

2.2.1 Company Address

Head Office:

11th Floor, Plot 45, Circle Aztec Obaid Grand Palace, Road 11, Banani, Dhaka-1213,
Bangladesh

2.2.2 Mission Statement

Quest Educare's mission is:

“To offer genuine information and personalized support to students preparing for studying and working abroad.”

The organization strives to offer ethical, inclusive, and student-centered services that facilitate individuals in managing the demanding task of studying abroad. Hence, In their goal statement, they emphasize the importance of achieving student goals and maintaining trustworthiness within the organization.

2.2.3 Vision Statement

The objective of Quest Educare is to advance its growth as a top education consultancy in Bangladesh, offering the following:

"Core approaches, student-run amenities, and global reach."

The organization aims to be the most trustworthy partner for students interested in studying abroad, providing them with honest, candid, and professional assistance throughout their education journey.

2.2.4 Core Principles and Values

Integrity and Transparency: Fair and impartial advice for every student.

Commitment to Excellence: Continuous improvement of service standards.

Student-Centric Approach: The student-centric approach emphasizes the significance of each student's interests and goals in operations.

Innovation and Adaptability: Staying current with international education trends and visa regulations through innovative and adaptable strategies.

Respect and Diversity: Building an inclusive community and acknowledging cultural diversity.

Accountability: Giving full responsibility for the guidance and services offered to students.

2.2.5 Leadership

With a decade of experience in academic advisory roles and student placements abroad, Asikur Chawdhury is the visionary founder and education consultant for the company. He is a leader who values integrity, openness, and building relationships. He is responsible for overseeing team mentorship, student guidance and communication with international academic contacts on a daily basis.

Mr. Asikur Chawdhury's approach ensures that the company remains adaptable, accountable, and responsive to moral values and market needs.

2.2.6 Organizational Structure

Quest Educare's efficient organizational structure enables them to provide personalized services. Because of its flat shape, it facilitates improved teamwork, quicker communication, and greater flexibility in meeting the needs of students. Among the principal divisions are:

Executive Leadership – CEO and advisory board.

Student Counseling Team – Academic and visa counselors, each specializing in specific destination countries.

Marketing and Communication – Branding, digital outreach, and campaign management.

Operations and Visa Processing – Documentation, embassy coordination, and pre-departure arrangements.

Finance and Administration – Billing, payroll, and internal controls.

2.2.7 Products and Services

Students can rely on Quest Educare for all the support needed during their study abroad experience. Among these services are:

Academic Counseling and Career Guidance

Organized personalized education to aid students in selecting the most appropriate courses, universities and countries based on their interests, academic achievements, and career aspirations.

University Selection and Application Assistance

Supporting the creation of application forms (such as SOPs, resumes and reference letters), selecting top universities, and filling out application applications quickly.

Visa Processing Support

Detailed guidance is available for gathering necessary visa documents, organizing interviews to prepare and comply with immigration regulations in the target countries.

Language Test Preparation

Assistance in preparing for language proficiency tests such as IELTS, TOEFL, and PTE through coaching and recommended materials.

Pre-Departure Briefings and Travel Support

Orientation courses provide education on cultural adjustment, academic expectations, packing, vacation planning, and general advice on living abroad.

Post-Arrival Services

Assist in arranging airport drop-off, providing guidance on temporary accommodation

arrangements for students seeking to enter college temporarily, registering at universities, and suggesting adjustments within the community.

The aim of these services is to provide prospective international students with a comprehensive solution that guarantees professional assistance.

2.2.8 Key Personnel

Chief Executive Officer (CEO)

Mr. Asikur Rahman Chowdhury

Founder and strategic leader of the company. Oversees all operational, strategic, and business development activities at Quest Educare.

Head of Admission

Ms. Zinnia Tabassum

Responsible for evaluating and processing student applications.

Head of Marketing & Business Development

Mr. Shadman Shakib

Leads promotional campaigns, digital marketing, and educational partnership outreach.

Head of Operations (Visa Processing) / Immigration Counselor

Md. Nahian Nahin

Provides visa and immigration support, ensuring legal compliance and administrative accuracy.

UK Counselor

Md. Riadus Salehin

Guides students through UK university selection, application, and visa procedures.

Japan and Malaysia Counselor

Ms. Israt Nishi

Advises students applying to Japan and Malaysia; supports application and documentation.

Australia Counselor

Ms. Maria Tabassum

Handles counseling for Australian universities and assists in preparing for visa interviews.

