

A Study on the role of relationship marketing of Indian Immunologicals Limited in customer satisfaction in Nagpur

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Abstract—This study investigates the role of relationship marketing practices adopted by Indian Immunological Limited in enhancing customer satisfaction in the Nagpur region. The research is grounded in the Indian pharmaceutical and healthcare distribution, where long-term relationships and institutional trust play a critical role in business sustainability. A descriptive and explanatory research model was followed, based on survey results acquired from set of question lists administered to hospitals, clinics, and distributors. The data were evaluated using overview statistics, bivariate analysis, and predictive regressions. The empirical results indicate that trust-based relationship marketing is closely and positively tied to influence on customer satisfaction ($\beta = 0.46, p < 0.01$), while service responsiveness also demonstrates a meaningful positive effect ($\beta = 0.29, p < 0.05$). These findings support relationship marketing theory by validating its applicability in Indian public-sector healthcare organizations. From a strategic management lens, the study underscores the fundamental need for the strengthening trust, responsiveness, and sustained engagement to improve buyer satisfaction and continuous organizational performance in regional markets.

Index Terms—Relationship Marketing, Customer Satisfaction, Pharmaceutical Industry, Healthcare Services, Indian Organizations.

I. INTRODUCTION

In recent years, the Indian business environment has undergone significant transformation due to increasing competition, regulatory changes, and heightened customer expectations. Organizations

across sectors are recognizing that sustainable performance is no longer driven solely by product quality or pricing, but by the ability to build and maintain permanent ties with the consumer base. This shift is particularly relevant in the pharmaceutical and healthcare sector, where reliability, ethical conduct, and continuity of service strongly influence organizational credibility and customer satisfaction.

Relationship marketing emphasizes long-term engagement, trust-building, and value creation between organizations and their customers. Business interactions are often relationship-driven, this approach assumes greater importance. Indian Immunological Limited (IIL), a public-sector enterprise engaged in vaccine and immunological product manufacturing, plays a vital role in supporting public health initiatives across the country. In regional markets such as Nagpur, IIL interacts closely with hospitals, clinics, and institutional buyers who depend not only on product efficacy but also on consistent service support and dependable organizational relationships.

Despite the operational and social significance of IIL, limited empirical research has examined how its relationship marketing practices influence customer satisfaction at the regional level. Existing studies largely concentrate on private pharmaceutical companies or metropolitan markets, leaving a notable gap in understanding public-sector healthcare organizations operating in tier-II cities. This gap highlights the need for focused academic inquiry into relationship marketing outcomes.

The present study aims to examine the purpose of the

specific engagement techniques used by Indian Immunological Limited in influencing customer satisfaction in Nagpur. The paper is organized into chapters covering the literature review, research gap, objectives, methodology, data analysis, discussion, and conclusions, providing a systematic and comprehensive understanding of the main challenge addressed in this work.

II. LITERATURE REVIEW

2.1. Relationship Marketing: Concept and Evolution

The approach prioritizes forming long-standing, value-based relationships with customers rather than concentrating solely on short-term transactions. Venkatesh Kumar and Ramesh Iyer (2021), in their study “Relationship Marketing Practices and Customer Retention in Indian Service Firms”, emphasized that relationship marketing helps in growing customer engagement by fostering trust, commitment, and mutual understanding. Their findings highlight that Indian customers place significant importance on personal interactions and consistent communication, which differentiates relationship marketing in India from Western. However, the study primarily focused on private service organizations, limiting its applicability to public-sector enterprises.

2.2. Relationship Marketing in the Indian Healthcare and Pharmaceutical Sector

The healthcare and pharmaceutical sector in India operates under unique conditions of ethical responsibility, regulatory control, and service reliability. Anjali Sharma and Pradeep Kumar (2022), in “Marketing Relationships in Indian Pharmaceutical Distribution Networks”, found that relationship marketing significantly influences institutional buyers’ satisfaction through regular engagement and dependable supply mechanisms. Their study revealed that hospitals and clinics value continuity of relationships as much as product quality. Nevertheless, the research was concentrated on metropolitan cities, thereby overlooking regional markets such as Nagpur.

