

CUSTOMER FEEDBACK INTEGRATION AND SERVICE SYSTEM PERFORMANCE OF SHOPPING MALLS IN PORT HARCOURT, NIGERIA

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Abstract

This study examined the relationship between customer feedback integration and service system performance of shopping malls in Port Harcourt, Nigeria. Specifically, the study investigated how feedback collection mechanisms and feedback analysis & interpretation influence service quality and operational efficiency. A cross-sectional survey design was adopted and the accessible population was 2,400 regular customers. A sample size of 343 were drawn from the population and a systematic sampling technique was adopted. Only 309 valid respondents were used for the study. Data were collected using copies of a structured questionnaire and analysed using Partial Least Squares Structural Equation Modelling (PLS-SEM) with SmartPLS. The measurement model confirmed reliability and validity. Results indicate that feedback collection mechanisms significantly enhance service quality ($\beta = 0.515$, $p = 0.000$) and operational efficiency ($\beta = 0.191$, $p = 0.001$), though with a modest effect. Feedback analysis and interpretation demonstrated stronger relationships with both service quality ($\beta = 0.276$, $p = 0.005$) and operational efficiency ($\beta = 0.770$, $p = 0.000$). These findings highlight the critical role of systematic feedback integration in improving service delivery and operational outcomes. The study concludes that shopping malls must not only collect customer feedback but also rigorously analyse and apply it to achieve sustainable performance improvements. The study recommends amongst others that shopping malls should invest in diverse and accessible feedback collection channels (e.g., digital surveys, suggestion boxes, social media monitoring). This ensures that customer voices are consistently captured, thereby improving service quality responsiveness.

Keywords: Customer Feedback Integration, Feedback Collection Mechanisms, Feedback Analysis & Interpretation, Service System Performance, Service Quality, Operational Efficiency, Shopping Malls

Introduction

Today, the extent to which a shopping mall delivers on its service claims has become one of the most obvious indicators of competitive advantage. It is so in a city like Port Harcourt where the customer's expectations are increasing, and the urban retail sector is getting increasingly tough to distinguish out (Adeyemi, 2025). Service quality determines far more than a customer's first impression. It determines whether they return, if they tell others about their experience and, ultimately, whether a mall can hold its own in a crowded marketplace. Similar retail environments

have indicated that service quality is a common thread in almost all the results that matter to a mall operator: customer satisfaction, loyalty, and operational performance (Hisam, Sanyal, & Ahmad, 2016). At its core, service system performance is the ability of a mall to give a reliable and consistent experience at each touchpoint, meaning how responsive, efficient and able to meet consumer expectations it is (Wang, Du, & Olsen, 2018).

One of the more significant ways organisations are enhancing that performance is through customer feedback integration – the deliberate practice of

capturing what consumers are saying, making sense of it and doing something meaningful with it (Caemmerer & Wilson, 2010). The opportunities to accomplish this have increased substantially, with surveys, in-store kiosks, digital platforms and social media providing organised mechanisms to harness client opinion in real time (Wang et al., 2018). When done well, it provides service providers with something of real value – the ability to identify problems before they become big, to tailor their offer to what customers really want and to design service improvements based on real experience, not internal assumptions (Caemmerer & Wilson, 2010).

But the work is barely half finished. The second part – possibly the tougher half – is analysing and interpreting what comes back.” But raw consumer comments are not self-interpreting; they need to be worked through and patterns recognised, and the insights that arise need to be turned into actions that really impact how the service runs (Wang et al., 2018). Done effectively, this kind of information gives mall owners a better view of what drives satisfaction and what drives it down – be it poor service, staff attitudes, parking problems, cleanliness concerns, and so on. All of these feed directly into service system performance.

At the heart of all this is service quality, the difference, or better still, the absence of difference, between what customers expect and what they really get (Parasuraman, Zeithaml, & Berry, 1988). High quality of service results in benefits in operations; less service failure, less volume of complaints and more efficient use of resources (Oluwasanmi, Adeyemi, & Akanji, 2024). Research also suggests that organisations that are serious about integrating feedback tend to see measurable improvements in operational performance and responsiveness – aligning internal processes with what customers are

actually saying is one of the more reliable pathways to sustained efficiency (Ogunmuyiwa & Agbaje, 2023).