Europe Counselor

Md. Saidul Abrar

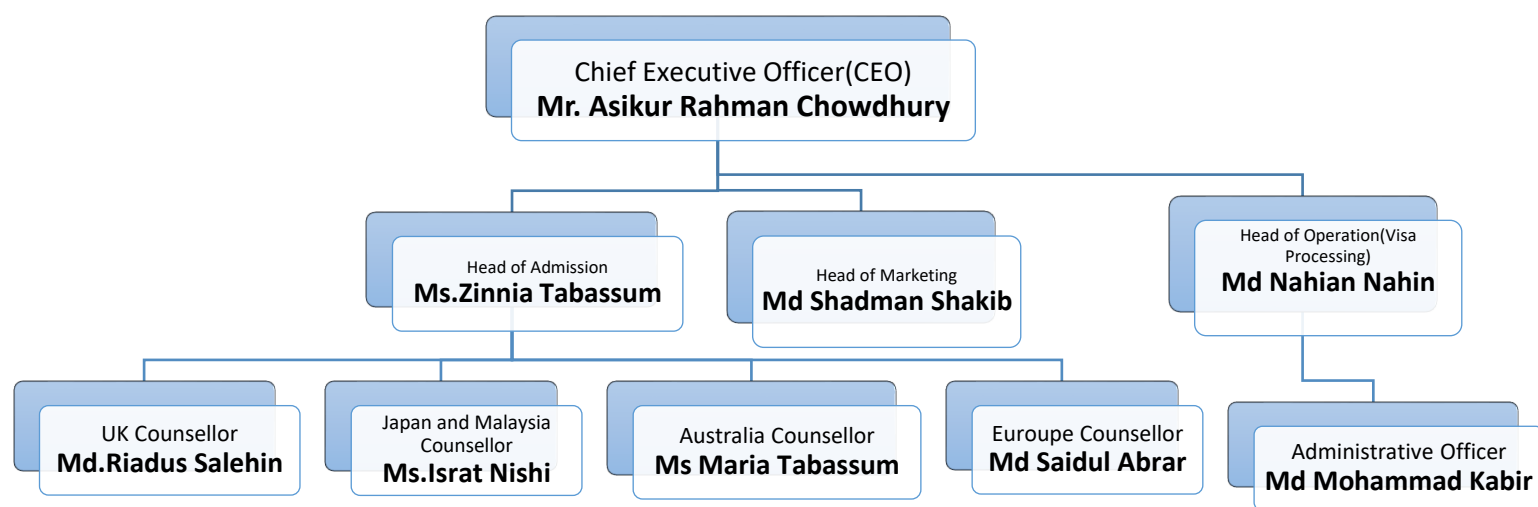
Specializes in European study destinations, offering personalized guidance.

Administrative Officer

Md. Mohammad Kabir

Supports internal operations, documentation, and office administration.

The following diagram reflects the key individuals who are essential to the provision of the business's services and to maintaining its core principles of ethical consulting and individualized advice.



2.2.9 Competitive Position

The competitive edge of Quest Educare, in comparison to other education consultants, is not solely due to its external services, but also from its internal team cohesion and culture of trust. A team of motivated and satisfied employees has allowed for the consistent provision of personalized services, leading to long-term client relationships.

Key competitive strengths include:

Personalized Counseling: With personalized counseling, Quest Educare prioritizes one-on-one student connections with each client and avoids recommending firms that exceed their expectations.

Complimentary Services: The organization offers free counseling and university application assistance to a greater number of potential applicants.

Destination Coverage: Quest Educare provides services to students in the USA, UK, Canada, Australia, and other European countries.

Post-Arrival Support: Few organizations provide assistance to students after they have left the country to continue their studies.

Ethical and Transparent Practices: Quest Educare is a pioneer in providing help with accommodation, airport transfer and localization. It prides itself on providing clear and effective guidance that does not mislead both students and families, thereby building long-lasting trust.

Quest Educare balances price, openness, and services with a robust online presence to offer stability and growth potential for prospective international students. It also recognizes the value of collaboration with universities and expanding digitally in the future.

Chapter Three: Research Framework and Methodology

3.1 Introduction

In service-oriented industries like education consultancy, customer retention is now viewed as a strategic outcome of integrated marketing practices, rather than just aiming for sales.

Although advertisements and promotions tend to generate interest among customers, the long-term loyalty is often fueled by internal employee dynamics that shape the customer experience. The current chapter presents a perspective on the conceptual framework and

methodology of the study, which are informed by marketing theories that link employee engagement to customer satisfaction and retention.

