

SUPERIOR CUSTOMER RELATIONSHIP MANAGEMENT AS THE PROPELLER OF CUSTOMER PATRONAGE IN AN ORGANIZATION

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ABSTRACT

This article critically examined customer Relationship Management and its merit as the propeller of Customer Patronage in an organization using Cway Water Group, Oshodi, Lagos as the focus of the research study. The study sought to survey how customer care affects customer satisfaction, how employee commitment to service influences customer re-purchase decision and finally, how prompt attention to complaints affect customer loyalty. Data for the research study was gathered through structured research questionnaire. A total of 220 copies of questionnaire were administered to respondents and 174 were correctly completed and returned for analysis. Interview sessions were also held where relevant questions on customer relationship management were asked and useful information gathered from participants. Three hypotheses were formulated and tested in the study. Data gathered through the use of copies of questionnaire were analyzed using simple frequency tables and regression analysis. The findings of the study revealed that superior customer care has significant effect on customer satisfaction, employee commitment has significant influence on customer re-purchase decision and prompt attention to complaints from customers has significant effect on customer loyalty. Based on the finding of the study, it was recommended that modern organizations should strengthen their customer relationship management strategies in order to enhance customer patronage and the achievement of super organizational bottom-line.

Key words: Relationship management, customer patronage, loyalty, goal achievement

INTRODUCTION

In today's ever-competitive business environment, organizations are finding innovative ways of reaching out to customers. Firms do not just want to remain need satisfiers and profit makers but want to be seen as friends and solution providers to their customers. Thus the need for superior relationship Management has become paramount. The ability to properly understand and come up with the best way to manage customer relationship in the marketing of products and services has become very important to both marketing practitioners and academics in the education industry (Mendoza, 2007).

Organizations have discovered the importance of customers to the success and survival of an enterprise. Thus firms address customers with the titles such as; "you are a king", "you are always right", "you are our bread and butter" and so on in an effort to put customers in their mettle to continue patronizing the company. Current studies point to the fact that organizations are moving away from product and brand centered approach to customer centered concern in their relationship marketing activities. Thus, the objective of this article is to examine the extent to which superior customer relationship management can positively affect customer patronage in an organization.

Customer Relationship Management (CRM) according to Nwokah (2019) has been viewed as an investment in human software by organizations while others view it as the development of sound and productive relationship with customers, shareholders and employees. Kotler (2010) rightly stated that "marketing is satisfaction of customers and their needs at a profit". In the service

industry, marketing is evolving highly on relationships some of which can be one-on-one or in group (Mendoza, 2017). Several strategies are being devised continually by organizations to ensure that they are in close touch with their customers to enable them achieve customer patronage, loyalty and retention. It is very obvious that marketers are always finding the best possible ways of retaining customer patronage especially in highly competitive marketing environment. Companies direct their promotional efforts towards retaining the customers and building good brand value which, in the long run, leads to the retention of customers, increase in sales and profitability. In services marketing, understanding the service characteristics that lead to repeat purchase can help service managers direct their strength and allocate their resources to appropriate relationship marketing activities (Oliver, 2015). In the education industry, understanding what parents want their children and wards to become and shaping those children to meet the aspirations open an endless door to students' enrolment in colleges and universities.

Hypotheses of the study

The three hypotheses of the study stated in null form are as follows:

Hypothesis One (Ho): *Effective customer care has no significant effect on customer satisfaction in an organization.*

Hypothesis Two (Ho): *Employee commitment has no significant influence on customer re-purchase decision in an organization.*

Hypothesis Three (Ho): *Prompt attention to customer complaints has no significant effect on customer loyalty in an organization.*

LITERATURE REVIEW

Conceptual Framework

The expressions customer relationship management (CRM) and customer relationship marketing (CRM) are sometimes used interchangeably in marketing texts to express effort to maintain cordial relationship with the customer and other stakeholders and to achieve over-all marketing goals of an enterprise. As pointed out by Oliver (2015), these terms have been used to show a variety of perspectives and themes in marketing. However, this study is consistent in using the phrase 'customer relationship management' to embrace the totality of care and attention given to the broad spectrum of customers to win their patronage and to increase organizational profitability. According to Kotler (2010) customer relationship management is a very important concept in modern marketing. The author defined it as the total process of building and also maintaining total customer value that is superior and thus leading to increase in customer satisfaction. Excellent customer relationship management enables a company to discover who its customers are, how they behave and what they need. According to Obi (2017), experienced customer relationship managers are adepts in building customer loyalty, attracting high customer patronage and gaining customer retention. Konia (2015) provided another narrow but relevant viewpoint which considers customer relationship management (CRM) as seeking customer patronage and retention through the use of a variety of after sales marketing tactics that lead to the retention of customers.

