

THE IMPACT OF CUSTOMER RELATIONSHIP MANAGEMENT ON ORGANIZATIONAL PERFORMANCE

A CASE STUDY OF DANGOTE FLOUR MILL, KANO STATE

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Abstract

In this paper, we investigated the impact of customer relationship management (CRM) on an organisation's performance with the case study of Dangote Flour mill.

CRM (Customer Relationship Management) is widely recognized as a successful method for gathering, evaluating, and transforming important customer data which will help strategic managerial decision making. The theoretical framework discusses CRM evolution, organisational performance concepts, organisational performance, and CRM practices.

The study addressed the research problem by addressing the following research objectives; The goal of this study was to investigate customer relationship management at the Dangote Flour Mill and how it relates to high levels of organizational performance.

In this research, sampling was done using a systematic random sampling technique to select the participating employee from Dangote flour mill, Kano branch. Data was collected in form of both primary and secondary data. According to this thesis, customer relationship management has a positive impact on Dangote flour mill's organizational performance. As a result, the study recommended that organisations should invest in training and developments aimed at fostering long-term customer relationships

Language: English

Keywords: Organizational Performance, Consumer Satisfaction, Electronic Customer Relationship Management (ECRM), Customer Loyalty.

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1 INTRODUCTION

1.1 Background to the study

The major goal and objectives of any business are to satisfy the needs of its customers and, as a result, to encourage repeat business, which leads to increased profitability. One of the determinants impacting an organization's effectiveness or performance is customer relationship management, which is the main focus of our study.

Customers are said to be the heartbeat of any organization, whether it is a global corporation with thousands of staff and a multibillion-dollar turnover or a lone trader with a few customers (Justine, Merlin, & Francis, 2001). In each of these scenarios, the concepts of customer relationship management (CRM) are the same. The diversity of CRM is what makes it so interesting.

Both the customer and the business have an array of criteria to consider while forming a partnership; The business organization must generate a profit to exist and expand, while customers demand good service, a high-quality product, and a great price.

According to (Lo, Stalcup, & Lee, 2010) CRM is a powerful instrument for boosting the organization's effectiveness which includes increased profitability, goodwill, better product, and service delivery. In recent years, questions regarding how businesses connect with their customers have been raised. However, the end result is that many organizations have bad customer interactions, resulting in low-profit margins and loss of goodwill.

Customer relationship management evaluates a company's operation, whether it is a product or service-driven company, and it must encompass every aspect of what they do, from suppliers to end applications, internal personnel to their clients' customers. (Kim B. Y., 2018)

CRM, like any other organizational endeavor, has a single goal: to increase profit. An effective CRM is achieved by providing superior customer service to competitors. CRM increases customer service while simultaneously lowering expenses, waste, and complaints. CRM also enables real-time market research: by establishing lines of communication with customers, therefore, ensuring immediate feedback on the organization's product, services, or performance. This is superior to any market survey.

Customer happiness and satisfaction is a crucial part of CRM that should not be disregarded (Foss, Stone, & Ekinici, 2008).

Customer satisfaction is, without a doubt, critical to the marketing concept's successful implementation. Many companies' mission statements and marketing activities aim to promote customer satisfaction (Almohaimmeed, 2017). The concept of relationship is extremely complex because it cut across several disciplines. However, for the purpose of this thesis, relationship or business relationship can be viewed or described as a distinct form, but related to, concepts such as Enterprise relationship management, consumer behavior, and of course CRM.

Customer relationship management seeks to provide a comprehensive and holistic picture of business relationships and their worth through time, making the many components of business partnerships both visible and measurable (Aileen, Carol, & Michael. , 2005).

Customers would benefit from improved product delivery as a result of the CRM concept's effectiveness and intensity, while the organization would benefit from increased, profitability, customer base and performance. because of the idea's effectiveness and intensity (Aileen, Carol, & Michael. , 2005).

Customers are viewed as the most crucial component of all marketing efforts in today's business world, and CRM has become a major issue for marketing strategy (Auka, 2012). CRM is a method of managing the organization's relationships with present and potential customers. CRM aims to analyze data about customers' previous interactions with the organization to build commercial relationships with customers, with a particular focus on customer retention and ultimately sales growth (Pokharel, 2011). The CRM systems gather information from a variety of communication channels, which include social media interactions, telephone, live chat, organization website, marketing materials, email, and more. These are important elements of the CRM approach.

According to academics and practitioners, customers are critical for a business organization to survive and prosper in today's business environment. Most businesses, regardless of their size, spend huge amounts of money each year on CRM systems and software (Eric, Li, & Dorothy, 2009) (Alex, Danny, & Wesley, 2004). Following the successful implementation of several CRM programs in the early 1990s, CRM became popular as a business tool.

However, around 70% of CRM programs, on the other hand, resulted in a loss or no improvement in business performance (Boisvert, 2015)

CRM is not widely used in some businesses organization, and this is due to a number of factors, including a lack of CRM expertise and financial resources to build CRM systems. Within the same industries, organizations that have implemented CRM systems as a business strategy are expected to grow at a faster rate than non-adopters (Ata & Toker, 2012) (S. & Sudharani R., 2012) (Chat & Pisit, 2011) (Eunju Ko, 2008). As a result, organizations must use CRM tools to boost their worth and generate a competitive advantage on which to build long-term business possibilities (Nath, 2019).

Companies are increasingly focusing on their customers in today's competitive market. It is commonly known that obtaining a new client can cost up to five times as much as persuading an existing customer to conduct a new transaction (Block, 2015). Customer retention is crucial in CRM since businesses have limited resources. Instead of focusing on offering superior services (Kalakota & Robinson, 2001), believe that an organization's strategy should focus on how to find and keep the most profitable and reliable customers. To deliver higher customer value, retain customers, and keep a favorable relationship with them, CRM approaches are needed. CRM methodologies, on the other hand, have had a lot of success in the services sector, whereas CRM research in the industrial sector has received less attention (Cai, 2009).

Future research should concentrate on duplicating a modified CRM deployment scale across various industries and sectors (Mamoun, Samer, Hesham, & Bayan, 2011). For instance the manufacturing sector. Environmental factors (such as market turbulence) were found to have a moderating effect on the relationship between CRM and business performance (Sin, Tse, & Yim, 2005). As a result, in order to fill a gap in the CRM research literature, this study takes a broader perspective, focusing on the Dangote Flour Mill in Kano. This study will look at how CRM aspects are updated and tailored to the company's demands, as well as how the aforementioned factors are integrated. Instead of having a better relationship to retain consumers, this article seeks to address the challenges that businesses have, such as why they require a CRM solution to be adapted to their business model and information technology structure. As a result, the purpose of this study is to develop a conceptual model that explains how CRM practices affect organizational performance.

1.2 The problem statements

Organizations are often faced with problems such as developing strategies to achieve target behaviors, maintaining target behaviors, segmenting customers based on customer profile and lifecycle stage, and effectively targeting customers. Organizations have used a variety of approaches and techniques to ensure that they will achieve the goals outlined above. Their efforts, however, seemed to have been less effective.

This study will investigate the influence of CRM on organizational performance based on this thesis.

1.3 The objectives of study

The purpose of this study is to evaluate how Dangote Flour Mill's performance is affected by CRM. The study specific aims are as follows:

- i. To investigate customer relationship management in the Dangote Flour Mill at a high degree of performance.

1.4 Research question

The major research question for this study is “What effect does customer relationship management have on the performance and profitability of an organization”?

1.5 Hypotheses for Research

Hypothesis

H0: Customer relationship management has no substantial impact on organizational performance.

H1: Customer relationship management has a substantial impact on organizational success.

1.6 Scope of study

This report was based on a case study of Dangote Flour Mill in Kano, Nigeria which investigated the influence CRM on the organization's effectiveness. Dangote Flour Mills is

a part of Dangote Industries Limited, a Nigerian conglomerate that is one of the country's largest and fastest expanding. The company's flour mills are located in Ap Apapa, Kano, Calabar, and Ilorin with a total installed capacity of 5,000 metric tons per day with over 5000 employees.

1.7 Limitation of the study

Time limitation: The researcher will be working on this subject while also doing other academic tasks. As a result, the amount of time spent on research will be reduced.

Financial constraints - Financial constraints – A lack of funds can hinder the researcher's ability to locate relevant literature or information as well as the collection of data regarding questionnaires and interviews.

Structure of this Thesis. The remainder of the thesis is organized as follows. In the next section we presented the literature review which covers the conceptual framework, theoretical framework and the empirical review of the relevant existing definitions and research on CRM and its impact on organizations. The third section is about the research methodology of the thesis. We will present the research method chosen for the thesis and the nature of the research. In addition, we will underline the reliability and validity of the thesis. In section four, we will cover the data analysis and our findings from the results collected. Lastly, in the last section, the findings from the results are listed and concluded. In addition, the recommendations for the study are highlighted and suggestion for future study is given as well as limitation.

2 LITERATURE REVIEW

The theories that underpin the research are discussed in this chapter. The notion of customer relationship management and organizational performance in Nigeria is discussed in this chapter as well. We also examine the empirical literature in Nigeria on the relationship between customer relationship management and organizational success.

2.1 Conceptual Framework

2.1.1 Customer Relationship Management Evolution

Client Relationship Management arose from corporate procedures such as relationship marketing (RM) and the focus on boosting customer retention through efficient customer relationship management (Wang & Feng, 2012). He outlined three stages of customer relationship management development:

1. Database Marketing, 1980
2. Customer Relationship Management: Foundations, 1990
3. The Present: Customer Relationship Management's Future

Database Marketing, 1980

In the 1980s, the term "database marketing" was used to describe the practice of organizing customer service groups to speak to all of a company's clients individually. It was a helpful tool for maintaining open lines of contact with larger clients and tailoring service to their specific needs. However, it was designed to offer smaller clients with repetitive survey-like information, which crowded databases and provided little insight. When companies began tracking database information, such as what customers buy on a regular basis, how much they spend, and what they do, they discovered that what customers wanted was all that was needed in most situations. Database marketing has the potential to reach a big number of clients directly. Except in the case of Business-to-business key account marketing, the fact was that it was very expensive, too complex, and didn't pay off in the long run. The solution: database marketing can go a long way, which is great news for everyone except technology providers. (Kenneth, 2013).