Additionally, the chapter discusses how a company's Customer Relationship Management (CRM) strategy can be enhanced by incorporating internal marketing efforts that prioritize employee satisfaction and trust. These connections, as analyzed, provide insight into how marketing strategies can be internally coordinated to establish lasting customer relationships.

3.2 Background of the Study

The 4Ps are a fundamental aspect of traditional marketing strategies. Marketing is closely tied to the services provided by service firms like Quest Educare. The foundation of educational consultancy is built on intangible traits like steadfastness, attentiveness to details, and emotional stability, which are primarily conveyed through the interaction with others.

Internal service quality, which includes employee satisfaction and organizational trust, is directly linked to employee productivity in line with the Service-Profit Chain theory (Heskett et al, 1994), leading to higher levels of external service value through improved customer satisfaction, loyalty, and overall satisfaction. Employees are considered the primary market of a company under the Internal Marketing Theory, which suggests that good customer service is enhanced by treating employees well.

The company's brand experience and customer retention outcomes are heavily influenced by internal factors, including employee feelings about their job and management, as Quest Educare prioritizes personalized support and guidance for its customers.

3.3 Objectives of the Study

To investigate the impact of internal employee satisfaction and organizational trust on customer retention, and how these factors can be utilized to improve marketing practices. Additionally,

Specific Objectives:

1. To gauge customer preferences and retention through employee satisfaction surveys.
2. To explore how employees' confidence in leadership impacts customer loyalty.
3. To integrate internal processes with external relationship marketing strategies that maintain customer engagement.

3.4 Significance of the Study

This is important because it places employee-centric practices within a marketing context.

Given that service delivery is increasingly dependent on the experiences of customers, marketing experts must recognize that brand perception is often influenced by employee behavior, empathy, and responsiveness rather than promotional messages.

As Shaheen and Naseem (2023) point out, “Marketing outcomes like loyalty and advocacy are not solely determined by customer-facing initiatives but also by the emotional state of the service provider.” Therefore, to improve retention strategies, internal alignment is necessary, which is supported by CRM and internal marketing theories.

By utilizing qualitative marketing research to analyze internal organizational behavior, this research provides insights for marketing managers, consultants, and service entrepreneurs, filling a gap.

3.5 Literature Review

3.5.1 Customer Retention

Strategic marketing objectives include retaining customers, which is the ability of a firm to retain their customers over time and increase customer lifetime value (CLV). According to Reichheld (1996), the cost of acquiring new clients is 5-25 times more expensive than keeping them current in education consultancy.

3.5.2 Determinants of Customer Retention

Customer retention depends on:

- Service quality
- Trust and transparency
- Consistent communication
- Emotional engagement

The SERVQUAL model by Parasuraman et al. (1988) identifies five key dimensions of service quality: reliability, responsiveness, assurance, empathy, and tangibles—most of which are executed by frontline employees.

3.5.3 Employee Satisfaction

Employee satisfaction is the measure of the emotional fulfillment employees feel in their roles. The effectiveness of service marketing is influenced by employee satisfaction, which can result in better service from the customer.

Rashid (2016) suggests that employee engagement is a necessary precursor to customer involvement in SMEs, where the customer can establish trust by regularly communicating with employees.

The Internal Marketing Theory suggests that companies should advertise to their employees as much as they market to external customers. Through training, motivation, and empowerment, employees become brand champions and service reliability is improved, leading to customer satisfaction.

3.5.4 Employee Trust

Trust in leadership fosters a favorable organizational environment, which results in improved collaboration, open communication, and service-oriented behavior. In CRM, trust among employees creates a culture where care is authentic and not just coerced.

As Doyow (2016) writes, “Employees who trust their organization are more likely to ‘own’ the customer experience,” turning client concerns into opportunities for brand-building.

3.6 Relationship Between Employee Satisfaction, Trust, and Customer Retention

3.6.1 Employee Satisfaction → Customer Preferences

Employee Satisfaction → Customer Preferences.

In the Service–Product Chain satisfied workers are more productive, emotionally available and proactive - these attributes help customers be more satisfied."

Abhigyan (2023) observed that in consultancy services, the brand's core values are employee warmth and professionalism, which is crucial during a lengthy and emotionally taxing customer journey.

This also reflects the Theory of Relationship Marketing, which is focused on creating and nurturing long-term customer relationships rather than short-run transactions.

3.6.2 Employee Trust → Customer Loyalty

Employee trust in management enhances role clarity, teamwork, and emotional availability—factors that directly influence brand consistency in service interactions.

When trust is strong, employees:

- Handle customer problems with more patience
- Provide more transparent communication
- Represent the brand values more consistently

Thus, trust acts as a hidden marketing asset, sustaining customer confidence.