There is a growing body of information on this, although we still do not know very much about how this happens precisely in Nigerian shopping malls – and in Port Harcourt in particular. There are studies on service quality and customer satisfaction, and valuable insights on the link between feedback integration and company performance have been obtained from studies in areas like fast-moving consumer goods (Ogunmuyiwa & Agbaje, 2023). But very little empirical study has explored the actual integration of consumer input into service systems in the shopping malls of this metropolis, their analytical processes, and the impact of all of this on service quality and operational efficiency on the ground.

This is the void this study seeks to fill. The research attempts to provide empirically grounded and practically useful insights into the retail context under study by exploring the feedback collection mechanisms, analysis and interpretation of feedback, and the combined effect of these practices on service system performance in shopping malls in Port Harcourt.

Statement of the Problem

Customer feedback has long been recognised as one of the more helpful tools a service organization can use to enhance the way it runs – yet for many shopping malls in Nigeria the gap between recognising its relevance and doing something useful with it remains vast. Many malls do not have formal, systematic methods for gathering and responding to what consumers say. Rather, they rely on informal or ad hoc processes that collect input haphazardly and rarely transform it into meaningful service changes. And the outcome is a corporation that

officially hears, but doesn't actually listen. And consumers who have their complaints ignored frequently enough to impact their loyalty and trust.

The research landscape reveals a comparable gap. In Nigeria, research has mainly focused on service quality and customer satisfaction as outcomes, without delving into the issue of how feedback integration really affects operational efficiency and service performance in retail settings (Adeyemi, 2025; Oluwasanmi et al., 2024). Although Ogunmuyiwa and Agbaje (2023) provided a good proof of the value of customer integration in improving performance, evidence linking feedback integration to service system outcomes in shopping malls is still weak. International research has shown consistently that well-implemented feedback mechanisms improve customer satisfaction, build trust and increase the likelihood of repeat visits (Wang et al, 2018). However, how far Nigerian shopping malls are putting these mechanisms to work, and with what results, is still largely unknown.

The stakes of this divide are not only academic. When feedback integration is inadequate and inconsistent, service quality issues fester instead of being rectified, operational efficiency suffers, and customer loyalty erodes quietly. This poses a major risk for Port Harcourt shopping malls operating in an increasingly competitive retail environment – a cycle of service failures that is difficult to break without the structured feedback loops needed to detect and address the core causes. The motivation for this study is the need to clarify the collection, analysis and interpretation of feedback and how this affects service quality and operational performance in this context. In doing so, the study aims to provide insights that are useful

not only to researchers, but to the people actually running these malls..

Research Objectives

The specific objectives are;

1. To examine the relationship between feedback collection mechanisms and service quality of shopping malls in Port Harcourt, Nigeria.
2. To examine the relationship between feedback analysis & interpretation and service quality of shopping malls in Port Harcourt, Nigeria.
3. To examine the relationship between feedback collection mechanisms and operational efficiency of shopping malls in Port Harcourt, Nigeria.
4. To examine the relationship between feedback analysis & interpretation and operational efficiency shopping malls in Port Harcourt, Nigeria.

Research Questions

The following research questions will guide this study;

1. What is the relationship between feedback collection mechanisms and service quality of shopping malls in Port Harcourt, Nigeria?
2. What is the relationship between feedback analysis & interpretation and service quality of shopping malls in Port Harcourt, Nigeria?
3. What is the relationship between feedback collection mechanisms and operational efficiency of shopping malls in Port Harcourt, Nigeria?
4. What is the relationship between feedback analysis & interpretation and operational efficiency of shopping malls in Port Harcourt, Nigeria?

Research Hypotheses

The following null hypotheses served as a tentative answer to the research questions.

- Ho₁: There is no significant relationship between feedback collection mechanisms and service quality of shopping malls in Port Harcourt, Nigeria.
- Ho₂: There is no significant relationship between feedback analysis & interpretation and service quality of shopping malls in Port Harcourt, Nigeria.
- Ho₃: There is no significant relationship between feedback collection mechanisms and operational efficiency of shopping malls in Port Harcourt, Nigeria.
- Ho₄: There is no significant relationship between feedback analysis & interpretation and operational efficiency of shopping malls in Port Harcourt, Nigeria.

Review of Literature

The study is grounded in the Service-Profit Chain Theory (SPCT). This theoretical lens posits that internal service quality, employee satisfaction, and feedback loops drive external performance outcomes such as customer satisfaction, service quality, and operational efficiency (Heskett, Sasser & Schlesinger, 1997). SPCT emphasises that information from customers, through feedback, forms a feedback loop that enables organizations to refine service systems, improve operational processes, and enhance overall performance (Caemmerer & Wilson, 2010). In the context of shopping malls, effective integration of customer feedback should logically translate into improved service system performance through improved service quality and operational efficiency.