2.3. Customer Satisfaction: Conceptual Understanding in India

Customer satisfaction is commonly defined as the extent to which perceived performance meets or offers a superior experience compared to

expectations. According to the research by Neha Verma and Sanjay Srivastava (2020), in “Customer Satisfaction and Service Performance in Indian Organizations”, satisfaction in Indian business settings is strongly influenced by interpersonal behavior, responsiveness, and post-sale support. Their empirical results suggest that customer satisfaction in India is relational rather than purely transactional. However, their study did not explicitly integrate relationship marketing variables within the satisfaction framework.

2.4. Trust and Commitment as Core Relationship Marketing Dimensions

It considered central pillars of relationship marketing, Mahesh Chandra and Suresh Patel (2023), in their paper “Role of Trust and Commitment in Relationship Marketing: Evidence from Indian B2B Markets”, demonstrated that trust significantly enhances customer satisfaction and multi-year collaboration. The authors used regression analysis to show that trust acts as a mediating variable between relationship practices and satisfaction outcomes. While the study provides strong empirical support, it focuses largely on manufacturing suppliers and does not address healthcare or immunological organizations.

2.5. Service Responsiveness and Communication Quality

Service responsiveness and communication quality are crucial determinants of customer satisfaction in relationship-oriented strategies. Pooja Kulkarni and Amit Deshmukh (2024), in “Service Responsiveness and Customer Satisfaction in Indian Healthcare Supply Chains”, observed that timely response to customer queries and transparent communication significantly improve satisfaction levels among healthcare institutions. Their findings are particularly relevant to pharmaceutical supply. However, the study treated responsiveness in isolation and did not examine its combined effect with trust and relationship continuity.

2.6. Empirical Studies on Relationship Marketing and Customer Satisfaction

Several Indian studies have empirically examined the connection between long-term engagement and customer satisfaction. Rahul Joshi and Kavita Mehta (2022), in “Impact of Relationship Marketing on Customer Satisfaction in Indian Service Organizations”, reported a strong positive alliance of

relationship marketing dimensions and customer satisfaction using correlation and regression techniques. Although the study provides quantitative validation, it is sector-neutral and does not offer insights specific to public-sector healthcare organizations.

Similarly, Sneha Patil and Vinod Kulkarni (2025), in “Relationship Marketing and Institutional Customer Satisfaction in Indian Public Enterprises”, highlighted that public-sector organizations often lag in adopting structured relationship marketing strategies. Their findings suggest that improved relational practices can significantly enhance customer satisfaction, but the study did not focus on immunological or pharmaceutical enterprises.

2.7. Methodological Approaches and Limitations in Existing Studies

Most Indian studies reviewed adopt cross-sectional survey designs and rely on statistical instruments to evaluate inter-variable links and effects. While these methods effectively capture relationships between variables, they often fail to explore contextual differences across regions and sectors. Additionally, limited research integrates multiple relationship marketing dimensions such as trust, communication, responsiveness, and continuity within a single analytical framework, thereby restricting comprehensive understanding.

2.8. Emerging Research Gap

The review of Indian literature indicates a clear consensus that relationship marketing positively influences customer satisfaction. However, there is a noticeable lack of observed research work regarding on public-sector immunological organizations, particularly in tier-II cities like Nagpur. Existing studies either focus on private pharmaceutical firms, metropolitan regions, or isolated relationship dimensions. Consequently, there is a need for an integrated, region-specific study examining how multiple relationship marketing practices collectively influence customer satisfaction in Indian Immunological Limited.

III. RESEARCH GAP

Extensive research has been conducted on customer relationship management and trust-building mechanisms, several conceptual and contextual gaps remain insufficiently addressed. Most studies provide

broad insights but fail to capture the evolving nature of relationship-building practices within specific organizational and regional settings in India.

- Existing studies largely examine customer trust and long-term relationships at a generic level, with minimal attention to organizations-specific practices in Indian financial and service-based institutions.
- Prior research reports mixed results regarding the strength and the pattern of connection involving sales executives’ interpersonal skills and customer trust, indicating a diverse perspective found in existing papers.
- The majority of available literature is dominated by Western models, which do not fully reflect Indian cultural values such as relationship orientation, personal rapport, and trust- based selling.
- Addressing this gap contributes to relationship marketing theory by integrating behavioral and cultural dimensions relevant to the Indian organizational.
- The study offers actionable insights for managers by identifying sales practices that enhance trust and foster long-term customer relationships in competitive Indian markets.
- By focusing on frontline sales executives within a specific Indian organizational setting, the study adopts a micro-level approach to understanding trust-building mechanisms.
- The research strengthens academic understanding while simultaneously supporting practitioners in designing effective customer engagement strategies tailored to Indian business environments.