3.6.3 Internal Environment → External Marketing Success

Success in external marketing is determined by the internal environment. Internal systems (employee satisfaction and trust) are able to support external relationship-building activities such as follow-up calls, birthday messages, and educational updates by applying CRM Theory. The use of genuine touchpoints can lead to better customer retention, and loyal and satisfied employees are often the source of such improvements.

3.7 Methodology

Nature of the Study

In a marketing context, this study is qualitative and exploratory with the aim of finding out about how internal employee conditions influence external customer behavior.

Data Collection Techniques

- Informal Interviews: 6 employees from counseling, marketing, and operations
- Observations: Meetings, client handling, internal reviews
- Document Review: Feedback forms, WhatsApp interactions, internal HR notes

Analysis Process

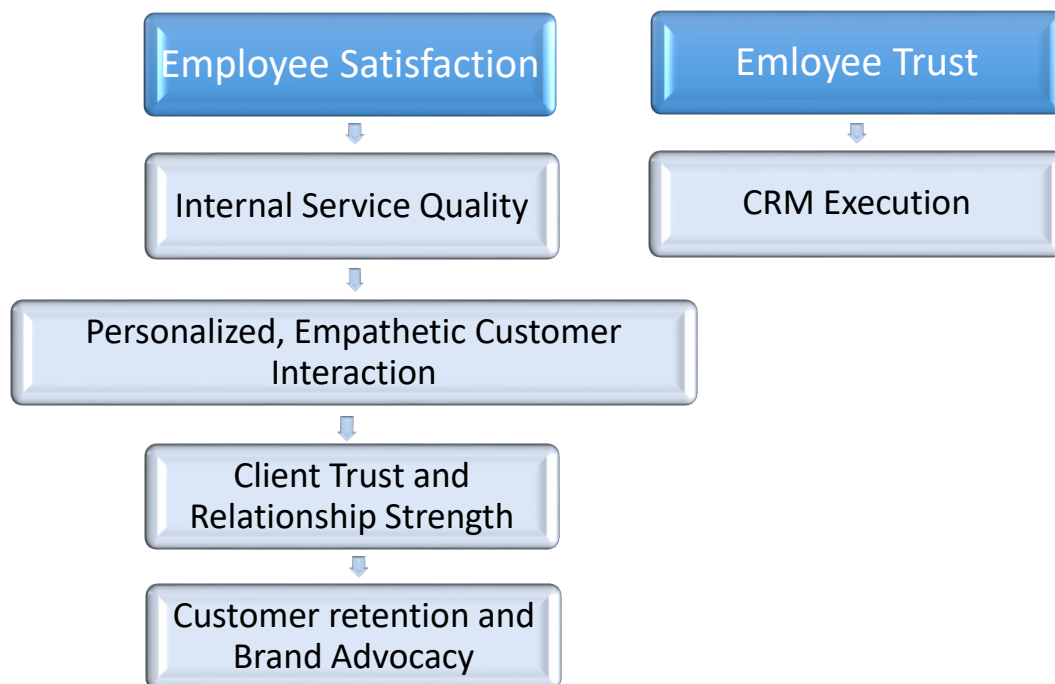
- Thematic coding of qualitative data

- Identification of emotional and relational markers in client service interactions
- Mapping employee feedback with customer satisfaction trends

Presentation of Results

- Flow diagram: Service-Profit Chain adapted for education consultancy

3.8. Conceptual Diagram: Marketing-Centric Service Chain



This flow captures how marketing strategy is internally rooted in service firms, showing how back-end employee dynamics shape front-end customer experiences.

3.9 Findings

1. Clients were more likely to be enthusiastic employees who felt respected and valued. Their willingness to communicate openly and demonstrate a genuine interest in students made clients feel at ease.
2. Workers who had faith in their managers were more emotionally active. They exceeded their initial duties by attending to students, providing anonymous feedback and extra assistance during the application process. Additionally, they went above and beyond their assigned tasks.
3. The reasons why customers continue to use Quest Educare or recommend it to others are often “honest advice, quick response and ongoing support”. It was evident that the employees' engagement and dedication were closely linked to these attributes.
4. They were grateful to have the same counselor with them on every journey. By maintaining this pattern, they were able to develop trust and feel more connected to the system than mere objects.
5. People who were involved in team activities or making decisions felt more connected to the organization. They were more self-assured when providing guidance to clients and spoke the company's truth with greater enthusiasm.
6. The improved coordination of client work was a result of effective communication within the team. Student satisfaction was evident in receiving faster processing of documents and timely updates.
7. Clients felt appreciated when staff contacted students to provide updates before they were

asked. This proactive strategy was highly effective in fostering trust and loyalty.