Conceptual Framework

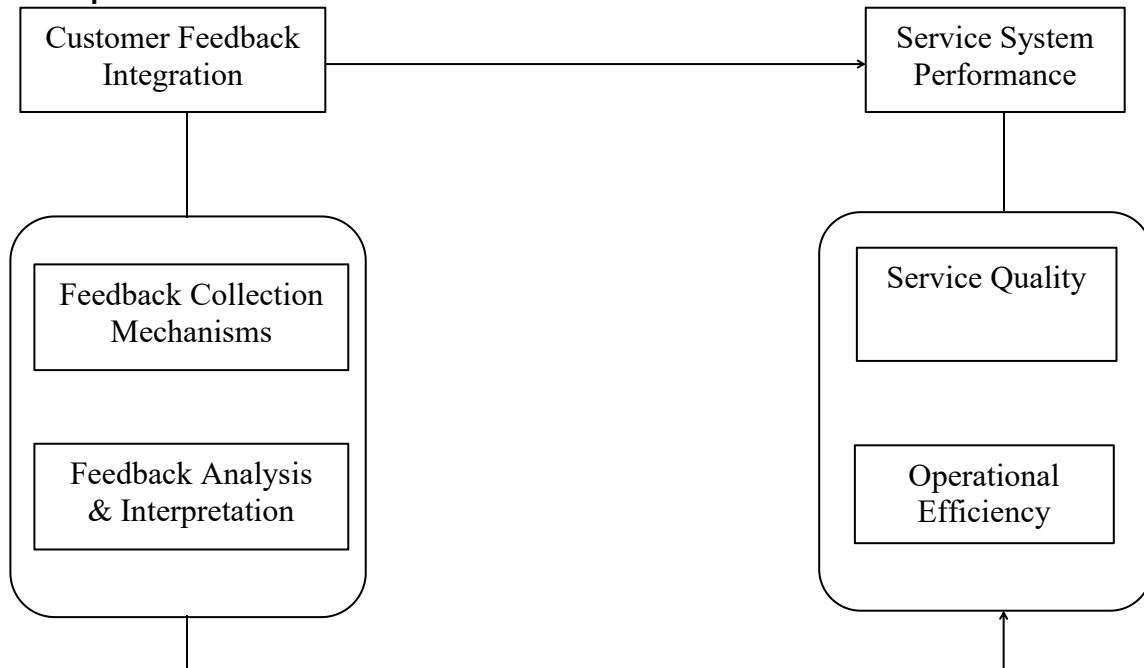


Figure 1: Conceptual Framework

Source: The dimensions of Customer Feedback Integration were adapted from Brady and Cronin (2001), while the measures of Service System Performance were adapted from Neely, Gregory and Platts (1995)

Customer Feedback Integration

Customer feedback integration is about a lot more than just asking them what they think. At its root, it is the intentional process of gathering what consumers say, making sense of it, and actually employing those insights to enhance how a business operates and serves its customers. The essential word is integration – feedback isn't a separate box, it's woven into the decision-making processes that shape how the business functions day to day. When done correctly, customer voices are no longer a courtesy exercise but truly influence strategy, response and the total experience individuals have when they come through the door (Caemmerer & Wilson, 2010). This is supported by research: companies that really embed customer feedback tend to show increases not only in quality of service, but also in customer loyalty, organisational learning and operational performance more generally (Wang, Du, & Olsen, 2018).

But in the Nigerian context, the firms that excel are those who do not merely gather input, but actively implement it to make real improvements in service and the rewards in customer happiness and loyalty are likely to come (Chukwu, 2023, in DataprojectNg, 2024). The difficulty, however, is that many Nigerian companies, notably in the retail space, have disjointed feedback channels that are not adequately linked with their operational systems. The result is uneven analysis, sluggish answers to consumer complaints and a trend where good insights are lost before they ever reach those who could do anything about them (Okeke, 2023, as referenced in DataprojectNg, 2024). Real feedback integration means closing that loop – taking what consumers tell you and feeding it directly into the organisational learning and decision-making channels that drive service improvement.

i) Mechanisms for Collecting Feedback

Feedback gathering systems are the means via which a firm receives what its customers are feeling and thinking. These include classic methods such as suggestion boxes and paper questionnaires, and interactive digital platforms such as mobile surveys, online review systems and social media polls. The effectiveness of these systems is not merely the fact of their presence, but also their accessibility, the representativeness of the responses that they collect and the speed with which the data they generate may be acted upon. Digital solutions have a specific benefit here: they can capture input in real time, making it much more actionable than comments collected days or weeks after the fact (Wang et al., 2018).