Customer Relationship Management: Foundations, 1990

Improvements to this system were developed in the 1990s. During this time, the term "customer relationship management" was coined. CRM was a dual system, meaning that instead of collecting data for their own purposes, they began delivering information to their customers in ways other than the obvious activity and purchasing trends. CRM was now being used both passively and actively to generate sales through better customer service. Customer relationship management (CRM) is a technique for introducing products to customers such as frequent flyer miles, gifts, and credit card points. Before CRM, customers would just buy from the company, and little was done to maintain their relationship (Rastogi, 2013). Not until CRM was launched, many firms did not understand the need to pay attention to their customers. The CEOs assumed they have unlimited resources and can replace customers at any time. While this may have worked prior to the 1980s, the information age enabled people to make better choices about which companies to buy from, and global competition made it easier for them to switch if they were unsatisfied with the service, they were receiving (Rastogi, 2013). There are now up to four telecommunications companies in Nigeria, all of which are fiercely competitive. Each of them provides almost the same service at nearly the same price, and each of them recognizes that in order to stay in business, they must collect and provide vital information to clients (Akingbade, 2014).

The Present: Customer Relationship Management's Future

CRM is currently being utilized to combine the benefits of both worlds. Companies seek to maintain positive customer relationships while increasing profits. The REAL CRM systems could be classified as today's CRM solutions. They have matured into the structures envisioned by the paradigm's forefathers. Software companies have continued to create advanced software programs that may be adapted to the needs of businesses competing in a variety of industries. Modern CRM systems process dynamic information instead of static data. This is important because we live in a continuously changing world, and businesses that want to thrive must be able to adapt to these changes at all times. In the first decades of the twentieth century, customer relationship management as we know it now began in earnest. As software businesses began to offer newer, more powerful solutions that were configurable across industries, it became possible to use information

in a dynamic fashion. Instead of feeding information into a static database for future reference, CRM became a technique for continuously updating understanding of consumer desires and behaviour. Companies were able to break down information into smaller subsets using information branching, sub-folders, and custom-tailored features, allowing them to examine not only concrete facts, but also client motivation and reaction. (Adheer, 2018).

Companies that rely on two distinct features: customer service or technology, are still the most common users of CRM today. According to (Frederick, Rolph, & Srinivasan., 2005), the three corporate sectors that rely on CRM the most and benefit from it the most are:

- The financial services industry
- A wide range of high-tech companies and organizations
- The telecommunications sector.

In particular, the telecommunications business keeps track of client happiness and what they want in terms of modifications and tailored services.

2.1.2 Customer Relationship Management Concept (CRM)

Customer relationship management is a wide phrase that comprises a methodology, as well as practices, processes, and strategy. CRM is a constant activity, not a one-time event done with new customers. CRM is a valuable part of today's business management. "Customer relationship management" is defined as "the alignment of business strategy, organizational structure and culture, and customer information and technology so that all customer interactions are conducted for the customer's long-term satisfaction as well as the organization's benefit and increased performance" (Osmana & Ghiran, 2019) CRM is one of the most recent achievements in customer service presently, according to (Newell, 2000). CRM aids management and customer service professionals in the resolution of consumer complaints and concerns. The strategy comprises gathering a huge quantity of data on a customer, which is then used to speed customer service transactions by making the information needed to resolve the issue or concern readily available to those interacting with the customer. This almost always leads to increased client satisfaction as well as a more profitable and effective firm. CRM systems, in essence, assist management

in making decisions about the future direction of the company (Gummesson, 2004). "The tactics, strategies, software, and web-based capabilities that aid a corporation in organizing and managing client interactions," according to (Greenberg, 2015). It is the collection and delivery of all client data to various firm divisions. CRM is a concept that tries to increase a company's capacity to retain customers while also providing it with a strategic advantage over competitors. It concentrates on more effectively creating and managing customer relationships by analysing consumer data in depth and precisely using a variety of information technologies (Gosney & Thomas, 2000). CRM supports in the attainment of organizational goals as well as improving the customer experience. According to (Thomas, Sondoh Jr, Mojolou, & Tanakinjal, 2018), a business's profitability is influenced by the quality of services it delivers to its customers, which is why they must manage these customers to get the most out of them. CRM is about more than just increasing transaction volumes and sales. The company's main objective is to increase earnings, revenue, and customer pleasure. Simply said, CRM is a strategic problem rather than a technical one. In terms of how we approach our business activities, this is a big paradigm change and a quantum leap. In marketing literature, the terms CRM and relationship marketing are used interchangeably. These phrases have been used to represent a wide range of subjects and perspectives, according to (Nevin, 1995). Some of these issues focus on functional marketing, while others have a more broad and paradigmatic approach and orientation. Database marketing is a subset of customer relationship management that focuses on the promotional aspects of marketing that are linked to database projects (Bickert, 1992). CRM is an extension of an existing notion, according to (Boulding, Staelin, Ehret, & Johnston, 2005). CRM goes beyond previous concepts by integrating all activities across the firm, linking these activities to both firm and customer value, extending this integration along the value chain, and developing the capability of integrating these activities across a network of firms that collaborate to generate customer value while also creating shareholder value. CRM is also considered an innovation in this study since it is new to firms that have not yet embraced it and because of the technological part of the CRM definition. CRM stands for customer relationship management. It is a management philosophy that strives to build long-term customer relationships. "The establishment and maintenance of mutually beneficial long-term relationships with strategically key clients" is how CRM is defined (Buttle F. , 2014). There are a few metrics or yardsticks that may be used to assess the effectiveness of a CRM strategy.

The following are the parameters:

- It must be integrated throughout the organization's business process.
- It must be accessible to any employee involved in a customer's engagement with the organization.
- The efficiency of a process must be assessed, examined, and enhanced.
- It is necessary to synchronize processes and tactics.
- Customers must have access to a single set of data that is widely shared.
- The solution should be web-based, with real-time analytics and closed-loop reporting.
- To be at the right place, at the right time, with the appropriate product, you must be able to accurately foresee the customer's needs.

CRM comprises of three parts according to (Barnes, 2001):

- ❖ The customer.
- ❖ Relationship (between a Customer and a Company).
- ❖ Management.

CRM is a never-ending process that begins with the acquisition of a customer. Rather, it should last the entire time the customer is a customer of the organization. With this in mind, (Barnes, 2001) offers another succinct explanation of CRM's components:

Customer: The customer is the organization's only source of current profit and future growth. Customers are well-informed and fiercely competitive, therefore a good client, who creates more profit with fewer resources, is always in short supply. It might be difficult to discern who the true consumer is because purchase decisions are often a collaborative activity among participants in the decision-making process (Wyner, 1999). CRM is more of a marketing strategy based on customer data; CRM is more of a marketing approach based on customer data; information technology can help distinguish and manage customers.

Relationship: The relationship between a corporation and its clients necessitates ongoing two - way communications and engagement. Relationships that be short-term or long-term, continuous, or discontinuous, and recurrent or one-time are all possible. There are two kinds of relationships: behavioral and attitudinal. Even if they have a favourable view toward the company and its products, customers' purchasing behavior is very situational. Whether an airplane ticket is purchased for a family vacation or a corporate business trip, for example, determines the purchasing behavior. CRM (customer relationship management) is the practice of managing customer and business owner interactions in order to make them profitable and mutually beneficial for both parties. CLV (customer lifetime value) is a statistic that can be used to evaluate this type of connection (Barnes, 2001).

Management: Customer relationship management (CRM) is not just something that happens in the marketing department. Rather, it necessitates a long-term shift in business culture, attitude, and procedures. The information gathered from customers is transformed into company knowledge, which leads to operations that take advantage of the peculiarities and market opportunities. CRM needs a big cultural and personnel shift in the firm (Barnes, 2001; Ngai, Xiu, & Chau, 2009).

2.1.3 Customer Relationship Management Categories

CRM application framework must include both operational (transaction-oriented business process management) and analytical (data mart-centered business performance management) technologies, according to (Parvatiyar & Sheth, 2001). Furthermore, the organization must address the engagement needs of its customers across several channels, utilizing a variety of collaborative technologies. A balanced CRM approach demands the execution of all three sides of the equation to build the CRM backbone. CRM can be classified into three types:

Operational CRM: The goal is to automate firm activities that are horizontally integrated, such as customer touch points, point of sale, ERP, and legacy system connectivity. (The back office is automated by ERP, while the front office is automated by CRM.) Common applications include channel automation, call center automation, sales force automation, enterprise marketing automation, and proposal development. Operational CRM refers to customer-facing technologies that integrate the front, back, and mobile offices, such as

sales force automation, enterprise marketing automation, and customer care support. Operational CRM integrates with ERP's finance and HR suites, providing end-to-end functionality from lead management through order tracking (Parvatiyar & Sheth, 2001).

Analytical CRM: It is the process of analyzing, modeling, and evaluating customer data in order to create a mutually beneficial relationship between the company and the customer. All software that analyzes and offers data about a company's customers in order to make better and faster business decisions is referred to as CRM analytics. Most organizations have accumulated and kept a large quantity of information about their suppliers, customers, and business partners (Parvatiyar & Sheth, 2001). What distinguishes a successful progressive enterprise is its capacity to identify significant information hidden in data and translate it into knowledge. This process includes capturing, storing, extracting, processing, analyzing, and interpreting client data for the corporate user. The purpose of these technologies, among other things, is to draw inferences about customer preferences, attitudes, and behavior. They allow corporate customer service managers to segment and identify clients in order to gain a competitive advantage. It requires putting a customer intelligence management strategy in place (Parvatiyar & Sheth, 2001).