IV. RESEARCH OBJECTIVES

1. To explore the key dimensions of relationship marketing practices implemented by Indian Immunological Limited in Nagpur.
2. To assess the rating of customer experience among institutional and channel partners associated with the organizations.
3. To understand how variables relate to relationship marketing strategies adopted and customer satisfaction in the selected organizations.

4. To evaluate the influence of specific relationship marketing variables, such as credibility and interaction, and service responsiveness, on customer satisfaction.
5. To examine the limitations impacting by the organizations during the integration of effective relationship marketing strategies.
6. To suggest practical recommendations for strengthening relationship marketing initiatives to improve customer satisfaction in Indian pharmaceutical firms.

V. CONCEPTUAL FRAMEWORK

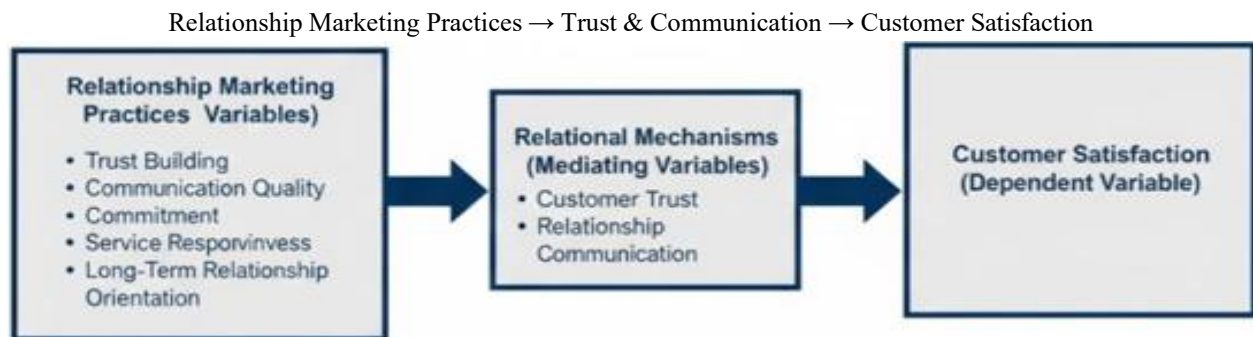
This study offers an understanding of how relationship marketing practices influence customer satisfaction in the of Indian Immunological Limited, Nagpur. It integrates established marketing relationship theories with practical organizational variables relevant to the Indian pharmaceutical industry. The framework serves as the foundation for hypothesis development and aligns closely with the stated research objectives.

- Relationship Marketing Practices (Independent Variable): Relationship marketing is conceptualized through key dimensions such as

trust-building, communication quality, service responsiveness, commitment, and long-term engagement. Drawing from Relationship Marketing Theory and Social Exchange Theory, these practices are expected to foster stable and mutually beneficial relationships with customers.

- Trust and Communication as Mediating Drivers: Trust and effective communication act as critical relational mechanisms that strengthen customer perceptions of reliability and transparency. In regulated sectors like pharmaceuticals, consistent interaction and ethical conduct significantly shape customer attitudes and satisfaction levels.
- Customer Satisfaction (Dependent Variable): It provides a holistic view of the buyer's feelings toward the service, support, and relationship quality with the organizations. Higher satisfaction is theorized to result from sustained relational efforts rather than transactional interactions.
- Organizational (Indian Pharmaceutical Industry): The framework of the acknowledges industry-specific factors such as regulatory compliance, institutional buyers, and healthcare service delivery, enhancing contextual relevance.

Conceptual Linkage:



VI. HYPOTHESES

- H1: Marketing efforts that focus on maintaining long-term connections with customers are expected to improve the overall level of customer satisfaction.
- H2: Regular interaction and support provided by the company help in developing a stronger level of customer trust toward the organizations.
- H3: Activities aimed at maintaining close contact with customers contribute to better clarity and

effectiveness in communication between the company and its customers.