Research on product and service systems has demonstrated that more sophisticated gathering tools, for example mobile applications and satisfaction-importance assessments, greatly improve the quality and usability of the collected data (Customer Feedback Gathering and Management Tools, 2018). In a shopping mall environment these might be customer satisfaction surveys at exit points, interactive kiosks, QR codes linked to brief online surveys or monitoring social media participation for patterns in customer mood. The benefit of employing various mechanisms is that each one captures a different slice of the client experience, and collectively they generate a more complete and reliable picture, which results in better service system decisions (Mourtzis et al., 2018).

ii) Analysis and interpretation of feedback

Feedback is one thing. Understanding what it's genuinely saying is a whole other

challenge. Feedback analysis and interpretation is the process of sifting through the raw data – sorting it, discovering trends, pulling out themes – and turning what can sometimes be a noisy, overwhelming volume of consumer replies into clear, actionable insights that can inform meaningful decisions. The analytical toolkit for this comprises content analysis, sentiment analysis, trend extraction, theme coding and other techniques.

The rigour exercised at this stage is rather important. Specifically, open-ended responses and unstructured feedback require thoughtful management – without the proper analytical approach it is easy to miss what customers are truly saying or worse, draw the wrong conclusions and design service changes that do not address the real problem (Customer Feedback Gathering and Management Tools, 2018). This is the connection between data and action, turning what consumers have told us into operational and service enhancements that they may ultimately experience. When done poorly—or not done at all—the consequences tend to manifest as service strategies that are off-target and real improvement possibilities that go unnoticed.

Service System Performance

What does the performance of the service system really come down to? It's a fundamental question: Does the service actually deliver, and does it deliver reliably enough that consumers can bank on it every time they walk in? It's not just about doing it right some of the time, it's about the whole range of things that customers notice and think about silently, such as how quickly someone serves them, whether the business delivers on its promises, whether the experience feels consistent across visits, whether it all hangs together in a way that feels intentional rather than accidental. A

service system that lives up to its name doesn't just satisfy today's customer—it keeps its eyes open to how expectations are changing and adjusts before the gap between expectation and reality becomes an issue. In retail this is played out in the most direct way conceivable, consumers who feel they are consistently well serviced come back and those who do not find somewhere else to go (Caemmerer & Wilson, 2010). So service system performance is not a box you tick. It is something you sustain. It lives or dies on how well an organization actually responds to what its customers are telling it.

i) Quality of Service

Service quality is fundamentally about the gap – or the absence of one – between what a customer expects when they walk in and what they actually experience when they walk out (Parasuraman, Zeithaml, & Berry, 1988). The SERVQUAL model is the standard framework for measuring this and breaks service quality into five dimensions: reliability, responsiveness, assurance, empathy and tangibles. Each dimension captures something different about the customer experience, and collectively they give a reasonably thorough picture of what a customer is weighing up – consciously or not – every time they connect with a service provider.

In Nigeria, the trend is the same: service excellence has a way of driving happiness and loyalty that is difficult to bypass. Research into Nigerian retail sector found efficient and effective service delivery among the most powerful forces keeping customers loyal (Adeyemi, 2025). Closer to home, studies in Port Harcourt tell a similar narrative – in hospitality, fast food, and related industries, service quality consistently defines client satisfaction and their likelihood of return (Nwuche, 2026). There is little reason to suppose retail is any different.

ii) Operations Efficiency

Operational efficiency is what goes on behind the scenes -- and customers experience it even if they can't name it. It's whether a service operation can reduce waste, manage expenses and maintain its operations functioning effectively without jeopardising the quality of what gets delivered (Liu & Chen, 2022). When efficiency is truly woven into the fabric of how a business runs, services are delivered quickly, accurately, and consistently, to the point that it no longer feels like a pleasant surprise, but rather the expected experience. Studies demonstrate that companies that are able to connect customer input with their own processes tend to outperform those that don't – they provide more reliably, adjust quicker, and manage their resources more effectively (Chavez, Yu, Gimenez, Fynes, & Wiengarten, 2015).