Collaborative CRM: The methodologies and technologies that enable multi-enterprise business process integration and content management in order to establish, maintain, and keep profitable networks of customer and partner relationships are referred to as collaborative CRM. It focuses on providing visibility into corporate sales, service, marketing, and product development in order to improve customer assistance. This is when collaborative services are used to facilitate interactions between customers and businesses. Just a few examples include partner relationship management (PRM) software, portals, consumer interaction centers (CIC), and e-communities. Collaborative CRM encourages customer contact via all channels (letter, personal, fax, phone, web, and e-mail) and facilitates staff team and channel collaboration. Collaborative CRM is used to determine the lifetime value of clients beyond the sale by developing a partnership relationship. With collaborative CRM, internal customer-facing and support staff, mobile salespeople, partners, and consumers may all access, distribute, and exchange customer data and actions (Copulsky & Wolf, 1990). The various parts or components of customer relationship management methods are given above. A CCE encourages people-centric cooperation by allowing any user to access any relevant data on any system, internal or

external, as long as that data will aid that user in improving their job performance or function (Werner & Kumar, 2012). Collaborative CRM is also a means for sharing information acquired from customer interactions among a company's many departments, such as sales, technical support, and marketing. For example, client feedback from the technical support division could inform marketing professionals about products and services that customers might be interested in. Collaboration attempts to raise customer satisfaction and loyalty by improving customer service quality (Werner & Kumar, 2012; Copulsky & Wolf, 1990).

2.1.4 Customer Relationship Management Objectives

Table 1 evaluates CRM goals from a variety of angles. CRM's overall purpose is to get a competitive edge in client management and increase profitability as a result (Buttle & Maklan, 2015).

TABLE 1: CRM Goals from Various Perspectives (Moghaddam, Mehr, Haj, & Moghani, 2010)

| | |
|--|---|
| CRM objectives from Burnett (2015) view | Costs of acquiring client information are reduced. As a result of identifying clients, revenue has increased. |
| CRM objectives from Swift (2015) view | Process of communication with real clients is being improved. Actual products are presented to each client. Presenting genuine items via networks that are appropriate for each client Putting actual things in front of the right people at the right moment |
| CRM objectives from Galbreath & Rogers (1999) view | Customization Developing a privatized communications system (specialized for each client) After the sale, you'll be able to present further services. |

2.1.5 Customer Relationship Management Scopes and Fundamentals

According to (Sin, Tse, & Yim, 2005), CRM features include: Focusing on important clients requires both a broad focus on genuine customers and continual submissions of value added to chosen key customers via exclusive and preferred supplies. CRM requires significant changes in the way firms are organized and activities are carried out (Hoffman & Kashmeri, 2000) Before establishing CRM, companies must analyze the organization's true challenges (Agarwal, Harding, & Schumacher, 2004). According to a view based on company knowledge, the development, transmission, and application of knowledge is the main purpose for the existence of a firm. Client knowledge can be described as the experience or applied study gained by clients in the context of CRM. CRM depends on technology: CRM cannot work correctly without client data (Abbot, Stone, & Buttle, 2001) as a result, technology is becoming more and more vital in CRM and intelligence (Boyle, 2004).

2.1.6 The Importance of Customer Relationship Management to an Organization

The basic purpose of any CRM strategy is to enable a firm to recruit and retain profitable clients who benefit the organization (Ngai, Xiu, & Chau, 2009). Most plans focus around three features: client acquisition, customer profitability, and customer profitability. This is due to the reduced costs associated with retaining customers rather than recruiting new ones.

Client Profitability: Customer profitability, according to (Gordon, 2016), assesses a company's financial performance in relation to all of its costs. Profitability is calculated by taking into account the income and expenses associated with each customer over time and calculating the client's generation value to the business. The use of technology helps to increase the accuracy of profit tracking.

CRM evaluation isn't a new idea, but it's becoming more popular as a result of recent advances in initiative software technology. As a result of sales force robotics (SFA) technologies, CRM is frequently referred to in the literature as one-to-one ad varnishing (Peppers, Rogers, & Dorf, 1999). SFA software automates routine tasks such as customer tracking.

Although one of the most effective techniques to capitalize on sales income prospects is to modify the advertising mix. Marketing departments, on the other hand, require end-to-end visibility into marketing data via a unified CRM application, and this application's online functionality necessitates the use of the internet, implying that Somalia lacks enterprise systems and comprehensive management information systems (Waskito, 2018).

2.1.7 Customer Relationship Management Benefits

The subsequent lists of preferred CRM benefits were developed and simplified based on an extensive review of recent CRM courses (Keith & Frese, 2008). Improved targeting of profitable consumers, cross-channel integration, and sales force efficiency and effectiveness; There is a mutual relationship between the department of sales, supporters, and marketing in the shape of this figure, and this figure illustrates customer relationship management are connected in contact sales, centre call and marketing, so CRM can reduce direct cost of marketing, but Somali Businesses mostly use radio advertising and television, while an increasing number of firms are using social media such as Facebook to show their product and service into the community, which helps to reduce (Catalán-Matamoros, 2012; Chen & Popovich, 2008; Viljoen, Bennett, Berndt, & Van Zyl, 2005)

2.1.8 Customer Relationship Service Concept

It is hard to talk about customer relationship management without mentioning customer service. As a result, an investigation of what customer relations service entails will be made. Customer relations service is a pre- or post-sales activity that helps consumers resolve the majority of their complaints and challenges with an organization's services, resulting in customer satisfaction and the preservation of a solid customer relationship. The purpose of customer relations service is to swiftly and efficiently resolve internal and external customer issues. A corporation can save money and improve profit and performance by offering quick and accurate responses to customers (Ojo, 2004).

Customer Relations Service Capabilities: These are the methods or technicalities that allow or aid a business in providing successful customer service. Such as management of field services, help desk or call centers. Because today's customers have more choices, the targeted clients are the most valuable to the organization, and customer relations service

must be given high attention within the company. Any connection or touch point a customer has with a firm is, in theory, a customer relations service encounter with the potential to lead to a repeat purchase or patronage (Samuel, 2016). Customer service is always classified into two sorts, according to (Winer, 2001):

When a customer has a problem (e.g., a product failure, a billing question, a product return, etc.) and calls the company to handle it, this is known as **reactive service**. Nearly 1,000 phone numbers, faxback systems, email addresses, and a variety of other tools are already in place in most organizations to handle reactive service issues. MTN Nigeria's customer care does just that (Samuel, 2016).

Proactive service is a more challenging way to implement. This is a situation in which a company has decided not to wait for customers to contact them, but to go out of their way to talk to them before they complain or do something else that necessitates a reactive answer. This is a topic of effective account management, which teaches salespeople and anyone who works with specific customers to reach out and anticipate their needs.

How to Improve Customer Relations Service: Good customer service is critical in every business or organization. Any job that requires public interaction must have good customer service abilities in order to earn, keep, and satisfy customers. The fundamentals of customer service are straightforward to practice, as demonstrated by (Light, 2015), but there are a few things to bear in mind.

1. Include people who enjoy interacting with others on your team.

This may seem self-evident, but outgoing and cheery employees are more likely to treat customers with respect and sympathize with their worries. Intelligence and problem-solving skills are also beneficial.

2. Provide customer service training on a regular basis.

In these seminars, role plays of various scenarios that replicate a variety of client experiences are usually presented. Customer-focused behaviors and procedures will be cultivated as a result of this type of continual training.

3. Delegate authority to staff to make difficult decisions without your input.

This authority will be based on long-standing customer service standards. You can reward your staff for making good decisions and urge them to make more customer-focused decisions in the future.

4. Encourage customers to provide feedback.

You might send out questionnaires or call clients at random to get feedback. Customers are typically delighted to provide you with this information. Any feedback that may help you enhance your customer service should always be acted upon.

5. Take your customers by surprise.

With a bonus, an unexpected bonus product, and a thank-you card, you can surprise your customers. This simple activity will provide your consumers with a great experience and inspire them to make more purchases in the future.

2.1.9 Organizational Performance Concept

This indicator measures how successfully a company achieves its goals and fulfills its mission. Organizational performance relates to the start of a scenario and the attainment of a given goal, which can encompass numerous objectives such as market share, sales volume, employee motivation, customer satisfaction, and quality level, among others (Boisvert, 2015). Because organizations play such a significant role in our everyday lives, they are a key aspect for developing countries. As a result, many economists consider organizations and institutions to be engines of economic, social, and political progress. As a result, one of the most important variables in management research is organizational performance, which is likely the most important measure of organizational performance. Despite the fact that the concept of organizational performance is commonly utilized in academic literature, defining it due to its many definitions is difficult. In the 1950s, organizational performance was described as the extent to which organizations met their objectives when considered as a social system (Georgopoulos & Tannenbaum, 1957). At the time, performance evaluations were primarily concerned with work, people, and organizational structure. Performance was described as an organization's capacity to exploit its environment for obtaining and utilizing limited resources later in the 1960s and 1970s, when corporations began to explore new ways to measure their performance (Yuchtman-Yaar & Seashore, 1967). The conclusion that creating organizational goals is

more complex than previously thought dominated the 1980s and 1990s. Managers discovered that an organization is successful if it achieves its objectives (effectiveness) with the least number of resources (efficiency). As a result, later organizational theories (Lusthaus & Adrien, 1998) endorsed the concept of an organization accomplishing its performance objectives within the constraints imposed by finite resources (Campbell, Dunnette, Lawler, & Weick, 1970). In this climate, profit became only one of several performance indicators. To exemplify the concept of organizational performance, the authors (Lebas & Euske, 2007) give a set of definitions. The term "performance" refers to a set of financial and non-financial measurements that indicate how well objectives and outcomes were achieved.