8. The expectations for referral clients were higher, but when handled by experienced and dedicated staff, they often became loyal customers.

9. According to certain clients, Quest Educare's employees were exceptional due to their empathy, listening skills and honest feedback.

10. Client satisfaction often decreased as a result of employees leaving or shifting roles.

The importance of retaining skilled workers was highlighted, as it directly impacts customer relationships.

3.10 Discussion, Conclusion & Recommendations

3.10.1 Discussion

This research supports the growing belief in modern marketing that employee experience is directly linked to brand performance and customer experiences. The brand is conveyed through interpersonal interactions, not through packaging or product design, in the case of Quest Educare, a service-based organization. Every interaction with the client involves employees who embody their brand.

As noted in the *Service-Profit Chain* framework:

“Profit and growth are stimulated primarily by customer loyalty. Loyalty is a direct result of customer satisfaction, which is influenced by the value of services provided to customers, driven by satisfied, loyal, and productive employees” (Heskett et al., 1994).

These theories were applied to the behaviors observed at Quest Educare. People who were more satisfied and had confidence in their management demonstrated a stronger sense of ownership and emotional investment in the success of their clients. Their proactive communication and problem-solving approach led to a form of relational marketing, which aimed to foster long-term engagement rather than one-time transactions.

According to Rashid (2016),

"In SMEs, customer engagement is often preceded by employee engagement, as customers typically develop a sense of confidence through consistent personal interactions with employees."

Trust is the foundation for customer loyalty in service marketing, as employees are not solely providing services.

Shaheen & Naseem (2023) provided further evidence for this perspective, concluding that: Marketing effectiveness relies heavily on employee attitude and motivation, as customer satisfaction is not solely determined by what they deliver.

The evidence indicates that internal factors such as job satisfaction and organizational trust are critical in the marketing ecosystem, particularly in people-driven industries.

3.10.2 Conclusion

According to this study, marketing in a service-based company must start internally. Why? It's not just the strategic marketing initiatives or social media presence that contribute to customer retention. The foundation is formed through regular, positive, and emotionally engaging interactions, which can only be achieved by engaged and trusted employees.

As Doyow (2016) emphasized,

“Trust in their organization is key to fostering a more personalized and reliable relationship with clients, as employees take ownership of the overall experience for customers.”

The reason why clients return to consultancy services for complex decision-making is not due solely to price reductions or promotions, but rather because of the connection they create with a knowledgeable and compassionate advisor. Instead of being a service provider, the employee is now carrying the weight of marketing promise.

Marketing alignment is referred to as internal alignment. Strong customer relationships can be established by happy and reliable employees, resulting in retention, referrals to the organization' brand growth.

3.10.3 Recommendations

1. Implement Internal Marketing Programs:

Treat your staff as if they were customers from another country. Ensure that they receive regular training on service communication, brand values, and customer empathy. Develop training programs that assist employees in becoming brand ambassadors.

According to Rashid (2016), organizations should view their employees as internal customers to improve service quality and business outcomes.

2. Harmonize CRM tactics with Employee Permissions:

The primary purpose of using CRM systems is to build relationships with employees, not just for keeping records. Ensure that follow-ups and personalized interactions are of high quality.

Link employee feedback to CRM outcomes.

Effective CRM, as stated by Abhigyan (2023), is not solely based on data but also incorporates people, who are motivated by the consistency and sincerity of service staff.

3. Develop a Culture that values feedback and transparency:

Build trust through open communication. Engage in regular employee surveys and utilize their input to make informed decisions.

Building trust within teams is a key approach, as Doyow (2016) pointed out that it promotes teamwork and results in more cohesive service delivery.

4. Make employees a digital brand ambassador:

Highlight staff experiences to enhance your brand's humanity. Social media is a great platform to share employee experiences, client successes with friends, and team achievements.

Employees' sense of pride in their work results in authentic and compelling communication, as stated by Shaheen & Naseem in 2023.

5. Give Special Attention to Employee Retention and Continuity:

Employees who remain committed to their work provide long-lasting client relationships.

Develop career paths and compensation structures to decrease turnover. Provide wellness and flexibility exercises to prevent burnout. Continuity builds trust. As they become accustomed to one counselor, clients are often left feeling dissatisfied with the transition.

6. Celebrate Successes Internally:

Take note of how staff effort impacts the satisfaction of clients: Acknowledge “good client” stories as a team accomplishment. Show how their individual roles, even when private, help to retain customers.

3.11 References

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