Consumer Relationship Management and Its Effect On Organizational Performance Within the Telecommunication Industry of Ghana

Leslie Ofoe Amegavie, Naa Morkor Dzormo Mensah, and Afako Jephthah Kwame

Abstract— Customer relationship management (CRM) is a practice which is being adopted by many industries because businesses are shifting from being profit oriented to customer oriented. Recently, CRM has been an area of interest for researchers thus; it has yielded a significant number of studies. However, results are often unclear and this may be attributed to the strong disagreement regarding the exact domain of CRM (Rigby, Reichheld, and Scheffer, 2002). It is on these grounds that this study was conducted to contribute to existing literature on CRM and its effects on performance in the telecommunication industry of Ghana. Some explanations are made on the role and relationship between CRM and Organizational Performance.

The study is quantitative in nature and a linear regression model was used to assess the effect CRM has on Organizational Performance. A significant finding made from the study was that CRM if well implemented has a positive effect on the performance of an organization. An important recommendation made is, industries should improve on their CRM practices since it improves their Organizational Performance.

Index Terms— Customer relationship management, organizational performance, telecommunication, Ghana.

I. INTRODUCTION

In today's hyper-competitive world, the companies that build customer relationships are more likely to gain the highest competitive advantage than those which do not. Delivering superior customer value has therefore become an important tool in building and sustaining competitive advantage through the implementation of Customer Relationship Management (CRM) practices. CRM is a practice used in attracting and retaining customers and has become one of the most considerable factors in the success of both manufacturing businesses and service providers. Hence, CRM has become a key focus for many organizations now as a shift from customer acquisition towards building customer relationships. Swift (2001) argues that a lot of benefits can be drawn from CRM initiatives in higher customer retention and loyalty. Thus, leading to higher profitability, growth in market share and a greater competitive advantage.

Mobile telephony is one of the fastest growing industries in Ghana. There are four current operational service providers which include MTN (Scancom), AirtelTigo, Vodafone, and Globacom. There are over 12 million mobile phone

subscribers in Ghana. The introduction of 4 Generation services has led to an increase in the range of services provided by cellular operators. Not long ago few people had private telephones that worked, but today almost every Ghanaian has at least one mobile phone. This tremendous increase in the use of telecommunication networks necessitated the establishment of the National Communication Authority (NCA) in 1997 and the subsequent deregulation of the telecom industry in 1994.

Customer relationship management

According to Picton and Broderick (2005), CRM is a view that emphasizes the importance of the relationships developed between an organization and its customers. It involves the strategic and tactical management tasks to achieve positive communications and long term customer relationships. Berkowitz (2006) also defines customer relationship management (CRM) as "the organization's attempt to develop a long-term, cost-effective link with the customer for the benefit of both the customer and the organization." According to Anderson (2000), the three sectors of business that rely most heavily on CRM and use it to great advantage are:

- Financial services sector
- A variety of high tech corporations and
- Telecommunications industry.

The customer relationship management process does not just end when a customer is won. Rather it should continue throughout the time that the customer will last in the organization.

Problem statement

Organizations have an important role in our daily lives and therefore successful organizations represent a key ingredient for developing nations. Continuous performance is the focus of any organization because it is only through improved performance that organizations are able to grow. Thus, organizational performance is one of the most important variables in management research and arguably, the most important indicator of organizational performance is through customer relationship management (Malmi, 2004).

Various studies have been conducted on customer relationship management. Examples of such studies

Leslie Ofoe Amegavie is with the School of Management, Jiangsu University, 301, Xuefu Rd. Zhenjiang, P.R. China.

Naa Morkor Dzormo Mensah is with the School of Management, Jiangsu University, 301, Xuefu Rd. Zhenjiang, P.R. China.

Afako Jephthah Kwame is with the School of Management, Jiangsu University, 301, Xuefu Rd. Zhenjiang, P.R. China.

(e-mail: afako.jeph@gmail.com)

(Simonet, Kamdem & Nguelefack, 2012; Reinartz, Krafft & Hoyer, 2004; Abdala, 2013) cannot be generalized to include other industries such as the telecommunication industry. This is because of the unique characteristics which apply to each industry such as the size, cost of switching, frequency in customer switching, level of customer relationship management, etc.