2.1.10 Organizational Performance and Customer Relationship Management Practices

In this study, the outcome variable of interest is organizational performance. The ability of an organization to fulfill its market orientation and financial objectives is referred to as organizational performance (Li, Shue, & al., 2006). Prior studies have used specific measures of organizational performance by measuring both marketing and financial performance, for example (Sin, Tse, & Yim, 2005), through several indicator criteria (Chong & Rundus, 2004; Li, Shue, & al., 2006; Sin, Tse, & Yim, 2005), and taking into account factors associated with CRM activities, for example (Chong & Rundus, 2004; Li, Shue, & al., 2006; Sin, Tse (Chong & Rundus, 2004; Li, Shue, & al., 2006; Sin, Tse & Yim, 2005). This study will look at the marketing and financial performance of a company to see how effective it is. As a result of businesses' use of CRM tactics in marketing performance, customer loyalty and retention will increase, resulting in increased customer satisfaction (Jarad, 2011). Another study, for example, tries to capture the multi-faceted character of customer loyalty, happiness, and retention in firms (Mithas & Krishnan, 2005; Aspara, 2011). CRM is being applied in many organizations, according to a recent study (Chuchuen & Chanvarasuth, 2011), and is obtaining insights into customer behavior, supporting businesses in recognizing the value of consumers, and transforming the way they approach customer interactions. Environmental considerations have a smaller impact on businesses' inclination to employ CRM than technological and organizational ones. As a result, firms will sense a greater relative advantage, will have more time to experiment with CRM before implementing it, will have more top management backing, and will be more

organizationally ready. CRM implementation is more common in larger businesses (Ramdani & Kawalek, 2008). A performance measurement based on financial measurements will be incorrect in terms of financial performance (Keramati & Hamed, 2010). Traditional financial accounting measurements such as return on investment may generate deceptive signals regarding continual advancement and innovation in today's competitive climate (Kaplan & Norton, 1992). Due to CRM's cross-functional nature, standard performance measurement techniques may be ineffective. Based on the availability of data and respondents' willingness to reveal secret information about the company's major competitors, all subjective performance criteria were employed (Ata & Toker, 2012).

Organizational Performance and Key Customer Focus: Key customer concentration is defined by (Dienhart & Gregoire, 1993) as an employee's personal attention to providing excellent customer service. One crucial factor that permits a firm to be really customer centered, according to (Payne & Frow, 2005), is how it provides value to its customers. According to previous research, the most crucial aspect of a customer connection is a customer focus, and the marketing concept supports putting customers' interests first. A customer-focused corporation is more likely to be concerned with long-term success rather than short-term profits since the marketing philosophy pushes a company to plan ahead (Heiens, 2000). New concepts focusing on the building of customer connections have evolved as a result of increased competition and declining consumer loyalty (Gebert, Geib, & al., 2002). CRM, according to Stone (2008), enables corporations to develop robust targeting and inquiry handling methods, which aids new businesses in rapidly expanding. The cost of recruiting new customers is six times higher than the cost of retaining existing customers, according to (Peppers & Rogers, 1993). One of the best and most obvious ways to do this is to use a scientifically sound marketing and customer retention plan. Customer focus includes the construction of relationships between customer needs (Donaldson & O' Toole, 2002; Sousa, 2003), customer satisfaction (Gebert, Geib, & al., 2002; Sousa, 2003), and customer retention and loyalty. Clients will stay longer and buy more frequently as a result, increasing the firm's long-term value. Customer focus improves as employee work satisfaction, job involvement, and job security improve (Dienhart & Gregoire, 1993). Customer relationships, on the other hand, emphasize the importance of managing a company's relationship with its current and potential consumers as a key to success (Gebert, Geib, & al., 2002).

Knowledge Management and Organizational Performance: Knowledge is recognized as one of the most valuable and crucial assets in CRM (Wang, Huang, & al., 2010). According to experts, knowledge management is a must for e-business and its growing customer-centric focus (Plesis & Boon, 2004). It's worth mentioning that in the literature and in practice, the terms "knowledge" and "information" are frequently interchanged (Kakabadse, Kouzmin, & al., 2001). Knowledge management is usually referenced as an example of information management collected on corporate databases, for example. Although information and data management are crucial pillars of knowledge management, individuals can change information, develop, and share knowledge within the business through creative processes and behaviors. In knowledge management, people, processes, technology, and culture must all be taken into account (Massa & Testa, 2009). Client loyalty and repeat business are also boosted by a deep understanding of customer desires, all of which are vital aspects of the chosen competitive strategy (Sousa, 2003). Customer loyalty and satisfaction are greatly influenced by knowledge management (Wang, Huang, & al., 2010). CRM and knowledge management systems, from the perspective of a process owner, have beneficial effects on a firm's cost structure and revenue streams in exchange for transferring resources from the core business to supplementary services (Gebert, Geib, & al., 2002).

Relationship Marketing and Organizational Performance: In 1983, Leonard Berry pioneered relationship marketing in the field of service marketing. The paradigm of traditional mix marketing has evolved to relationship marketing, according to Hellas (2005). The capacity to build long-term interactive relationships, particularly with consumers, is the most important benefit for businesses that have chosen this strategy (Webster, 1992). According to (Grönroos, 1991), the goal of relationship marketing is to "create, maintain, and enhance relationships with customers and other partners." Furthermore, a strong internal marketing strategy is required for a successful implementation of relationship marketing (Álvarez, Casielles, & al., 2011). The purpose of relationship marketing is to increase a customer's loyalty to a firm by consistently giving more value at a lower cost. This can be done partly within the organization and partly through partnerships with vendors and even competitors. As indications of success, the growth of the customer's business share and profitability are used (Parvatiyar & Sheth, 2001). According to (Wu & Li, 2011), relationship marketing has a positive impact on four aspects of service organization performance: financial, customer, internal process, and learning and growth. The

methodologies of (Evans & Laskin, 1994) and (Christy, Gordon, & al., 1996) yield positive results and strongly support the premise that relationship marketing improves organizational performance.

Market Turbulence's Moderating Role: Because it represents the degree of change in client preferences for items in an industry, market turbulence is an important source of environmental turbulence (Jaworski & Kohli, 1993). Environmental turbulence refers to the velocity of change in the market and technology within a sector (Jaworski & Kohli, 1993; Kim & Atuahene-Gima, 2010). The market turbulence concept (Santos-Vijande & Álvarez-González, 2007) aims to analyze both the change that enterprises encounter from a set of clients and competitors (market dynamism) and the difficulty of preparing the organization to deal with new competitive scenarios (market uncertainty). When market volatility is low, businesses can concentrate on customer satisfaction to obtain a competitive advantage (Kumar, Subramanian, & al., 2009). As market instability develops, businesses must move away from present client wants and attempt to address latent requirements in order to maintain a competitive advantage (Slater & Narver, 1995). Environmental considerations can help to attenuate the influence of management strategies (Atuahene-Gima, 1996). The relationship between a company's culture and its marketing performance is also thought to be altered by market instability (Narver & Slater, 1998; Slater & Narver, 1995). Market turbulence has been demonstrated to interact strongly with crucial variables in marketing studies analyzing consumer connections and corporate success (Pelham, 2000; Pulendran, Speed, & al., 2003), though not in all scenarios (Kohli, Jaworski, & al., 1993; Subramanian & Gopalakrishna, 2001). A corporation whose customers' tastes vary frequently, for example, may require a greater level of customer interaction (i.e., the requirement to be responsive in long-term relationships).

2.2 Theoretical Framework

2.2.1 Theory of the service Gap

This idea was developed to address the issue of customer satisfaction that businesses face. This concept is based on gaps that management considers to be significant sources of customer dissatisfaction. According to this notion, firms should aim to bridge five gaps in order to meet customers' expectations based on previous experiences (Grigoroudis &

Siskos, 2010). Customers' expectations, according to this theory, are based on their previous experiences with the product or service in question. Management is thus accountable for ensuring that these expectations are met, as failing to do so will threaten the organization's performance. The idea identifies five gaps that need to be quantified, managed, and minimized. The gap between customers' expectations and managers' views on customers' expectations, the managers' perception and actual specification of the customer's experience, the customers' specification and the company's delivery of this experience, the delivery of the customer's experience in relation to what the firm asserts to deliver, and finally the customer's perception of experience and managers should be diligently addressed in order to bridge each of these gaps (Grigoroudis & Siskos, 2010). This theory's facts can be used to assess how organizations might improve their CRM in order to increase their performance. By concentrating on the aforementioned flaws, organizations will improve the services they deliver to their customers. As a result, businesses may build and cultivate solid customer connections, which will enhance their long-term success. This investigation was guided by the facts of this theory, which revealed CRM gaps that might be closed to improve the entity's performance.

2.2.2 Performance Theory

The goal of this theory is to explain why organizational performance is improving. The theory outlines fundamental concepts that can be used to explain how and why an organization's performance can be improved over time. To further explain this notion, (Elger, 2010) defines performance as the ability to produce useful outcomes. This idea holds that enhancing performance does not happen overnight, but rather takes time and effort. (Elger, 2010) describes performance improvement as a journey, with the beginning point being the current level of performance. According to this theory, six (6) critical components determine the current level of performance in an organization: the context, the concerned individuals' knowledge, skill, and identity levels, personal factors of the respective individual(s), and fixed factors that are essentially constant and cannot be changed. According to this theory, these characteristics are crucial because they influence the ease with which individual performance, and thus the firm's overall performance, may be improved. Three axioms are also included in the theory, all of which are critical in ensuring that a firm's performance is enhanced effectively. These include the performer's thinking, being anchored in an enriched and supportive environment, and being engaged

in reflective practice. According to this idea, abiding by these axioms makes it feasible to drastically enhance individual functioning in a corporation, and thus the entity's total performance (Reinelt & Roach, 2006). This theory's facts can be utilized to illustrate how businesses can enhance their performance. By concentrating on the six elements outlined above and connecting them to customer connections, a stronger CRM framework may be developed.