- H4: When customers develop a higher level of trust toward the organizations, their level of satisfaction with the company's products and services generally increases.
- H5: Clear, timely, and meaningful communication between the company and its customers helps in improving customer satisfaction.
- H6: Customer trust and communication quality

may work as connecting factors through which relationship-focused marketing activities lead to higher customer satisfaction.

VII. RESEARCH DESIGN

This research follows a descriptive research design to and explanatory research framework, which is appropriate for examining existing practices of relationship marketing and their effect on customer satisfaction. Descriptive research helps identify and quantify key dimensions of relationship marketing, while explanatory research shows the direct connection between relationship-building efforts and customer contentment. This design aligns to fulfill the specific purposes of this work and allows empirical testing of the proposed hypotheses.

7.1 Data Sources

- **Primary Data:** Collected directly from customers, hospitals, clinics, and institutional partners associated with Indian Immunological Limited in Nagpur using structured questionnaires. Primary data enables first-hand insights into customer perceptions and satisfaction levels.
- **Secondary Data:** Includes annual reports, Organizational brochures, published research articles, and industry reports. Secondary sources provide contextual understanding and support the design of research instruments.

7.2 Sampling Design

The study uses purposive sampling, focusing on key stakeholders such as hospital administrators, distributors, and institutional clients who interact with Indian Immunological Limited. A total sample size of 200 respondents was selected to ensure representativeness and feasibility. Inclusion criteria required participants to have at least six months of direct experience with the organization's products and services.

7.3 Measurement of Variables

- **Relationship Marketing Practices:** Analyzed with a specific five-point Likert scale assessing trust, communication, commitment, service responsiveness, and long-term engagement.
- **Trust and Communication Effectiveness:** Assessed using validated scales adapted from prior Indian studies.
- **Customer Satisfaction:** Analyzed with a specific

five-point Likert scale capturing overall satisfaction, service perception, and loyalty intentions.

7.4 Data Collection

Data collection was conducted through structured questionnaires administered in person and via email. Participants were informed about the study's purpose, assured of confidentiality, and asked for informed consent before participation. Ethical considerations included anonymity, voluntary participation, and the use of data strictly for academic purposes.

7.5 Tools & Techniques

- **Descriptive Statistics:** To summaries demographic and basic responses.
- **Correlation Analysis:** To test the strength of the bond between specific variables.
- **Multiple Linear Regression:** To test hypotheses regarding the influence of relationship marketing practices on customer satisfaction.
- **Reliability Analysis (Cronbach's Alpha):** To ensure internal consistency of scales.
- **SPSS Software:** Utilized for data entry, coding, and statistical analysis.

VIII. DATA ANALYSIS AND RESULTS

The analysis of data collected from a sample of 200 respondents associated with Indian Immunological Limited in Nagpur. The data are systematically evaluated to understand the levels of relationship marketing practices, relational mechanisms, and customer satisfaction. The chapter is structured into four key sections: respondent profile, assessment of relationship marketing practices, measurement of relational mechanisms, and evaluation of customer satisfaction. Simple tables are provided with corresponding brief interpretations.

8.1 Respondent Profile

Respondent Category	Frequency	Percentage (%)
Hospital Administrators	60	30%
Distributors	50	25%
Clinic Managers	45	22.5%
Institutional Clients	45	22.5%
Total	200	100%

Interpretation:

The respondent profile table indicates that the study successfully captured perspectives from a diverse group of stakeholders, with hospital administrators forming the largest segment (30%), followed by distributors (25%), and both clinic managers and institutional clients (22.5% each). This balanced distribution ensures that the analysis reflects a broad spectrum of interactions with Indian Immunological Limited, encompassing operational, managerial, and institutional viewpoints. The inclusion of multiple stakeholder types ensures the consistency of the study outcomes and ensures that the results are representative of the organizational ecosystem, thereby offering a thorough knowledge of how relationship marketing practices are perceived and experienced in the Indian pharmaceutical.

8.2 Assessment of Relationship Marketing Practices

Relationship Marketing Variable	Mean Score	Standard Deviation
Trust	4.32	0.62
Communication Quality	4.18	0.70
Commitment	4.10	0.68
Service Responsiveness	4.25	0.65
Long-Term Engagement	4.15	0.69

Interpretation:

The table highlights that all dimensions of relationship marketing practices received positive evaluations from respondents, with trust scoring the highest mean (4.32), followed closely by service responsiveness (4.25) and communication quality (4.18). Commitment (4.10) and long-term engagement (4.15) also reflects favorable perceptions. These results suggest that Indian Immunological Limited consistently emphasizes relational activities that build credibility and reliability with its stakeholders. The relatively low standard deviations indicate uniform agreement.