A large group of researchers see CRM as an overall mix of marketing strategy, organisational structure and processes, and technology which all revolved around customer data that enable executives to better manage their companies (Hair, Bush, and Ortinau, 2003). Some executives seem unsure about how to properly implement CRM in their organisations (Myron and Ganeshram, 2002). This results in getting undesired results after devoting resources in CRM.

It is therefore on this premise that the research was undertaken to extend the study to include the telecommunication industry of Ghana as a case study.

Research objectives

The specific objectives are to:

1. Identify the customer relationship management practices employed by Telecommunication industry of Ghana.
2. Find out what propels customer loyalty in the telecommunication industry.
3. Identify the role customer relationship management plays in organizational performance.

Statement of Hypothesis

The following hypothesis guided the researchers in their analysis of the data.

H₁: customer relationship management has an effect on organizational performance.

H₀: customer relationship management has no effect on organizational performance.

II. LITERATURE REVIEW

A. Concept of customer relationship management

There is no universal definition of customer relationship management (CRM). Peel (2002) defines CRM as understanding the nature of the exchange between customer and supplier and managing it appropriately. This refers to the exchange of value between supplier and customer. The priority of the exchanging parties is to optimize their benefits thus, ensuring a profitable long-term relationship.

Customer Relationship Management (CRM) is a concept to enhance a company's ability to retain customers and gain strategic advantage over its competitors. It is focused on creating and managing relationships with customers more effectively through detailed and accurate analysis of consumer data using various information technologies (Gosney & Boehm 2000). Customer relationship management helps to achieve organizational goal as well as improve the experience that customers get from the organization.

CRM is basically about identifying and understanding customer needs, influencing customer behaviour, satisfying and retaining them through an ongoing communications

process. Thus, it is more than simply attracting and satisfying customers but also been able to use customer information to forecast their needs and build a long-term relationship with them. It also helps organizations to know the customers well enough to decide on the type of package to offer them. CRM enables organizations to provide excellent real-time customer service through the effective use of individual account information (Kotler & Keller, 2006). Organizations therefore, need to investigate customer needs, build relationships with both existing and potential customers, and satisfy their customers' needs (Rootman, 2006).

CRM as a strategy goes beyond increasing transaction volumes and sales levels. Its main objective is to increase long-term profitability, revenue and customer retention. Simply put, CRM is a strategic process rather than a technical issue. Thus, it changes the way organizations and industries perform their business activities.

Kotler and Armstrong (2004) defined CRM as the overall process of building and maintaining profitable customer relationships by delivering superior customer value and satisfaction. This definition seems to include the broad-based essence of marketing, wherein value and satisfaction are prominent.

Zikmund, McLeod and Gilbert (2003) provided a more technology-oriented perspective by defining CRM as a business strategy that uses information technology, to provide an enterprise with a comprehensive, reliable, and integrated view of its customer base so that all processes and customer interactions help maintain and expand mutually beneficial relationships.

Various definitions of CRM have been cited, ranging from very narrow view to very broad ones. Lack of knowledge on the meaning of CRM not only impedes academic discourse on the subject, but also adds to business practitioner uncertainty in establishing and implementing CRM systems.

In view of this variance among CRM definitions, Yim (2002) attempted to provide a more conceptual clarity, of CRM by combining the relevant marketing, management, and IT literature to identify four key areas necessary for successful CRM implementation: (1) strategy, (2) people, (3) processes, and (4) technology (Crosby and Johnson, 2001; Fox and Stead, 2001; Ryals and Knox, 2001). Despite the fact that each of these components is relatively straightforward, it is only when all four work in unison that a superior customer-relationship capability is developed (Day, 2003; Kotler & Armstrong, 2004). *The*

B. The Four Dimensions of CRM Implementations

The four dimensions of CRM implementation according to Boulding et al (2005) are;

Focusing on Key Customers

A customer-focused structure, culture, policy, and reward system should permeate any organization that strives to implement CRM successfully (Ryals and Knox, 2001; Sheth, Sisodia, and Sharma, 2000). All interactions with key customers, who are often identified by "lifetime value computations," must fully reflect this company-wide CRM

focus (Jain and Singh, 2002; Schmid and Weber, 1998). The ultimate goal is to achieve deep customer relationships through which the seller organization becomes indispensable (necessary, essential) to its most profitable customers (Vandermerwe, 2004). Equipped with company-wide understanding and internal support for key customer relationships, the sales force generally is better enabled and motivated to cultivate long-term customer relationships by offering more personalized products and services (Armstrong & Kotler, 2003).