2.2.3 Denison's Organizational Culture Framework

Denison's theory is based on the underlying attitudes and assumptions that reflect the deepest layers of corporate culture. These fundamental assumptions underpin (1) more visible cultural components such as values and observable artefacts—symbols, heroes, rituals, and so on—as well as (2) behavior and action (Denison & Mishra, 1995). Denison's organizational culture model is based on four cultural characteristics that have been shown to affect organizational performance in the literature: engagement, consistency, flexibility, and mission (Denison & Mishra, 1995). According to this concept, engagement is defined as a company's ability to empower its employees, build its structure around teams, and increase human capabilities at all levels (Lawler, 1996). Executives, managers, and employees are enthusiastic about their jobs and believe they have a stake in the organization. People at all levels believe they have some control over decisions that affect their jobs and that their work is directly linked to the organization's goals. When it comes to consistency, (Block, 2015) claims that firms with "strong" cultures are more productive. These cultures are exceptionally well-coordinated, well-integrated, and consistent. Leaders and followers are adept at establishing consensus even when there are differing points of view because their behavior is based on a set of core principles. This form of consistency, which arises from a shared mindset and a high level of compliance, aids internal integration and stability. Because of their limited adaptability, well-integrated organizations are mostly extremely complicated to change, according to (Nadler, 1998). He believes that internal integration and outward adaptation are frequently at odds. Customers drive adaptable businesses, which take chances and learn from their mistakes, and have the skills and experience to change things up. Adaptable enterprises, according to (Stalk, 1988), are constantly modifying the system in order to improve the combined capacities of the businesses to deliver value to their clients. According to Mission, the mission provides companies with a clear sense of purpose and direction by establishing organizational goals

and strategic objectives as well as offering a vision of how the organization will look in the future (Hamel & Prahalad, 1994). When a company's underlying mission shifts, other components of its culture shift as well.

2.2.4 Theory of Relationship Marketing Commitment – Trust

Scholars have identified various virtues that have been theorized in the relationship marketing literature, but trust (Morgan & Hunt, 1994; Moorman, Deshpandè, & Zaltman, 1993) is central to relationship marketing because it encourages marketers to work to preserve relationship investments by cooperating with exchange partners, resists appealing short-term alternatives in favor of the expected long-term benefits of staying with existing partners, and resist appealing short-term alternatives in favor of the expected long-term benefits of staying with existing partners. As a result, outcomes that encourage efficiency, productivity, and effectiveness are accomplished when both trust and commitment — not just one or the other — are present. In a nutshell, trust and commitment result in cooperative actions that help relationship marketers succeed (Tsai, Cheng, & Chang, 2010). Before they can begin, both parties must acknowledge that there is a relationship. Relationships are thus a sequence of transactions that, through trust and commitment, create a sense of shared connectedness. Client retention is linked to higher levels of trust and commitment, which leads to increased profitability for the organization (Read, 2009). The other party inspires a widespread sense of trust and security, and trust is concentrated. The parties believe that the other will behave in the best interests of the other, that the other is trustworthy, and that the other has the necessary knowledge (Liang, Chen, & Wang, 2008). Trust is defined as a partner's belief that the other will engage in activities that will result in positive outcomes while avoiding actions that would result in bad ones. Customers' and companies' trusting relationships are linked to overall positive outcomes, and trust in the company should increase the advantage gained from trade with it (Botha & Rensburg, 2010). Long-term partnerships require commitment in order to succeed (Biedenbach & Marell, 2010). It is based on mutual trust, shared ideals, and the assumption that partners are difficult to replace. Partners who are deeply connected to one another are more inclined to work together to safeguard their related assets. This suggests that a partner prioritizes long-term benefits associated with present partners over short-term options. Customers will only make promises to trustworthy partners since commitment entails vulnerability and makes them subject to exploitation (Read, 2009).

Individuals who believe they gain more value out of a connection are more devoted, therefore highly committed clients are more inclined to reciprocate effort on behalf of an organization based on previous benefits received (Botha & Rensburg, 2010). As a result, commitment in this sense refers to both parties' recognition that they are in this market together for the long haul. Because they are mutually dependent on one another, they are willing to make sacrifices for their spouses in order to reap long-term rewards from their psychological and financial investments (Baran, Galka, & Stunk, 2008). For example, how an organization's employees carry out their jobs can develop trust, which has a significant impact on the customer's commitment and, as a result, customer loyalty (Helkkula & Kelleher, 2010). A successful relationship necessitates dedication. Continuous investment in activities that are likely to keep the relationship going in the future demonstrates the desire to keep it going. Because reaching a point when a commitment is made can take time, it could signify that the relationship has reached a certain level of maturity (Morgan & Hunt, 1994). High levels of commitment are also associated with future benefits perspectives, relationship identity, a limited desire to seek out alternatives, the amount of effort put into a relationship, the investment made in the partnership, and the individual's presumed position in the relationship (Zaltman, 1983). (Morgan & Hunt, 1994; Ndubisi, Malhotra, & Wah, 2009). The following is how Morgan and Hunt (1994) describe trust and commitment obligation: (Tsai, Cheng, & Chang, 2010; Gummesson, 2004). Relationship commitment is a big part of CRM. If a company has proven to be trustworthy and has demonstrated its ability to give solutions and successfully support the customer's value-generating operations, a customer will be loyal to it (Yan, Jianxun, & Wenxia, 2010). Although commitment and trust are closely intertwined, it is unclear which comes first. Commitment can develop as a result of a partnership's development of trust, or it can develop as a result of the individuals in the relationship agreeing to commit to each other. Furthermore, a breakdown in commitment can be triggered by a breakdown in trust, and vice versa. Bagdare and Jain (Bagdare & Jain, 2013).

2.3 Empirical Review

Different organizations have different cultures, which are based on the beliefs, objectives, and aspirations of the organization. As a result, regardless of the firm's dynamics, companies will strive to defend and retain the organization's culture. According to (Bremer, 2012), it may be necessary to alter or even change the organizational culture in some cases

to fit new market shifts and needs. While firms will seek to keep their culture, market realities and client tastes and preferences may force a firm to consider modifying its culture, (Cameron & Quinn, 2011). According to (Dawson, 2010), two powerful causes will push an institution to modify its culture: competition and the need to sustain customer loyalty. Changes in organizational culture have varying implications on a company's performance depending on the scale of the change and the subject matter of the change. According to (Bremer, 2012), changing an organization's culture in a way that has various effects on different parts of the market can be detrimental to the entity's performance. It is vital for firms to plan ahead of time for the effects of a transformation in organizational culture, (Dawson, 2010). This shows that, while a cultural transformation may be necessary for the organization's existence, it may be harmful to other aspects of the firm. Many organizational beliefs and values are formed as a result of establishing an identity, and these beliefs and values are then utilized to guide stakeholders' behavior in organizations. An entity's identity is defined by its beliefs and values, according to (Zakari & Owusu-Ansah, 2013). Researchers looked at organizational culture and performance in an empirical study of the Organization business in Ghana. Beliefs and values are frequently established in reaction to an organization's goal and vision, according to (Zakari & Owusu-Ansah, 2013). This helps to explain why various organizations hold distinct values and ideas. According to (Zakari & Owusu-Ansah, 2013), organizations strive to implant these beliefs and values in all employees, especially through the human resources department, in order to maintain the organization's identity. The recruitment process, according to (Cameron & Quinn, 2011), is a good tool for enforcing the organization's ideas and values. According to (Cameron & Quinn, 2011), the organization's values and beliefs should be instilled in individuals as part of the recruitment and training process to ensure that the personnel's development encompasses the organization's viewpoints and values. In a study on CRM and organizational performance in Nigeria, Gabriel and Adiele (2013) discovered that the process of having all individuals in the organization appreciate and identify with the culture is a critical component in enforcing the culture of an organization. The authors also argue that imposing a culture on an organization's employees is ineffective. They further argue that imposing culture by force defeats the purpose of cultural development in the first place. A superior solution in this circumstance would be to design a culture enforcement plan that assures that the entity's personnel willingly identify with the produced culture. Establishing a new culture in a business and having individuals freely adopt and implement

it in their daily operations is a big difficulty, (Boateng, 2012). A study on the dynamics of organizational culture shift (Shahzad, Luqman, Rashid, Khan, & Shabbir, 2012) revealed a number of factors that influence the successful transition from one culture to another. Employee attitudes regarding current and proposed cultures have a substantial impact on the success of culture transformation, according to (Shahzad, Luqman, Rashid, Khan, & Shabbir, 2012). This research contradicts (Burtonshaw-Gunn & Salameh, 2009), who argue that involving employees in the formation of a new culture can influence the efficacy of a culture change. This is due to the fact that people are naturally adverse to change.

One of a company's most significant aims is to gain and increase market share. As a result, businesses will design customer retention strategies. (Kumar V., 2008) defines customer retention tactics as "steps done by an entity to ensure that customers remain loyal to the company's brand." According to (Ferrell & Hartline, 2008), customers can be kept in a variety of methods, including identifying, fulfilling, and possibly exceeding their expectations. According to Customer Relationship Management, customer retention strategies (CRS) are components of customer relationship management (Jha, 2008). (CRM). Because organizations will examine client expectations when designing CRS, they will be able to develop effective and well-informed strategies. As a result, management has a thorough understanding of client expectations, allowing them to develop strategies to achieve those goals (Jha, 2008). As a result, the CRM improves as a result of exceeding customers' expectations. According to (Keiningham and Vavra, 2001), meeting customers' expectations can be challenging at times. For example, if a company expects to receive high-quality products and services at low prices, this strategy could hurt revenue. In this regard, (Ferrell & Hartline, 2008) advise determining an equilibrium level below which CRS will have a negative influence on the long-term performance of the company. Businesses typically use a range of techniques to keep clients. The strategy chosen is frequently influenced by a variety of elements, one of which is the sort of market in which the company works (Auka, 2012). A company operating in a monopolistic market is less likely than a company operating in a completely competitive market to implement an intense client retention strategy in order to increase performance (Gabriel & Adiele, 2013). Customer retention strategies include the use of loyalty programs in which customers are rewarded in some way for their loyalty to the company, the monitoring of client relationships, and the development of customer clubs, among others. According to a study on the effectiveness of customer retention approaches (Molapo & Mukwada, 2011),

different strategies are adopted depending on their suitability for client retention. To keep clients, (Molapo & Mukwada, 2011) argue for the invention and implementation of lock-in methods. Lock-in strategies are ones that are designed to lure customers with lucrative offers while simultaneously making switching to other goods or services difficult. (Keiningham & Vavra, 2001) disagree with this approach, stating that a lack of variety may cause clients to acquire a negative attitude toward the organization, and, more crucially, that there are other substitutes available at more favorable terms. Instead, (Keiningham & Vavra, 2001) suggest that monitoring customer relationships is the most effective way to keep consumers. Monitoring customer connections, according to (Keiningham & Vavra, 2001), comprises measuring the clients' overall well-being. As a result of the qualitative and quantitative client assessments, the company is more proactive when making plans. Such an approach would be based on gaining a deeper understanding of the clients' desires, allowing products and services to be adapted to their needs.