The practical scope of operational efficiency is broader than it seems. It determines the length of queues, the deployment of workers, the time taken to resolve complaints and the matching of resources to demand – all things that customers experience without necessarily thinking about them directly. When feedback is really embedded in operational improvement processes – rather than in a report that no one acts on – it is one of the sharpest tools to diagnose precisely where things are slowing down or breaking down, and to solve those issues before they quietly erode the service experience customers came for.

Empirical Review

Caemmerer and Wilson (2010) studied what really occurs to service quality when organisations implement systematic feedback mechanisms into their operations. Their data came from 417 full-service hotels across the United States. The study used a

longitudinal archival methodology, following many years of operational data with customer service quality assessments and internal management measurements to trace the development of feedback loops and their outputs over time. What we found was a fairly clear pattern: hotels with organised, well-implemented feedback gathering systems were consistently better positioned to reinvest in their internal processes and to achieve real service quality improvements. The study looked at hotels, not retail malls, but the fundamental dynamic it revealed—that deliberate feedback mechanisms lead to better service outcomes over time—translates easily across service contexts.

Demirel (2022) tackled the subject from a different point of view and studied digital customer relationship management systems and the role of customer data analysis on service quality results. The data was collected from a survey of 405 digital service consumers in Kocaeli province in Turkey and analysed by employing structural equation modelling using 350 completed questionnaires. The results indicated that service quality parameters influenced by customer data (which is basically a kind of feedback analysis and interpretation) had considerable positive impacts on customer satisfaction. While the context was digital CRM rather than physical retail, the essence is relevant: organisations that are truly capable of analysing and interpreting customer feedback are better able to align their offerings with customer desires, and this alignment is reflected in customer perceptions of service quality.

Ogunmuyiwa and Agbaje (2023) brought the discussion closer home in the Nigerian context by investigating customer centricity and operational effectiveness among fast moving consumer goods enterprises in Ogun State. The researchers

used descriptive survey design with maximum variance sampling to collect varied customer experiences. Structured questionnaires were presented to customers of selected FMCG companies and data was analysed using ordinary least squares regression. Their results indicated that customer integration, defined as systematic consumer input, was significantly and positively related to operational performance. Companies that collected customer input in a systematic fashion were much better able to change their procedures and improve operational results, implying that feedback gathering is a tangible efficiency driver, not merely a nice gesture.

Chavez, Yu, Gimenez, Fynes and Wiengarten (2015) provide a deeper insight into the relationship between customer integration and operational performance by investigating the function of information quality as a mediator in the relationship. The researchers tested their assumptions using data from several companies and ordinary least squares regression to examine the effects of customer integration, including feedback processing, on operational performance in four areas: quality, delivery, flexibility, and cost. Some of the proposed links were partially confirmed, but the overall conclusion was that organisations that can comprehend and use consumer feedback

likely to have greater levels of operational efficiency. The study indicated that performance increases are mediated by the quality of information gained from feedback – something that emphasises the point that the collection of feedback is only as good as the organization’s capacity to make meaningful sense of it.

Methodology

This study adopted a cross-sectional survey research design. The design is appropriate because it enables the collection of data from respondents at a single point in time to examine relationships among variables. The population covered 2,400 regular customers of major shopping malls in Port Harcourt, including visitors to malls such as MarketSquare, NEXT Cash and Carry, Shoprite, Hypercity, and SPAR Mall (Port Harcourt Mall). Using the Taro Yamane (1967) formula, the sample size was 343 respondents. A systematic sampling technique was adopted. Every 7th exiting customer was approached to participate after an initial random start, ensuring unbiased representation across different time periods and mall sections. Primary data were collected using a structured questionnaire on a 4-point Likert scale. Data were analysed using SmartPLS implementing Partial Least Squares – Structural Equation Modelling (PLS-SEM).

Table 1: Reliability Test

	Cronbach's Alpha	Composite Reliability
Feedback Collection Mechanisms	0.846	0.886
Feedback Analysis & Interpretation	0.934	0.949
Service Quality	0.781	0.858
Operational Efficiency	0.933	0.947

All constructs recorded Cronbach’s Alpha and Composite Reliability values above the 0.70 threshold, indicating high internal consistency reliability of the measurement items.