Organizing around CRM

With a strong focus on key customers deeply embedded throughout its CRM system, the entire company should be organized around cultivating these valuable relationships. The organizational structure needs to be flexible and, if necessary, reconstructed to generate customer-centric values and improve coordination of customer-focused, cross-functional teams (Brown, 2000; Homburg, Workman, and Jensen, 2000; Sheth and Sisodia, 2002). For CRM success, there also must be an organization-wide commitment of resources.

With concerted efforts by all organizational functions to continuously provide a stream of value-rich actions and customer outcomes, the company and its sales force are assured that they can satisfy customers' needs and enhance customer relationships. (Ahmed and Rafiq, 2003; Gronroos, 1990)

Managing Knowledge

Strongly related to knowledge management, successful CRM is predicated on effectively transforming customer information to customer knowledge (Freeland, 2003; Peppard, 2000 Plessis and Boon, 2004; Stefanou, 2003; Stringfellow, Nie, and Bowen, 2004). Specifically, to enhance customer profitability, information about customers should be gathered through interactions or touch points across all functions or areas of the firm (Brohman, et al, 2003), so that a 360-degree customer view is established, maintained, and continually updated (Fox and Stead, 2001). Customer knowledge thereby generated needs to be shared and disseminated throughout the organization (Peppard, 2000; Ryals and Knox, 2001) to address customers' current and anticipated needs. Salespeople are then equipped with a wealth of valuable customer knowledge to meticulously adjust marketing offers to fit the individual needs of each customer (Armstrong and Kotler, 2003).

Incorporating CRM-Based Technology

Many CRM-oriented activities, such as knowledge management, cannot be optimized without leveraging the latest technology. Most CRM applications take great advantage of technology innovations, with their ability to collect and analyze data on customer patterns, develop prediction models, respond with timely and effective customized communications, and efficiently deliver personalized value offerings to individual customers (Peppard, 2000; Vrechopoulos, 2004)

C. Relationship dimensions in the service industry

Swartz and Iacobucci, (2000) suggested that there are five dimensions of relationship between a service provider and its client. These are;

Trust

This refers to the confidence in the steadiness of one party to act in the long term interest of the other party. A party to a relationship has trust, if the feeling that the other party can be depended on exists (Beckwith, 2001).

Bonding

According to the Webster dictionary, bonding is the formation of a close relationship especially through frequent or constant association. An organization can create a bond between it and its customers by constant association through its services. Francis Buttle (2014) emphasis that bonds can be social or structural. Social bonds are bonds founded on trust and administration while structural bonds take many forms as legal, project or joint venture.

Concern

This exists if two parties have an appreciation of, and caring, emotional feeling for each other. Based on such concern, each party will consider the viewpoint of the other party in negotiations and interactions. In the telecommunication industry, for example, concern will be evident if clients and employees care about each other and show respect during interaction.

Reciprocity

Fiorella (2014) defines it as the human need and tendency to want to give something back when something is received. In the telecommunication industry, for example, reciprocity will occur when a service provider's relationship leads to benefits for both the organization (such as income in the form of voice and data subscriptions) and the client (such as good network services).

Loyalty

Oliver (1999) defined loyalty as a deeply held commitment to rebuy or repurchase a preferred product/service consistently in the future, thereby causing repetitive, same-brand or same brand-set purchasing, despite situational influences and marketing efforts having the potential to cause switching behavior.

It is therefore important to note that the successes of a relationship between a service provider and its client will most likely depend on the extent to which these dimensions are ensured in the relationship building process.