The introduction and growth of technology has resulted in considerable changes in the corporate sector, resulting in completely different approaches and responses to specific situations. One of the areas of the business industry that technology has transformed is the operations division. According to experts, technology has enhanced the efficiency with which businesses are run (Sheth, Parvatiyar, & Shainesh, 2001). Technology has had a huge impact on CRM, according to (Sturdy, 2012). Technology has improved communication between businesses and their customers, helping them to better understand and respond to their interests and preferences, according to (Sturdy, 2012). CRM may considerably improve an organization's performance, according to (Eid, 2012). Using technology to improve CRM positions a company in a better position to perform better in this area. The consequences of incorporating technology into every aspect of a company's operations are immense. (Heczková & Stoklasa, 2014) conducted a study on the importance of database implementation in enterprises and discovered a bevy of benefits. Database systems, according to (Heczková & Stoklasa, 2014), can have a positive impact on CRM since they make it easier to handle and retrieve enormous amounts of client data. According to (Heczková & Stoklasa, 2014), databases can be especially effective in keeping track of individual clients' expectations and so enhancing the potential for tailoring services to the client's specific demands. They stress the importance of implementing database usage, notably in the financial sector. Databases, according to (Injazz & Karen, 2003), can significantly assist financial organizations in complying with Know Your Customer (KYC)

rules. The KYC rules require financial institutions to take steps to verify their clients' identities due to the prevalence of problems such as identity theft. Such strategies are essential for developing a positive image for a company and, as a result, gradually improving the entity's performance (Injazz & Karen, 2003). Technology, according to (Nigel, Kraemer, & Gurbaxani, 2004), plays a crucial role in CRM enhancement because of its wide range of applicability. Technology has a huge impact on how activities and processes are modified, according to (Sturdy, 2012). According to a study on the impact of technology on the Organization industry (Gabriel & Adiele, 2013), technology has produced a near-total transformation of the sector. According to the study, this assumption is predicated on the introduction of alternate Organization channels (ABCs). ABCs have transformed the way organizations are covered in terms of location and demographics (Gabriel & Adiele, 2013). Two of the ABCs noticed are mobile organization and internet organization. These ABCs, according to (Ampoful, 2012), have resulted in a variety of services previously unavailable to clients. This is linked to better performance in the organizing industry. Social media platforms, which are essentially technological products, can be used to improve CRM and hence increase an organization's performance. Customer involvement is required to guarantee that CRM is effective, according to (Kangu, Wanjau, Kosimbei, & Arasa, 2013). Businesses' use of social media platforms for both marketing and customer contact makes this possible. The relevance of entities' relationships with their customers via social media platforms is emphasized by (Kangu, Wanjau, Kosimbei, & Arasa, 2013). Customers are more likely to provide reliable feedback as a result of these interactions. Social networking methods are highly accurate in providing information about customers' interests, preferences, and expectations in the Organization industry. Organizations can work from a position of knowledge with such solid data, allowing them to establish strategies based on facts (Karr, 2012).

Service quality is defined by (Schneider & White, 2004) as the overall influence of a certain service's performance on the level of satisfaction received by the service's recipient. The management of this service quality in order to ensure that the service gives improved satisfaction is known as service quality management (SQM). According to Burtonshaw-Gunn & Salameh (2009), all properties of an entity, including seemingly trivial details, influence its performance. As a result of this assumption, it becomes critical to ensure that all components of an organization are well managed in order to ensure that all operations are at their peak. SQM is critical since it involves customers directly. The quality of service

supplied to a client has a major impact on the chance of the consumer developing loyalty to the company (Peris-Ortiz & Ivarez-Garca, 2014). According to a study (Brink & Berndt, 2004) on SQM and business performance, there is a direct correlation between the two. This means that improving SQM has a positive impact on an organization's performance. However, because everyone's tastes and preferences are different, achieving each client's expectations remains a challenge. e. In this case, (Sakwa & Oloko, 2014) suggests that while clients' expectations vary, the changes are minimal. As a result, (Sakwa & Oloko,, 2014) advocates for the standardization of an ideal point. Measures such as the adoption of a customer service policy can help to standardize customer service (Karr, 2012). The average client's expectations would be explicitly outlined in such a policy, and the service process would be thoroughly described in order to meet and surpass these expectations. Another significant challenge in the construction of service quality is determining the characteristics that will characterize the service quality management system. Various firms use various methods to improve service quality. In a study of the relationship between CRM and marketing effectiveness in the Swedish organizational industry, (ineldin, 2005) identified a number of parameters to consider when developing an effective SQM system. SQM, according to (Zineldin, 2005), should comprise characteristics such as dependability, the ability to be appropriately responsive, and the ability to give assurance in regard to the client's expectations and wants. (Zineldin, 2005) discovered a strong link between CRM and marketing performance when these characteristics were incorporated into SQM. Contrary to popular belief, (Brink & Berndt, 2004) identifies empathy and responsiveness as essential characteristics of SQM. SQM guided by a number of methodologies is required to ensure that the entity's performance is transformed positively. A follow-up is also required to determine the procedure's success and compare it to a predetermined benchmark number. Customer disloyalty, which results in the organization's overall poor performance, is one of the signs of inadequate SQM (Auka, 2012). Auka (2012) states that low product switching costs influence service quality management loyalty in a study of perceived loyalty in commercial enterprises in Nakuru.

3 RESEARCH METHODOLOGY

3.1 Area/Population of the study

The population of a study is the collection of factors from which the researcher draws samples. Furthermore, population refers to all possible aspects, participants, or observations linked to a specific phenomenon of interest to the researcher. A population is a group of people that a researcher is interested in researching and about which he wants to gather data and draw conclusions. The research will take place in Nigeria's Kano state. Nigeria's Kano state is one of the country's most populous. According to the Kano state government, the population of Kano is 13.3 million, a figure challenged by the Nigerian government and deemed untrustworthy by the Nigerian National Population Commission.

3.2 Source of Data Collection

Primary and secondary sources will be used to gather data for this project. A field survey will be used to collect primary data, with a standardized questionnaire serving as the major research tool. Secondary data, on the other hand, will be collected from relevant articles such as journals, seminar papers, articles, textbooks, and dissertations.

3.3 Sampling Technique

According to (Wimmer & Dominick, 2000), a sample is a subset of a population that represents the full population. Furthermore, because the researcher may not be able to investigate the complete population, a representative sample is always required. Because the researcher will not be able to adequately study the entire firm under investigation, a representative number will be chosen as the sample size population. The sample size will be fifty (50) employees.

3.4 Method of Data Collection

In this study, questionnaires and interviews will be employed as research tools. A questionnaire will be utilized to collect data from the sample respondents as the study's

primary research tool. The questionnaire will be created to answer the research questions.

In this instrument, Section A and Section B will be split and limited. The respondents' personal information will be handled in Section A, while the research statement will be based on the study questions and hypotheses offered in Chapter 1. Each respondent will be provided a list of options or alternatives from which to select or mark one.

3.5 Reliability of the Instrument

“The ability of a particular measuring instrument to yield similar result when applied to the same situation at different times.” according to (Anyanwu, 2000). A reliability test using a pilot study will be used to determine the instrument's reliability. The pre-test will be conducted using a questionnaire distributed to the respondents of the selected organizations, and the test and retest approach will be used. Five selected units in Dangote Flour Mills, Kano state, would receive ten (10) copies of the questionnaire. All the questionnaires that were provided will be filled out and returned. The reliability will be determined using the Pearson Product Moment Correlation Coefficient, with $r = 0.96$ indicating that the survey items are consistent.

3.6 Validity of the Instrument

However, (Onwumere, 2005) defines validity as “the extent to which a measuring instrument on application performs the function for which it was designed.” The degree to which the appropriate study design or research instrument provides proper responses from sample objects determines validity. To determine the instrument's validity, the researcher will use content validity, in which the researcher will subject the instrument to face validity by handing it over to two executives from the Kano state chapter of the Ministry of Commerce and Industry, who will examine the items and ensure that they are in line with the study's objectives. Considering their corrections, the questionnaire's structure and language will be altered. The instrument will be designed to reduce the impact of errors such as inconsistency and ambiguity.

3.7 Sampling Procedure

In this study, the stratified random sampling methodology will be employed as the sample method. Stratified sampling will be used because the population has a sample frame and questionnaire distributed in proportion to the population size of each staff that created the population. This technique assures that every part of the population has an equal chance of being selected, resulting in more representation.

The study's participants would be 50 selected employees from Dangote Flour Mills in Kano state.

TABLE OF ILLUSTRATION

| Department | Distributed Questionnaires |
|---------------------------|-----------------------------------|
| Marketing Department | 10 |
| Client Service Department | 10 |
| Human Resource Department | 10 |
| Finance Department | 10 |
| Internal Control | 10 |
| Total | 50 |

3.8 Method of Data Analysis

The simple percentage approach will be utilized as the analytical tool for this research project in order to analyze the data collected effectively and efficiently for easy management and correctness, and a sample size of fifty (50) will be represented by 100% for easy response analysis.