Table 2: Validity Test

	AVE	FAI	FCI	OEY	SQY
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FAI	0.790	0.889			
FCI	0.614	0.534	0.784		
OEY	0.783	0.334	0.324	0.885	
SQY	0.559	0.043	0.342	0.010	0.748

Where: Feedback Analysis & Interpretation = FAI; Feedback Collection Mechanisms = FCI; Operational Efficiency = OEY; Service Quality = SQY

All AVE values exceed 0.50, confirming convergent validity. The square roots of AVE (diagonal values) are greater than inter-construct correlations, satisfying the Fornell–Larcker discriminant validity criterion.

Analysis and Discussion

Questionnaire Distribution and Retrieval Frequency

Out of 343 questionnaires distributed only 309 were valid after data screening, representing a 90% response rate.

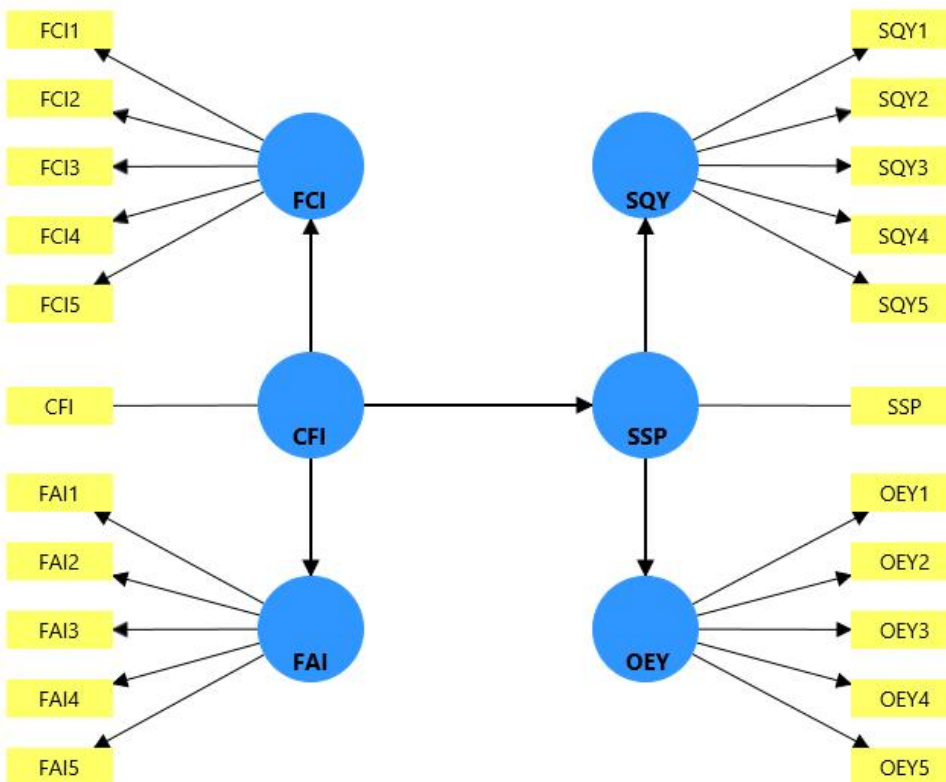


Figure 2: Research Model

The model illustrates direct paths from customer feedback integration dimensions to service system performance measures. Where: Customer Feedback Integration = CFI;

Feedback Collection Mechanisms = FCI; Feedback Analysis & Interpretation = FAI; Service System Performance = SSP; Service Quality = SQY; Operational Efficiency = OEY.

Hypotheses Testing

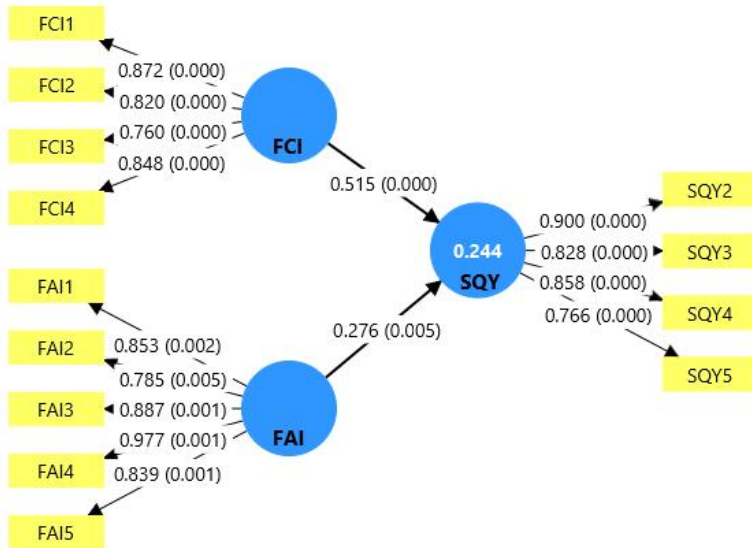


Figure 3: Hypotheses 1 and 2

Ho₁: There is no significant relationship between feedback collection mechanisms and service quality of shopping malls in Port Harcourt, Nigeria.