D. Desirable Consequences of adopting a CRM orientation within the organization

Customer satisfaction

Khirallah (2005) defined customer satisfaction as a customer's perception that his or her needs, wishes, expectations, or desires with regard to products and service have been fulfilled. The definition shows that customer satisfaction is an attitude or behaviour customers show as a result of their needs been met by a service provider. This

means that organizations will have to be able to forecast customer needs and meet these needs effectively. Notwithstanding this, customer satisfaction cannot be said to be a guarantee for customer loyalty or retention since customer retention is the ability to hold on to customers over time (Brimpong, 2008).

Rust and Oliver (1994) suggest that customer satisfaction or dissatisfaction as a “cognitive or affective reaction” emerges as a response to a single or prolonged set of service encounters. The implication of this is that if service providers wish to gain customer loyalty and retention, they have to constantly meet the needs of their clients more effectively than competition. A high customer satisfaction will result in increased loyalty for the firm and that customers will be less prone to overtures from competition (Fornell, 1992). Jones and Sasser (1995) found that an increase in customer satisfaction produces a stronger effect on loyalty among customers who are at the high end of the satisfaction scale. But the difficulty has always been how to define the scale of satisfaction.

Customer loyalty

Customer loyalty is the mind-set that persuades a customer either to revisit a company, shop or outlet to purchase a particular product, service or brand (Jessy John, 2010). All loyal customers build businesses by buying more, paying premium prices, and providing new referrals through positive word of mouth over time (Ganesh, 2000). Customer loyalty is closely relating to the company’s continued survival, and to a brawny future growth. Hence, for a company to maintain a stable profit level in a fierce competitive market, striving to retain existing customers is more important than an aggressive strategy, which expands the size of the overall market by inducing potential customers (Ahmad & Buttle, 2002).

E. Organizational performance

Performance is a measure of the results achieved. Performance itself is likely to be somewhat specific: as the strategic choices a firm makes will dictate which performance measures will reflect the latent performance construct (Steers, 1975). According to Richard et al. (2009) organizational performance encompasses three specific areas of firm outcomes:

- (a) Financial performance (profits, return on assets, return on investment);
- (b) Product market performance (sales, market share); and
- (c) Shareholder return (total shareholder return, economic value added, customer service).

The theory of performance develops and relates six foundational concepts (context, level of knowledge, levels of skills, level if identity, personal factors and fixed factors) to form a frame work that can be used to explain performance as well as performance improvement. Performance improvement can be defined as the measurement of output of a particular business procedure, then modifying the procedures to achieve an increased output. To effectively develop an organization, performance improvement is when the management of the organization creates and manages a program which will manage the current level of performance of the organization and will then bring new ideas on board for modifying the procedures within the organization which will

result in higher outputs. At the organizational level, performance improvement consists of measurements such as customer satisfaction surveys which are used to obtain the needed information of the firm’s performance from its customers. Also, an organization can benchmark itself against other firms in the industry to evaluate its performance and then adopt measures to enhance improvement where necessary.

The concept of organizational performance has been based upon the idea that an organization is a productive asset, which consists of including human, physical, technological and capital resources integrated to achieve a common aim or goal (Alchain & Demsetz 1972; Simon 1976; Barney 2002). The definition of organizational performance is a surprisingly open question with few studies using consistent definitions and measures (Kirby 2005).

There has not been a comprehensible explanation of the relevant variables that affect performance, or development of a network of hypotheses for explaining and predicting organizational performance (Osland & Cavusgil 1996). Measurement of organizational performance is a controversial topic. This debate is associated with traditional financial/economic measures, for example, return on investment, profit, growth and returns sales (Smith, 1987; Chong 2008).

F. Conceptual framework of the study

Service providers will successfully move through the customer relationship implementation, customer satisfaction, customer loyalty to improved business performance if only they effectively meet the needs of their clients to such a point that they are deeply embedded in the hearts and minds of the customers Christensen (2006). hence, developing an emotional connection between them and the client which leads to customer loyalty

Crosby (2002) stated that, wise usage of customer information enables organizations to satisfy the needs of their customers, thus, creating profitable long-term collaborative relationships. Crosby further stated that long term customers are less costly to serve and smooth running relationships are less resource intensive. Swift (2001) maintains that organizations can obtain enormous benefits from CRM initiatives in higher customer retention and loyalty. The customer retention will increase when customers stay longer, buy more and frequently hence, increasing business performance.