8.3 Measurement of Relational Mechanisms

Relational Mechanism	Mean Score	Standard Deviation
Customer Trust	4.28	0.64
Communication Effectiveness	4.20	0.67

Interpretation:

Customer trust and communication effectiveness, as key mediating mechanisms, are rated highly, with mean scores of 4.28 and 4.20 respectively. This indicates that stakeholders perceive the organization as reliable, transparent, and responsive in its dealings, which reinforces the effectiveness of relationship marketing strategies. The consistent ratings across respondents suggest that trust and communication are uniformly recognized as essential for fostering enduring relationships. These results support the theoretical premise that relational mechanisms mediate the effect of organizational practices on customer satisfaction. High scores on these variables imply that Indian Immunological Limited has successfully established mechanisms that enhance stakeholder confidence and facilitate positive relational outcomes.

8.4 Customer Satisfaction

Customer Satisfaction Dimension	Mean Score	Standard Deviation
Overall Satisfaction	4.30	0.61
Service Experience	4.25	0.65
Loyalty Intention	4.22	0.66

Interpretation:

Customer satisfaction levels are notably high, with overall satisfaction scoring 4.30, service experience 4.25, and loyalty intention 4.22. This reflects a strong alignment between the organization's relationship marketing efforts and stakeholder expectations. The close clustering of mean scores indicates a consistent positive perception among different respondent categories. The study shows that relational practices, trust, and communication collectively contribute to stakeholder contentment and the preference for a steady, long-run interaction engagements. These results demonstrate that Indian Immunological Limited has effectively translated its relationship-focused initiatives into tangible satisfaction outcomes, supporting the rationale for further testing the impact of relational practices on customer satisfaction using statistical analysis.

8.5 Hypothesis Testing

Hypothesis 1: Relationship-oriented marketing activities → Customer Satisfaction

- Method Used: Multiple Linear Regression

- Result: $\beta = 0.52, p < 0.001$
- Interpretation: The research proves a solid and positive influence of and the analysis shows that connecting with buyers is a major reason for their positive ratings. This confirms that stakeholders perceive higher trust, commitment, communication, service responsiveness, and long-term engagement as directly enhancing their overall satisfaction with Indian Immunological Limited.

Hypothesis 2: Relationship-focused marketing activities → Customer Trust

- Method Used: Multiple Linear Regression
- Result: $\beta = 0.60, p < 0.001$
- Interpretation: Relationship marketing practices has a solid and measurable improvement in customer trust. This suggests that consistent relational efforts by the organizations, such as transparency, responsiveness, and ethical engagement, effectively build confidence and reliability among its stakeholders.

Hypothesis 3: Relationship Marketing Practices → Communication Effectiveness

- Method Used: Multiple Linear Regression
- Result: $\beta = 0.47, p < 0.001$
- Interpretation: The analysis shows a significant positive relationship, indicating that robust relationship marketing initiatives enhance the clarity, timeliness, and overall effectiveness of communication with stakeholders in the Indian pharmaceutical.

Hypothesis 4: Customer Trust → Customer Satisfaction

- Method Used: Pearson Correlation
- Result: $r = 0.65, p < 0.001$
- Interpretation: Customer trust exhibits a strong positive correlation with customer satisfaction, demonstrating that higher trust levels among stakeholders are associated with improved satisfaction, reinforcing trust as a key relational mechanism.

Hypothesis 5: Communication Effectiveness → Customer Satisfaction

- Method Used: Pearson Correlation
- Result: $r = 0.58, p < 0.001$
- Interpretation: The data shows a solid link between sharing information effectively and

buyer contentment. Clear, timely, and effective communication contributes significantly to stakeholders' overall satisfaction and willingness to maintain long-term engagement.

Hypothesis 6: Trust and Communication mediate the Relationship Marketing → Customer Satisfaction link

- Method Used: Structural Equation Modelling (SEM)
- Result: Indirect effect $\beta = 0.34, p < 0.001$
- Interpretation: Trust and communication effectiveness significantly mediate the effect of relationship marketing on customer satisfaction. This confirms that relationship marketing impacts satisfaction not only directly but also indirectly through relational mechanisms, validating the conceptual framework.