Ho₂: There is no significant relationship between feedback analysis & interpretation and service quality of shopping malls in Port Harcourt, Nigeria.

Structural model testing of Hypotheses 1 and 2 yielded obvious and relevant findings. The path from Feedback Collection Mechanisms to Service Quality had a standardised coefficient of 0.515 and p-value of 0.000; this is a robust and statistically significant positive association with little ambiguity. Port

Harcourt shopping malls that invest in efficient feedback collecting are yielding greater service quality in quantitative terms as a result. Ho₁ is therefore rejected. The path from Feedback Analysis and Interpretation to Service Quality was equally important (coefficient = 0.276, p = 0.005). The effect is not as strong as that of collecting, but it is nevertheless substantial. Systematic analysis and interpretation of what customers say does contribute favourably to service quality outcomes, and so Ho₂ is rejected. Taken together these two studies make a strong case that if a mall is serious about the quality of service it gives, then neither collecting feedback nor analysing it should be viewed as optional.

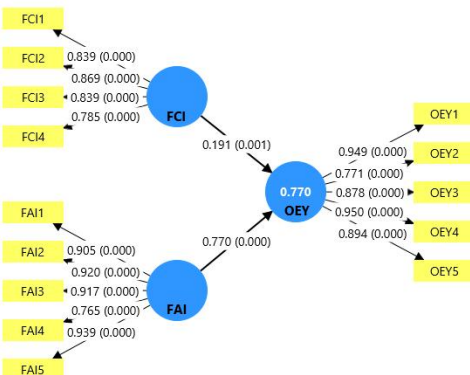


Figure 4: Hypotheses 3 and 4

Ho₃: There is no significant relationship between feedback collection mechanisms and operational efficiency of shopping malls in Port Harcourt, Nigeria.

Ho₄: There is no significant relationship between feedback analysis & interpretation and operational efficiency of shopping malls in Port Harcourt, Nigeria.

Figure 4 presents the structural equation model used to test Hypotheses 3 and 4. The standardized path coefficient from Feedback Collection Mechanisms (FCI) to Operational Efficiency (OEY) was 0.191 ($p = 0.001$), indicating a statistically significant but relatively weak positive relationship. This result leads to the rejection of Ho₃, suggesting that while feedback collection mechanisms contribute to operational efficiency, their effect is modest. In contrast, the path from Feedback Analysis & Interpretation (FAI) to Operational Efficiency (OEY) was much stronger, with a coefficient of 0.770 ($p = 0.000$). This highly significant relationship supports the rejection of Ho₄, demonstrating that systematic analysis and interpretation of customer feedback substantially enhance operational efficiency in shopping malls in Port Harcourt. Overall, these findings emphasize that while collecting feedback is important, the deeper value lies in how feedback is analyzed and applied to improve operational processes.

Discussion of Findings

Ultimately, the study finds that integrating consumer input is not a marginal issue for retail malls in Port Harcourt. It is one of the more straightforward levers that may be used to enhance the performance of those malls at a service level. The evidence

across all four hypotheses points in the same direction, and each finding adds a unique layer to that bigger picture.

The connection between feedback processes and service quality involves something that might appear almost psychological but has very substantial operational implications. When clients are given simple, organised ways to give feedback – via digital surveys and chatbots, digital kiosks or other touchpoints in the mall – they are not only giving data. They're getting the sense that mall management is listening, that their experience counts, that maybe something will happen with what they say. That perception directly influences their evaluation of the service: how reliable they think the mall is, how responsive they think the staff is, and how confident they feel about the overall experience. Caemmerer and Wilson (2010) demonstrated that the same is true: structured feedback systems do not merely gather information, they change quality perceptions in ways that translate into quantitative outcomes.