Figure I Conceptual Framework

Source: Adopted from V.Kumar (2006): the relationship between customer satisfaction, loyalty and performance.

G. Empirical literature

CRM is not simply a method used by leading firms to gain a competitive advantage: it has become a necessity for their survival (Buttle, 2004). Review of literature in CRM reveals that findings and results are often unclear and this may be attributed to the strong disagreement and confusion regarding the exact domain of CRM (Rigby, Reichheld, and Scheffer, 2002). In other words, there is no consensus on what constitutes CRM. According to Kopf, (2000) ten experts were asked to define CRM; one is likely to receive ten quite different descriptions. Krauss, (2002) suggests that some groups view CRM largely as a technology-focused database management approach to gathering and analyzing information about customers in order to more fully satisfy those. While others think of CRM in terms of initiatives such as call centres, loyalty programs, Web sites, or personalized e-mails to implement one-to-one marketing.

A large group of researchers see CRM as an overall mix of marketing strategy, organizational structure and processes, and technology which all revolved around customer data that enable executives to better manage their companies (Hair, Bush, and Ortinau, 2003). This confusion notwithstanding, some executives seem conflicted and unsure about how to properly implement CRM in their organizations (Myron and Ganeshram, 2002). This results in getting undesired results after devoting resources in CRM.

Price Waterhouse Coopers (2002) in his study observed that poor management of customer churn is a major value destroyer and that the key to its prevention is to predict and avert attrition of the “right customers”. The right customers in this case are those profitable clients from whom the organization derives most of its profit or sales. Companies are therefore advised to segment their customers for retention efforts in much the same way that they would segment the market for acquisition efforts (Weinstein, 2002). Evans (2002) also suggested that the “right” customers are those with the highest residual lifetime value.

This viewpoint shows that firms should only concentrate their retention efforts on only high yielding customers. Cziepel and Reddy (1993) argued that the concept of relationship strength and relative perceived performance as mediating variables as they attempt to predict the economic value of customers for retention efforts. In their research they concluded that “in business-to-business and business-to-consumer settings, committed long term relationships between buyers and sellers are based on a strong and economically rational foundation”. Christophe Ako-Nai (2011). In a study on CRM in the financial sector, obtained data from Zenith Bank suggests that there is a high degree of CRM awareness among the bank’s staff. Respondents to questionnaires administered at the bank demonstrated an understanding of CRM. Key issues as their responses largely agreed with literature were in this four areas: That customer relationship oriented organizational mission positively impacts CRM.

Findings suggested that, the mission of Zenith Bank Ghana limited which is captured as “to continue to invest in the best people, technology and environment to underscore our commitment to customer enthusiasm”, played a role in creating awareness of the bank’s direction and focus among its employees. The mission statement emphasized the bank’s commitment to a continuous investment in two of the three key components of CRM, namely people (employee training) and technology, with the aim of fostering a better relationship with customers.

Data from their respondents agreed with literature that CRM initiative offered immense benefits. Almost all respondents agreed that the bank customers are satisfied now than before. Respondents also mentioned large customer base as a benefit. This agrees with the view of Zablah et al, (2004) that CRM engenders customer satisfaction and customer retention. Findings further revealed profitability and strong brand as the other key benefits derived from the banks CRM initiatives. This correlates the position of Greenberg (2004), who opined that the implementation of CRM strategy has the ability to increase the true economic worth of a business. The CRM initiative of the bank was pivotal in winning Zenith bank the Ghana Banking awards as best bank in financial performance for the year 2008.

A similar study conducted on Barclays bank Ghana Bantama branch by Edusah Barbara (2011) revealed that the bank after realizing the benefits of Customer relationship, adopted a number of strategies to help strengthen the relationship that exist between the bank and the customers. The ten members of staff interviewed showed an in depth knowledge of the CRM strategies. As explained in the previous chapter, CRM strategies that are being implemented by the bank are customer care calls, customer call backs, complaint management, and customer visit.