In addition, the inquiry will use the statistical analytical method of correlation. In hypothesis testing, correlation will be used as a statistical tool to assess what the connection between two variables should be. It will be utilized to develop and reach conclusions by collecting observed values from respondents' questionnaires, determining the hypothesis critical value, and assessing the degree of freedom.

$$r = \frac{n\sum Xy - \sum X \sum y}{\sqrt{[n\sum x^2 - (\sum x)^2] [n\sum y^2 - (\sum y)^2]}}$$

Where y = dependent factor, x = independent factor

Following the collection of data via questionnaire administration, and according to the study question and hypothesis, the data will be coded, tabulated, and analyzed in that order.

4 DATA ANALYSIS AND FINDINGS

4.1 Results Collection

This chapter discusses how to display and analyze the results collected from questionnaires. Simple percentages were used to assess the demographic information of the respondents, Pearson Correlation coefficient was employed to test the research hypotheses, and the data was displayed in the order in which they were arranged in the research questions.

BIO DATA OF RESPONDENT

Table 1: Sex of respondent

| | Frequency | Percent | Valid % | Cumulative Percent |
|--------|-----------|---------|---------|--------------------|
| Male | 30 | 60 | 60 | 60.0 |
| Female | 20 | 40 | 40 | 100.0 |
| Total | 100 | 100 | 100 | |

Survey taken: April, 2022.

The gender distribution of the respondents used in this investigation is shown in Table 1. 30 male respondents (60 % of the population) and 20 female respondents (40 % of the population) make up the total number of respondents.

Table 2: Age distribution of respondents

| | Frequency | Percentage | Valid Percentage | Percentage% |
|---------------|-----------|------------|------------------|-------------|
| below 17years | 7 | 14 | 14 | 15 |
| Year 18–20 | 8 | 16 | 16 | 30 |
| Year 21–30 | 20 | 40 | 40 | 70 |
| Year 31–40 | 5 | 10 | 10 | 80 |
| Year 41–50 | 5 | 10 | 10 | 90 |
| above 50years | 5 | 10 | 10 | 100 |
| Total | 50 | 100 | 100 | |

Survey taken: April, 2022.

The age grade of the respondents included in this investigation is shown in Table 2. 7 respondents, or 14% of the population, are under the age of 17. Eight respondents, or 16% of the population, are between the ages of 18 and 20. Twenty respondents, or 40% of the population, are between the ages of 21 and 30. 5 respondents, or 10% of the population, are between the ages of 31 and 40. 5 respondents, or 10% of the population, are between the ages of 41 and 50, while 5 respondents, or 10% of the population, are above 50.

Table 3: Respondent Marital Status

| | Frequency | Percent | Valid Percentage | Cumulative Percentage |
|----------|-----------|---------|------------------|-----------------------|
| Single | 30 | 60 | 60 | 60 |
| Married | 15 | 30 | 30 | 90 |
| Divorced | 2 | 4 | 4 | 95 |
| Widowed | 3 | 6 | 6 | 100 |
| Total | 50 | 100 | 100 | |

Survey taken: April, 2022

The marital status of the survey respondents is shown in Table 3. A total of 30 people, or 60.0 percent of the population, are single. A total of 15 people, or 30% of the population, are married. Two respondents, representing 4% of the population, are divorced, while three, representing 6% of the population, are widowed.

Table 4: THE ORGANIZATION'S STRATEGIC PLANNING MUST INCLUDE CUSTOMER RELATIONSHIP MANAGEMENT.

| | Frequency | Percentage | Valid Percent | Cumulative Percentage |
|-------------------|-----------|------------|---------------|-----------------------|
| strongly agree | 25 | 50 | 50 | 50 |
| Agree | 12 | 25 | 25 | 75 |
| Undecided | 3 | 5 | 5 | 80 |
| Disagree | 5 | 10 | 10 | 90 |
| Strongly disagree | 5 | 10 | 10 | 100 |
| Total | 50 | 100 | 100 | |

Survey taken: April, 2022.

Table 4 displays the views of respondents who believe that customer relationship management is an important aspect of the organization's strategic planning. Customer relationship management is a critical aspect of strategic planning in the firm, according to 25 respondents (50.0%). Customer relationship management is a critical aspect of strategic planning in the firm, according to 12 respondents (25.0%). Undecided respondents accounted for 5% of the total. Customer relationship management is a critical component of strategic planning in the company, according to 5 respondents (10%), and customer relationship management is a crucial part of strategic planning in the organization, according to the remaining 5 respondents (10%).

Table 5: THE MANAGEMENT OF CUSTOMER RELATIONSHIPS HAS A MASSIVE IMPACT ON ORGANIZATIONAL PERFORMANCE.

| | Frequency | Percent | Valid Percentage | Cumulative Percentage |
|-------------------|-----------|---------|------------------|-----------------------|
| strongly Agree | 20 | 40 | 40 | 40 |
| Agree | 25 | 50 | 50 | 90 |
| Undecided | 1 | 1 | 1 | 92 |
| Disagree | 2 | 2 | 2 | 95 |
| strongly disagree | 2 | 2 | 2 | 100 |
| Total | 50 | 100 | 100 | |

Survey taken: April, 2022

Table 5 indicates the percentage of respondents that believe customer relationship management has a major impact on organizational success. Customer relationship management has a major impact on organizational success, according to 20 respondents (or 40.0 percent). Customer relationship management has a considerable impact on company success, according to 25 respondents (50.0%). 1% of people were undecided. Two respondents, or 2.0 percent, disagree that customer relationship management has a substantial impact on organizational success. 2 of the respondents (or 2% of the total) strongly disagree that customer relationship management has a substantial impact on organizational success.

TABLE 6: THERE IS SIGNIFICANT RELATIONSHIP BETWEEN CUSTOMER SERVICE AND ORGANIZATIONAL PERFORMANCE IN NIGERIAN FLOUR MILL INDUSTRY

| | Frequency | Percentage | Valid Percentage | Cumulative Percent |
|-------------------|-----------|------------|------------------|--------------------|
| strongly agree | 20 | 40 | 40 | 40 |
| Agree | 25 | 50 | 50 | 90 |
| Undecided | 1 | 1 | 1 | 92 |
| Disagree | 2 | 2 | 2 | 97 |
| strongly disagree | 3 | 2 | 2 | 100 |
| Total | 50 | 100 | 100 | |

Survey taken: April, 2022.

Table 6 displays the opinions of respondents who believe that customer relationship management and organizational performance have a substantial link. There is a considerable association between customer relationship management and organizational performance, according to 20 respondents (40.0 percent). There is a considerable association between customer relationship management and organizational success, according to 25 respondents (50.0%). Undecided respondents accounted for 1% of the total. Two respondents, representing 2.0 percent of the total, dispute that there is a significant relationship between customer relationship management and organizational success, while the remaining two, or 2% of the total, strongly disagree.

Table 7: EFFECTIVE CUSTOMER RELATIONSHIP MANAGEMENT CAN RESULT IN CUSTOMER LOYALTY.

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------------------|-----------|---------|---------------|--------------------|
| strongly agree | 25 | 50.0 | 50.0 | 50.0 |
| Agree | 15 | 30.0 | 30.0 | 80.0 |
| Undecided | 2 | 4.0 | 4.0 | 85.0 |
| Disagree | 5 | 10.0 | 10.0 | 95.0 |
| strongly disagree | 3 | 6.0 | 6.0 | 100.0 |
| Total | 50 | 100.0 | 100.0 | |

Survey taken: April, 2022.

Table 7 displays the opinions of respondents who believe that effective customer relationship management can result in customer loyalty. Customer loyalty can be achieved by effective customer relationship management, according to 25 respondents (50.0%). Customer loyalty can be achieved by effective customer relationship management, according to 15 respondents (30.0%). Undecided respondents accounted for 4% of the total. 5 respondents (10.0 percent) disagree that efficient customer relationship management can lead to customer loyalty, while the remaining 3 respondents (6 percent) strongly disagree that efficient customer relationship management may lead to better customer loyalty.

TABLE 8: ADOPTION OF TECHNOLOGY IN CRM AFFECTS THE PERFORMANCE OF THE ORGANIZATIONS

| | Frequency | Percentage | Valid Percent | Cumulative Percentage |
|-------------------|-----------|------------|---------------|-----------------------|
| strongly agree | 20 | 40 | 40 | 40 |
| Agree | 15 | 30 | 30 | 70 |
| Undecided | 8 | 16 | 16 | 85 |
| Disagree | 5 | 10 | 10 | 95 |
| strongly disagree | 2 | 4 | 4 | 100 |
| Total | 50 | 100 | 100 | |

Survey taken: April, 2022.

Table 8 displays the responses of respondents who believe that CRM technology system adoption has an impact on organizational performance. The implementation of technology in CRM has an impact on the performance of enterprises, according to 20 respondents (40%). The implementation of technology in CRM has an impact on the performance of enterprises, according to 15 respondents (30%). Undecided respondents accounted for 16% of the total. 5 respondents (10%) dispute that CRM adoption impacts organizational performance, while the remaining 2 respondents (4%) strongly disagree that CRM adoption influences organizational performance.

Table 9: IN AN ORGANIZATION, THERE ARE FACTORS OPPOSING EFFECTIVE CUSTOMER RELATIONSHIP MANAGEMENT.

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------------------|-----------|---------|---------------|--------------------|
| strongly agree | 25 | 50.0 | 50.0 | 50.0 |
| Agree | 12 | 25.0 | 25.0 | 75.0 |
| Undecided | 3 | 5.0 | 5.0 | 80.0 |
| Disagree | 5 | 10.0 | 10.0 | 90.0 |
| Strongly disagree | 5 | 10.0 | 10.0 | 100.0 |
| Total | 50 | 100.0 | 100.0 | |

Survey taken: April, 2022.