The finding on feedback analysis and interpretation and service quality puts an important caveat on that image. It is vital to give clients a route to talk, but not sufficient. What really drives service improvement is what management acts with what it hears. When analysed and interpreted appropriately, complaints, recommendations and patterns in customer responses create a roadmap for targeted action – guiding decisions about workforce levels, cleanliness standards, facility upkeep, security and quality of customer service. As Demirel (2022) explains, “the analytical step is the one that unlocks the real value of the service, and without it, the feedback loop never fully closes.

The link between feedback gathering and operational effectiveness uncovers a dimension that is frequently undervalued. Feedback not only helps to shape how customers feel about a service it is also a practical intelligence tool for identifying where operations are breaking down. Long waits, delayed responses to your enquiry, bad parking management, disorderly crowd control these are the inefficiencies that customers see and tell you about, often without being asked. When management listens to these signals, they can respond with improved time management, wiser staffing and a better use of resources. A similar dynamic was seen by Ogunmuyiwa and Agbaje (2023) in Nigerian FMCG enterprises where customer integration was proven to boost operational performance at all points.

The most powerful finding from the study, however, was the link between feedback analysis and interpretation and operational efficiency — and it's worth lingering over what that means in reality. When rigorously interpreted, instead of skimmed, customer data provides management with something truly powerful: an unvarnished view of where processes can be streamlined, where waste is accumulating, where redundancies are slowing things down and where coordination between different areas of the mall's operation is breaking down. According to Chavez et al. (2015), it is the quality of insight from customer input that eventually leads to operational advantages. The outcomes of this study across Port Harcourt retail malls directly corroborate this conclusion. The common theme across all four findings is that it is the entry point, but the real value that walks through it is dependent on the quality of analysis and the willingness to act on what it exposes.

Conclusion

The purpose of this study was to answer a quite focused issue, does the way in which customer feedback is collected and handled by shopping malls in Port Harcourt actually impact their performance? The answer, supported by the empirical results of PLS-SEM analysis is a clear yes. The findings elaborate not just on whether feedback integration matters but how and where it matters most.

The study reveals that feedback gathering systems are the basis for the whole process. When customers have channels that are available, visible and easy to use to share their experiences and concerns, something essential happens on both sides of the transaction. That perception, in turn, influences how customers judge the quality of the care they receive. However, when customers start to see the mall as truly caring and client centred. But such processes also create a constant stream of operational intelligence — genuine information about where service is lacking, where staff deployment needs to be adjusted, and where facilities are not fulfilling expectations. In other words, collection is more than just capturing thoughts; it's creating the raw material for operational change.

But the more striking conclusion of the study is what happens — or doesn't happen — once the feedback arrives. Feedback analysis and interpretation become the essential link in the chain, the most powerful predictor of both service quality and operational efficiency regardless of the overall analysis. But raw customer opinions, no matter how many of them there are, don't fix anything. The question of whether feedback integration delivers on its promise is really whether we can process that data in an organised way, see what patterns are

emerging, and translate those patterns into decisions managers can act on. Malls that are good at this don't just react to individual complaints; they construct a decision-making architecture that is always guided by consumer experience.

The outcome of this study is simple but of great significance. Shopping malls in Port Harcourt that take feedback integration seriously – building structured collection systems and investing in genuine analytical capability – are meaningfully better positioned to deliver high-quality, efficient service. It's not a customer relations exercise to include client comments. When used correctly it is a strategic management tool that enhances the customer experience while making internal operations sharper and more responsive. The best part is that it generates a self-reinforcing cycle – a never-ending loop of improvement. What clients tell you drives the refinement of your service. That leads to operational improvements. And the performance just keeps getting better.

Recommendations

- i.* Shopping malls should invest in diverse and accessible feedback collection channels (e.g., digital surveys, suggestion boxes, social media monitoring). This ensures that customer voices are consistently captured, thereby improving service quality responsiveness.
- ii.* Mall management should establish a Feedback Analytics Unit equipped with simple data analysis tools (e.g., dashboards, sentiment summaries, trend charts). Staff training in data-driven decision-making will help translate customer insights into tangible service improvements.
- iii.* Malls should streamline feedback collection processes to reduce

redundancy and improve efficiency. Automated systems can help minimize manual errors and speed up response times.

- iv.* Management should incorporate analysed feedback data into quarterly operational performance reviews. By linking feedback insights directly to operational KPIs, malls can reduce waste, eliminate service bottlenecks, and optimise resource utilisation.

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