Staff indicated that in order to improve CRM of the bank, there is the need to build a strong relationship with them. All staff members interviewed was of the conviction that the introduction of these CRM strategies has really improved the relationship the bank has with its customers. It has also helped to reduce fraud, losses by the bank and has enhanced the bank’s reputation.

Findings from the study indicated that, 78% responded positively with how they were treated by staff of the bank. However, 22% of the respondents were dissatisfied. This implies that a majority of the respondents were delighted with how they were treated by staff at Bantama branch. Results from the study also indicated that 54% of the respondents were aware of the opportunity made available to log a complaint and had ever logged a complaint. However, 46% had not logged a complaint before. These respondents believe they have never seen such an opportunity to log a complaint. Even though they had issues that had to be resolved by the bank, they did not see an opportunity to let them out.

Adelekan Adeyemi Samuel (2009) in his study on the effects of customer relationship management on organizational performance in the telecommunication industry in Nigeria, A total number of 110 respondents was the sample size for the questionnaire. A regression analysis method was used to test the hypotheses. In the course of this study, the researcher made the following findings from the responses gotten from users of the MTN network:

- I. A satisfied customer will talk favourably about the company and its services to others thereby creating good impression of the company (goodwill).
- II. Increase in customer relationship management/service will enhance better performance of the organization.
- III. Customer relationship management has good impact on the performance of an organization (MTN Nigeria).
- IV. Customer relationship management will enhance good value of an organization’s products.
- V. Customer loyalty will better be attained by proper customer relationship management/service.

VI. Customer relationship management must keep customers updated with products and services in order to create satisfaction and increase performance.

VII. Poor customer relationship management/service will most likely result to a low patronage of organization products.

From the regression analysis, the R^2 which is the correlation of determination was between 24.5% and 29.5%, this indicates the percentage customer relationship management contributes to organizational performance in MTN NG

III. METHODOLOGY

A. Research Design and Target Population

The research design for this study was descriptive in nature however, it focused on a quantitative approach. This approach is relevant for testing the objectives and theories by examining the relationship between the variables. These variables were measured using scales and further analyzed using statistical procedures. The study also employed primary data in order to come up with the best conclusion that will benefit the study. Questionnaires were used to gather the relevant primary data for the study.

Population refers to the elements or people to be studied and from whom data is obtained (Keller and Warrack, 2003). The target population were customers and management of selected telecommunication companies in Ghana, specifically customers who are found within the Greater Accra region of Ghana.

B. Sample Size and Sampling Procedure

A total of two hundred and fifty-one (253) respondents were used, which included two hundred and fifty customers of the telecommunication industry of Ghana and three top management staff of selected telecommunication companies in Ghana.

C. Data source and collection

Data were collected from primary source for this study. The primary data was gathered by means of questionnaire administration. The primary data was gathered by means of an adapted questionnaire developed by Abdul Majeed Iddrisu (2011).

D. Data Analysis

The statistical method used for analysis of data was a regression analysis under the Statistical Package for Social Sciences (SPSS). Regression analysis is a statistical technique used to express the relationship between two variables, and estimates the value of the dependent variable (y) based on a selected value of the independent variable (x) (Fornell and Cha, 1994). Therefore, regression analysis was used to assess the effect customer relationship management (independent variable) has on organisational performance (dependent variable).

The most commonly used indicator of internal consistency, Cronbach's alpha coefficient was employed to check the reliability of the scales used for this survey. Scholars like Pallant (2003) and Hair (2010) argued that ideally, this value should be greater than 0.7 for managerial decisions although a threshold level of 0.6 could be used in exploratory research.

To increase the validity and reliability of the data collected using questionnaires, the researcher based the questions solely on the objectives of the research.