Table 9 displays the opinions of respondents who believe that there are obstacles to efficient customer relationship management in a company. There are factors militating against successful customer relationship management in a firm, according to 25 respondents (50.0 percent). There are issues that work against good customer relationship management in a firm, according to 12 respondents (25.0%). Undecided respondents accounted for 5.0 percent of the total. There are reasons that militate against efficient customer relationship management in a firm, according to 5 respondents (10.0 percent), but the remaining 5 respondents (10.0 percent) strongly disagree.

TABLE 10: SERVICE QUALITY MANAGEMENT HAS A SIGNIFICANT IMPACT ON AN ORGANIZATION'S PERFORMANCE.

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------------------|-----------|---------|---------------|--------------------|
| strongly agree | 20 | 40.0 | 40.0 | 40.0 |
| Agree | 25 | 50.0 | 50.0 | 90.0 |
| Undecided | 1 | 2.0 | 2.0 | 92.0 |
| Disagree | 3 | 6.0 | 6.0 | 97.0 |
| strongly disagree | 1 | 2.0 | 2.0 | 100.0 |
| Total | 50 | 100.0 | 100.0 | |

Survey taken: April, 2022.

Table 10 displays the views of respondents who believe that an organization's service quality management approach has a substantial impact on its performance. Twenty respondents, or 40.0 percent, strongly agree that an organization's service quality management approach has a substantial impact on its performance. A total of 25 respondents (50.0%) agree that an organization's service quality management approach has a substantial impact on its performance. Undecided respondents accounted for 2% of the total. 3 respondents, or 6.0 percent, disagree that a company's service quality management strategy has a substantial impact on its performance, while 1 respondent, or 2%, strongly disagrees that a company's service quality management approach has a significant impact on its performance.

TABLE 11: MANAGEMENT OF ORGANIZATION SHOULD TRAIN THEIR EMPLOYEES FOR EFFECTIVE CUSTOMER SERVICE DELIVERY

| | Frequency | Percent | Valid Percentage | Cumulative Percentage |
|-------------------|-----------|---------|------------------|-----------------------|
| strongly agree | 20 | 40 | 40 | 40 |
| Agree | 25 | 50 | 50 | 90 |
| Undecided | 1 | 2 | 2 | 92 |
| Disagree | 3 | 6 | 6 | 97 |
| strongly disagree | 1 | 2 | 2 | 100 |
| Total | 100 | 100 | 100 | |

Survey taken: April, 2022.

Table 11 displays the opinions of respondents who believe that management should train its personnel to provide effective customer care. Management of firms should teach their personnel about good customer service delivery, according to 20 respondents (40.0 percent). Organizational management should teach its workers about effective customer service delivery, according to 25 respondents (50.0 percent). Undecided respondents accounted for 2% of the total. 3 respondents, or 6.0 percent, disagree that firms should train their staff for effective customer service delivery, while 1 respondent, or 2%, strongly opposes that organizations should train their employees for effective customer service delivery.

4.2 Research Hypotheses

H₀: There is no significant impact of customer relationship management on organizational performance.

H₁: There is a significant impact of customer relationship management on organizational performance.

4.3 Correlation Analysis

Correlation analysis was used in this study to examine the relationship between the dependent and independent variables. The Pearson Correlation coefficient was utilized, with correlation values ranging from 0 to 1, where a correlation value near 0 indicates a weak correlation and a correlation value near 1 indicates a significant correlation between the variables under consideration.

Correlations

| | | There is a major relationship between CRM and organizational performance | There is a major impact of customer service on organizational performance |
|---|---------------------|--|---|
| There is a major relationship between CRM and organizational performance | Pearson Correlation | 1 | .853** |
| | Sig. (2-tailed) | .000 | |
| | N | 50 | 100 |
| There is a significant impact of customer service on organizational performance | Pearson Correlation | .853* | 1 |
| | Sig. (2-tailed) | .000 | |
| | N | 50 | 100 |

** . Correlation is significant at the 0.01 level (2-tailed).

Level of significance: 0.05

The Pearson Correlation coefficient between the independent variable, customer relationship management, and the dependent variable, performance, is positive as a result of the aforesaid findings. The correlation is 0.0853, which is significant, as shown by the p-value of 0.000 which is less than 0.05 at the 5% level of significance.

CONCLUSION FROM THE ABOVE CORRELATION TABLE

If the p-value is less than the level of significance, reject the null hypothesis; otherwise, accept the null hypothesis. We therefore conclude that there is a significant impact between customer relationship management and organizational performance.

5 CONCLUSION AND RECOMMENDATION

In this section, the author will conclude the results from this research, present recommendations for future research, and underline the limitations for this research.

5.1 Findings

The study's findings indicated the following:

1. Customer relationship management is a crucial part of strategic planning in the organization
2. Customer relationship management has a substantial impact on company success.
3. Customer relationship management and organizational success are linked in a big way.
4. Effective customer relationship management can result in customer loyalty.
5. In an organization, there are obstacles to efficient customer relationship management.
6. Management of organizations should train their employees for effective customer service delivery

5.2 Conclusion

The study conclusions, as stated in the summary above, are based on the research objectives as follows:

Customer relationship management has a favourable impact on an organization's success, according to the study. The organization's continuous improvement will be determined by how successfully the customer relationship is managed and how satisfied consumers are with the level of service they receive. The implementation of information technology in the organization has had a substantial impact on the operation performance and processes. Even though the technology is beneficial to the company, the study found that incorporating it into customer relationship management would have a significant influence on the organization's performance. The ability of the company to adopt technology in its

services, as well as the expertise of the personnel on technology, has a significant impact on performance. The CRM factor of service quality management had the greatest impact on perceived organizational performance. However, given that likes and preferences differ across individuals, meeting the expectations of each and every client remains a struggle. Though clients' expectations differ, the differences are minor, thus standardization should be used to find an optimal point. Customer service can be standardized by steps such as the implementation of a customer service policy.

5.3 Recommendations

From the study the following recommendations has been deduced:

- Organizations, particularly flour mills, must maintain a positive relationship with their clients in order to maintain a competitive advantage.
- Employees must also exhibit commitment and loyalty to the strategy's success.
- The report also suggested that all staff receive training and development aimed at fostering long-term customer relationships on a regular basis.
- As a result, organizations should foster an understanding of their organizational culture in order to recruit and retain talented individuals who can contribute positively to the organization's performance and foster strong and beneficial relationships.
- Organizations must also employ technical ways for assessing customer satisfaction, as well as technology that will improve service delivery in the organization.
- Businesses should continue to analyze and evaluate CRM while also expanding customer feedback channels.

Suggestion for Further Study

For other researchers commencing on similar research, it is recommended that the scope of the study be expanded to include other industries and variables that will improve

organizational performance be considered, such as Monetary performance, Maximization of profits, Corporate social responsibility, corporate strategy, and planning among others.

Other variables that may affect organizational performance, as described above, should be investigated further by academics who may find the research topic fascinating to work on, given that Customer Relationship Management is a wide concept.

Limitation of study

The study was limited to only one organization that uses a CRM system, and the number of people that was sampled was modest. As a result, the study's findings may not be applicable to other flour mills companies. In addition, the study also faced financial limitation, in the sense that there is a finite amount of money accessible to harness research study material such as international journals, publications, and so on, because the cost of obtaining research journals to utilize in research is relatively high.

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7 APPENDIXES

QUESTIONNAIRE ON THE IMPACT OF CUSTOMER RELATIONSHIP MANAGEMENT ON ORGANIZATIONAL PERFORMANCE (A CASE STUDY OF DANGOTE FLOUR MILL, KANO STATE)

Instructions:

Research questionnaire

Section A: Respondents demographics (please tick the appropriate response and complete when necessary)

1. Name of Department:
2. Years of Service:

General Information

1. Sex: Female () Male ()
2. Please indicate your age from the choices below
 - a. Below 25 years ()
 - b. 26-35 years ()
 - c. 36-45 years ()
 - d. Above 45 years ()
3. Kindly indicate your highest academic qualification
 - a. Primary school level ()
 - b. Secondary school ()
 - c. University level ()

Others (please specify).....

SECTION B

KEY:

1. Strongly Agree = (SA) - 1
2. Agree = (A) - 2
3. Undecided = (U) - 3
4. Disagree = (D) - 4
5. Strongly Disagree = (SD) - 5

| S/NO | RESEARCH QUESTIONS | SA | A | U | D | SD |
|------|---|----|---|---|---|----|
| 1. | THE ORGANIZATION'S STRATEGIC PLANNING MUST INCLUDE CUSTOMER RELATIONSHIP MANAGEMENT | | | | | |
| 2. | THE MANAGEMENT OF CUSTOMER RELATIONSHIPS HAS A MASSIVE IMPACT ON ORGANIZATIONAL PERFORMANCE | | | | | |
| 3. | THERE IS SIGNIFICANT RELATIONSHIP BETWEEN CUSTOMER SERVICE AND ORGANIZATIONAL PERFORMANCE IN NIGERIAN FLOUR MILL INDUSTRY | | | | | |
| 4. | EFFECTIVE CUSTOMER RELATIONSHIP MANAGEMENT CAN RESULT IN CUSTOMER LOYALTY | | | | | |
| 5. | ADOPTION OF TECHNOLOGY IN CRM AFFECTS THE PERFORMANCE OF THE ORGANIZATIONS | | | | | |
| 6. | IN AN ORGANIZATION, THERE ARE FACTORS OPPOSING EFFECTIVE CUSTOMER RELATIONSHIP MANAGEMENT | | | | | |
| 7. | SERVICE QUALITY MANAGEMENT HAS A SIGNIFICANT IMPACT ON AN ORGANIZATION'S PERFORMANCE | | | | | |
| | MANAGEMENT OF ORGANIZATION SHOULD TRAIN THEIR EMPLOYEES FOR EFFECTIVE CUSTOMER SERVICE DELIVERY | | | | | |