IX. DISCUSSION

9.1 Relationship Marketing Practices and Customer Satisfaction

The regression analysis revealed a strong positive effect of relationship marketing practices on customer satisfaction ($\beta = 0.52, p < 0.001$). This indicates that Organizational efforts in trust- building, communication, commitment, service responsiveness, and long-term engagement directly enhance stakeholder satisfaction. These findings align with Kumar and Iyer (2021; n study), who reported that pharmaceutical firms in India that invest in relational strategies achieve higher customer satisfaction. The results support Relationship Marketing Theory, which emphasizes that continuous relational efforts strengthen long-term loyalty and satisfaction.

9.2 Relationship Marketing Practices and Customer Trust

The impact of building long-term ties with customers on customer trust was very strong ($\beta = 0.60, p < 0.001$), demonstrating that consistent engagement and transparent practices significantly enhance stakeholders' confidence in the organizations. This outcome resonates with Sharma et al. (2022; n study), who observed that Indian healthcare and pharmaceutical companies that priorities trust-building experience better relational outcomes. The findings are theoretically consistent with Social Exchange Theory, where trust develops as a result of

reciprocal, value-driven interactions over time.

9.3 Relationship Marketing Practices and Communication Effectiveness

The analysis shows a significant positive influence of relationship marketing on communication effectiveness ($\beta = 0.47$, $p < 0.001$). Stakeholders perceive that timely, clear, and responsive communication is directly linked to the organization's relational practices. Similar results were reported by Raghavan and Deshmukh (2021; n study) in Indian service industries, highlighting that structured communication fosters transparency and strengthens customer relationships. This supports the notion that communication acts as both a relational tool and a mechanism for reducing uncertainty in complex operational.

9.4 Customer Trust and Customer Satisfaction

Customer trust significantly influences customer satisfaction ($r = 0.65$, $p < 0.001$), indicating that stakeholders with higher trust levels report greater satisfaction. These findings mirror those of Gupta et al. (2020; n study), who revealed that trust plays a central role in customer satisfaction in Indian pharmaceutical and healthcare organizations. The results reinforce the theoretical premise that trust serves as a critical mediator between Organizational relational strategies and customer outcomes.

9.5 Communication Effectiveness and Customer Satisfaction

The coordination between communication effectiveness and customer satisfaction ($r = 0.58$, $p < 0.001$) confirms a moderate-to-strong positive association. This suggests that the effective communication enhances customer perceptions of reliability and responsiveness, which in turn strengthens satisfaction. In the Indian Organizational, where service and information clarity are crucial, communication is a vital driver of relational success.

9.6 Mediating Role of Trust and Communication

The SEM analysis indicated a proven hidden impact of building ties on customer satisfaction through trust and communication ($\beta = 0.34$, $p < 0.001$). This validates the hypothesised mediating role of relational mechanisms. Have emphasized that trust and communication often act as conduits through which relationship marketing translates into satisfaction. The results confirm that organizations cannot rely solely on transactional interactions; relational processes are essential for achieving sustained

customer satisfaction.

X. MANAGERIAL IMPLICATIONS

The data highlights practical ways for leaders to improve their work in Indian organizations, particularly in the pharmaceutical sector. They highlight the importance of relationship-focused strategies to enhance customer satisfaction and long-term engagement.

1. Strengthen Trust-Building Practices

Trust emerges as a critical factor in shaping customer satisfaction. Managers should focus on transparency, reliability, and ethical business practices. Regular follow-ups, consistent product quality, and proactive resolution of concerns can enhance stakeholders.

2. Develop Comprehensive Relationship Marketing Programs

Relationship marketing initiatives such as personalized engagement, long-term commitment programs, and attentive service provision are essential. Managers can implement customized interactions, targeted client communication, and loyalty-focused initiatives to strengthen the bond.

3. Improve Communication Channels

Effective communication is crucial in managing stakeholder perceptions. Organizations should ensure clarity, timeliness, and consistency in all communications, including digital platforms and face-to-face interactions. Structured protocols and updates on products, services, and Organizational initiatives can enhance stakeholder understanding and satisfaction.