1. Reliability of Variables

Reliability refers to the degree to which the scale or survey gives consistent output when surveying similar population. The reliability of customer choice and service

Quality (tangibility, assurance, empathy, reliability, and responsiveness) were analyzed using Cronbach's coefficient alpha in the tables shown below. Variables that have Cronbach's coefficient alpha above 0.6 were accepted as suggested by Hair et al, (2010), who argued that ideally, this value should be greater than 0.7 for managerial decisions although a threshold level of 0.6 could be used in exploratory research.

Table I Reliability Statistics of overall Variables

Cronbach's Alpha	No. of Items
0.868	20

Both tables assessed the reliability of the scales used for customer choice and service quality. All the variables were found to be reliable with Cronbach's Alpha value of 0.948.

IV. RESEARCH FINDINGS AND DISCUSSIONS

A. Demographic Information of the Respondents

This study examined the demographic information of customers of mobile network service providers. The research team concentrated on customers using the target telecommunication network provider. The demographic information discussed gender, age of respondents, educational qualification, occupation and mobile network service provider they are affiliated to in tables 1 to 5. The data was gathered from Section A of the questionnaire.

Table II Gender of Respondents

Variable	Frequency	Percentage %
Gender		
Male	143	60.06%
Female	95	39.09%
Total	238	100%
Age		
15-18 years	9	3.78%
19-22 years	92	38.64%
23-26 years	89	37.38%
27 years and above	48	20.16%
Total	238	100%
Occupation		
Students	155	65.10%
Workers	80	33.60%
Non-workers	3	1.26%

The above table shows that 143 (60.06%) of the respondents were male and 95 (39.09%) of the respondents were female.

The table above shows that a total number of 9 (3.78%) respondents fell between the age bracket “15-18 years”, 92 (38.64%) respondents fell within the age bracket of “19-22” and 89 respondents with (37.38%) were within the age bracket of “23-26”. Also 48 respondents with (20.16%) fell within the age range of “27 years and above”.

The table also shows the total number of respondents and their occupation. 155 (65.10%) of the respondents were students, whilst 80 (33.60%) respondents were workers. Lastly, 3 (1.26%) respondents were non-workers.

B. Customer relationship management practices employed by Telecos

Response obtained from management of selected telecommunication companies in Ghana suggested that the following CRM practices were employed as part of their marketing strategy.

- ✓ they assure customer satisfaction with regard to interactions with front liners.
- ✓ They assure customers of resolving their issues within 24hours.
- ✓ They have agreed time levels in which they respond to customers.
- ✓ They try to reduce the amount of effort customers put in reaching us (customer effort).

Results from management

The respondents used the five-point scale to respond to the questionnaire. In his response, the researchers observed that he agreed to all questions pertaining to their implementation and experience with customer relationship management which represents 4 in the five-point scale and can be inferred to mean that his response on customer relationship management were equal to 80%. This therefore shows the importance of customer relationship management to Telecos in Ghana and by extension the telecommunications industry as a whole. Thus, agreeing to the fact that customer relationship management is an important tool used in the telecommunication industry among other industries as stated by Anderson (2000) that, “the three sectors of businesses that rely most heavily on CRM and use it to a great advantage are:

- Financial services sector
- A variety of high tech corporations and
- Telecommunications industry.”

Also, the respondents in their response to questions relating to organizational performance, chose to stay Neutral in all their responses except one question in which they agreed to the statement that customer relationship management has a positive effect on the performance. Hence, accepting the hypothesis that customer relationship management has an effect on organizational performance.

Lastly, it is important to also note that respondents in addressing a questionnaire asking them to rate their performance after the implementation of customer relationship management, stated that their performance were Very **Good** after the implementation of customer relationship management.

C. Results for hypothesis

H1: effect of customer relationship management on organizational performance.

H0: no effect of customer relationship management on organizational performance.

The R value of .927 indicates that there is a strong positive and significant relationship between the service quality dimensions and customer choice. The R-square value of .858 also shows that the model explains approximately 85.8% .

R^2 = represents coefficient of determination. It shows the percentage of the total variation of the dependent variable (Y) that can be explained by the change in the independent variable (X). It is a measure of fitness of the model, and it shows the degree of impact which Customer relationship management has on organizational performance.

Table III Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.927 ^a	.858	.858	.389

- a. Predictors: (Constant), CRM has good impact on the performance of an organization

D. Analysis of Variance

The table indicate that there is a significant effect of CRM dimensions as independent variables on Organizational performance as the dependent variable. This is indicated by an F-statistics of 1431.315 (sig 0.0000). This shows that the model is a good fit which can be used for future predictions.

Table IV ANOVA

Model	Sum of Squares	df	Mean Squares	F	Sig.
Regression	216.147	1	216.147	1431.315	.000 ^b
Residual	35.639	236	.151		
Total	251.786	237			

- a. Dependent Variable: improvement in customer relationship management will affect the performance.
- b. Predictors: (Constant), CRM has good impact on the performance of an organization.

E. Analysis of Coefficient

B= 0.927. This is the average change in the dependent variable per unit change in the independent variable. This value explains how much increase in Customer Relationship Management can have an impact on organizational performance.

Table V Coefficient Analysis

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	-.224	.116		-1.922	.056
CRM	1.067	.028	.927	37.833	.000

- a. Dependent Variable: improvement in customer relationship management will affect the performance.

F. Decision Rule

Based on the above results, when p value (< 0.01) you reject H_0 which is the null hypothesis and the accept H_1 the alternate hypothesis. Therefore, the result was significant at 0.000 levels which imply that the alternate hypothesis (H_1) is accepted. This indicates that Customer Relationship Management has significant effect on Organizational Performance

V. SUMMARY, CONCLUSION AND RECOMMENDATION

A. Summary of Findings

In identifying the role CRM plays in Organizational performance, 98 respondents representing 41.16% of our sample size Agreed that CRM has a positive effect on organizational performance, showing that CRM plays a role in organizational performance. Also, 105 respondents representing 44.10% Strongly Agreed that a poor CRM will result in poor patronage of an organizations service, 107 respondents representing 44.95% also Agreed that CRM will enhance customer value. All the stated facts show that CRM plays an effective role in Organizational performance.

The extent to which CRM affects organizational performance was assessed using a linear regression. The R^2 which is 85.8% indicates the percentage customer relationship management contributes to organizational performance in the telecommunications industry of Ghana. Thus, an 85.8% change in performance is caused by changes in customer relationship management.

In the cause of the study some other observations were made, some of these are: Telecoms in Ghana measures the outcome of their CRM programmes through;

- Customer satisfaction surveys
- Market share
- Service levels
- First contact resolution and;
- Customer effort

B. Conclusion

Based on the results from the study it is concluded that there is a strong relationship between CRM dimensions and Organizational Performance

C. Recommendations

It is recommending that industries should improve on the implementation and use of customer relationship management practices since 36.96% of our respondents Strongly Agree that the way an organization manages its customers is vital to them. Also, 44.10% strongly Agreed that a poor CRM will lead to the low patronage of an organizations products and services.

Also, from our findings it was observed that customers recommended Telecos Ghana to constantly embark on the provision of welfare packages that will benefit them, if only they want to maintain its current standards in good service delivery in the telecommunications industry.

Finally, companies should invest money in retention and loyalty programs and not just acquisition. Customer loyalty should be rewarded so as to motivate their efforts, through the sponsorship of customers to shows and events, the distribution of souvenirs and scholarship schemes. This will help to improve the performance of the company or organization.

D. Limitations of the study

- A challenge that was faced during this research process was collecting data from the management of some selected telecommunications companies in Ghana.

E. Further Studies

For other researchers embarking on similar study, it is suggested that the scope of the study should be broadened to include other variables that also have the capacity to affect organizational performance. There has not been a comprehensible explanation of the relevant variables that affect performance, or development of a network of hypotheses for explaining and predicting organizational performance (Osland & Cavusgil 1996). Suggested variables may include:

- Organizational learning and innovation,
- Employee commitment,
- Leadership effectiveness,
- Employee motivation

According to Richard et al. (2009) organizational performance encompasses three specific areas of firm outcomes namely; (a) financial performance (financial performance, return on investment, etc); (b) product market performance (sales, market share, etc.); (c)shareholder oureturn (total shareholder return, economic value added, etc).

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