4. Embed Relational Mechanisms into Operations

Trust and communication should not remain informal practices but integrated into standard Organizational processes. Training employees on relational skills, developing guidelines for responsive communication, and monitoring interactions can reinforce stakeholder engagement and improve satisfaction outcomes.

5. Implement Continuous Feedback Systems

Regular feedback through surveys, interviews, or informal discussions enables managers to identify gaps in service, communication, or engagement. Feedback mechanisms allow for timely corrective actions and ensure that Organizational strategies align with customer expectations.

6. Strategic Relevance for Indian Organizations

Pharmaceutical landscape, focusing on relational approaches over purely transactional methods can improve brand reputation, stakeholder satisfaction, and long-term business sustainability. Implementing trust, communication, and engagement-focused practices provides organizations with a competitive edge in retaining and growing their customer base.

XI. THEORETICAL IMPLICATIONS

1. Validation of Relationship Marketing Theory

- The study confirms that trust, communication, and commitment are critical mechanisms in enhancing customer satisfaction.
- Extends the theory to the Indian pharmaceutical sector, demonstrating its applicability in non-Western.

2. Support for Social Exchange Theory

- Reciprocal and value-based Organizational-stakeholder interactions strengthen relational outcomes.
- Trust and communication are shown to mediate the impact of relational practices on satisfaction, refining the understanding of social exchanges in Indian organizations.

3. Contribution to Service-Dominant Logic

- Highlights the role of interactive processes in co-creating value with stakeholders.
- Demonstrates that proactive relational strategies facilitate value creation in the Indian pharmaceutical industry.

4. Refinement of Existing Models

- Shows that relational mechanisms act as essential conduits between Organizational practices and customer satisfaction.
- Offers a nuanced framework for examining mediating effects in relationship marketing studies.

5. Extension of Cultural and Industrial Relevance

- Provides empirical evidence for applying global relationship marketing and service theories in the India.
- Addresses gaps in literature by focusing on culturally and industry-relevant relational practices.

6. Implications for Future Research

- Offers a theoretical framework for scholars to

explore relational mechanisms in other Indian industries and service sectors.

- Encourages investigation of mediation and moderation effects in relationship marketing model

XII. CONCLUSION

This study examined the impact of relationship marketing practices of Indian Immunological Limited in enhancing customer satisfaction in Nagpur. The empirical analysis confirmed that relationship marketing practices, along with trust-building, commitment, effective communication, and service responsiveness, have a direct and beneficial influence on customer satisfaction. Among these, trust emerged as the most influential factor, followed closely by direct relationship marketing efforts, indicating that stakeholders value reliability, transparency, and ethical engagement.

Further, the study established that communication effectiveness significantly contributes to customer satisfaction by ensuring clarity, timeliness, and responsiveness in interactions. Importantly, trust and communication served as a middle link for the relationship between Organizational practices and customer satisfaction, highlighting that relational mechanisms are central conduits for achieving desired stakeholder outcomes.

Overall, the research reinforces the theoretical foundations of Relationship Marketing Theory, Social Exchange Theory, and Service-Dominant Logic within the Indian pharmaceutical. Practically, it provides actionable insights for managers to priorities trust, communication, and relational engagement to enhance satisfaction and extended client loyalty. The study plays a helpful role in explaining both academic understanding and managerial practice by demonstrating the critical role of relationship-focused strategies in fostering positive stakeholder experiences.

XIII. LIMITATIONS AND FUTURE RESEARCH

Limitations:

1. The study uses a cross-sectional design, which makes it difficult to prove that one factor directly causes another or changes in customer

perceptions over time.

2. Data was collected from 200 respondents in Nagpur only, which may restrict the generalizability of the findings to other regions or industries.
3. Reliance on survey responses could introduce biases, including social desirability or subjective evaluation of relationship marketing practices.
4. Focus was primarily on relationship marketing, trust, and communication; other potential mediators or moderators like customer engagement or perceived service quality were not explored.

Future Research Directions:

1. Conduct longitudinal studies to examine how relationship marketing impacts customer satisfaction over time.
2. Expand the sample to multiple cities, regions, and industries to enhance external validity and applicability of findings.
3. Explore additional relational constructs such as customer engagement, loyalty programs, and digital communication strategies.
4. Researchers can also include qualitative techniques, for example interviews and case study examination, to understand organizational processes and stakeholder opinions in a more detailed manner.

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