Customer relationship management has been viewed from different perspectives and orientations by authors thus giving rise to a wider concept of the term. Oliver (2015) defined CRM in a more strategic way as putting the customer first and shifting the role of marketing from controlling the customer (expressive and selling) to honest participation with the customer (communicating and sharing knowledge of the product). Nwokah & Gladson-Nwokah (2012) opined that customer relationship management should be seen as a broad strategy and process of gaining, retaining, and partnering with customers to provide superior value for the firm. It has to do with the integration of customer service and marketing strategies to achieve over-all efficiency and effectiveness in the delivery of value to customers.

Customer Relationship Management Process

There are two important processes in customer relationship management and these are: "proactive customer business development" and "building partnering relationship with the customers". The two processes lead to superior value creation that is mutual to the customer and the organization. The key to building customer relationships is the creation of superior value and increase in customer satisfaction (Kotler, 2010). Most companies pay only lip service to customer relationship management issues while others admit they are far from their customers as far as this relationship is concerned. The matter should not be left to the marketing department alone. It should be a company-wide endeavour for over-all organizational success (Payne & Flow, 2015).

Furthermore, most organizations do not carry out their customer relationship activities extensively. Sometimes firms establish great customer care center and due attention given to customers at the point of purchase and the service ends there. This is not quite enough to maintain continued customer patronage. Some organizations have poorly trained personnel to carry out these tasks. Customers are highly dynamic so in order to be able to manage their relationship properly, adequately trained employees must be posted to strategic positions (Gruen, 2020). Some organizations are truly customer centric and have good customer relationship management platform but they lack technological backing to drive the practice to success. Customer relationship management is all about looking for the most effective ways by which an organization can better establish relationships with their customers to sustain patronage, customer retention and high sales volume (Hurley, 2021).

Das (2017) clearly stated that relationship management is the various techniques used by a firm to establish, maintain and enhance relationships with several parties as well as customers at a profit through exchange of promises aimed at fulfilling the objectives of each party. When customer relationship management processes are carried out properly by an organization, customers are more easily retained. Thus, customer relationship management can be said to be the pillar of customer retention. Companies are getting more informed about customers and they are discovering that customers love to be cared for and they are also happy when they know that the organization where they purchase products they need have them in mind not just satisfying them at the point of purchase alone (Goran, 2018).

An organization cannot effectively manage customer relationship without adequate database of customers. This practice calls for proper collection, analysis and interpretation of consumer data which would provide timely information that would enhance customer relationship management effort in an organization. Goran (2018) predicted that in the near future, marketing data that used to be stored away in silos and storage towers will be used adequately to build business intelligence and nurture consolidation of data and that prediction is holding true in the present digital dispensation. The overall aim of database marketing therefore is to have customers' information in a well modified manner that would aid the company to move from product-based marketing to customer-focused marketing as called for in the marketing environment of today (Payne, 2015).

Customer Care and Customer Satisfaction

Obi (2017) postulated that courtesy and pleasantries serve as the lubricants that lubricate the friction points in human relations. In the same vein, superior customer relationship management penetrates the heart of the customer and triggers new buying decisions. Parvatiyar and Sheth (2014) observed that the history of customer relationship management in developing nations dates back to pre-industrialization period. At that time, direct interaction started growing between manufacturers of agricultural products and their consumers. Artisans also began to make customized products for their customers. As time went on, other factors, such as, the growing process of intermediation in many industries, the advent of computers and advanced

telecommunication technologies influenced the development of customer relationship management in both manufacturing and service industries. Specifically, in industries such as the airline, banking and insurance the intermediation process is fast changing the process of marketing thereby increasing the popularity of customer relationship management. Integrated marketing tools such as databases and direct marketing have given these industries the opportunity to individualize and customize their marketing management efforts and to attract more customer patronage (Buttle, 2021).

The process of intermediation and the consequent breakthrough of Customer relationship management are also due to the emergence and rapid growth of the service industry. Since most services are produced and delivered by the same institution, the role and use of middlemen is minimized if not entirely eliminated. An emotional bond develops between the provider of the service and the customer thereby creating the need for nurturing and developing the relationship. The expectation of customers is also rising with the popularity of customer relationship management. This is facilitated by new technology, innovation of existing processes and the growing access to advanced product features and services. Expectations of customers are highly dynamic even on daily and short-term basis. In the world of continuous change in customer expectations, building superior relationship with customers has become essential to enable an organization to keep track of customers changing needs and preferences in order to influence their buying decision. (Parvatiyar and Sheth, 2014).

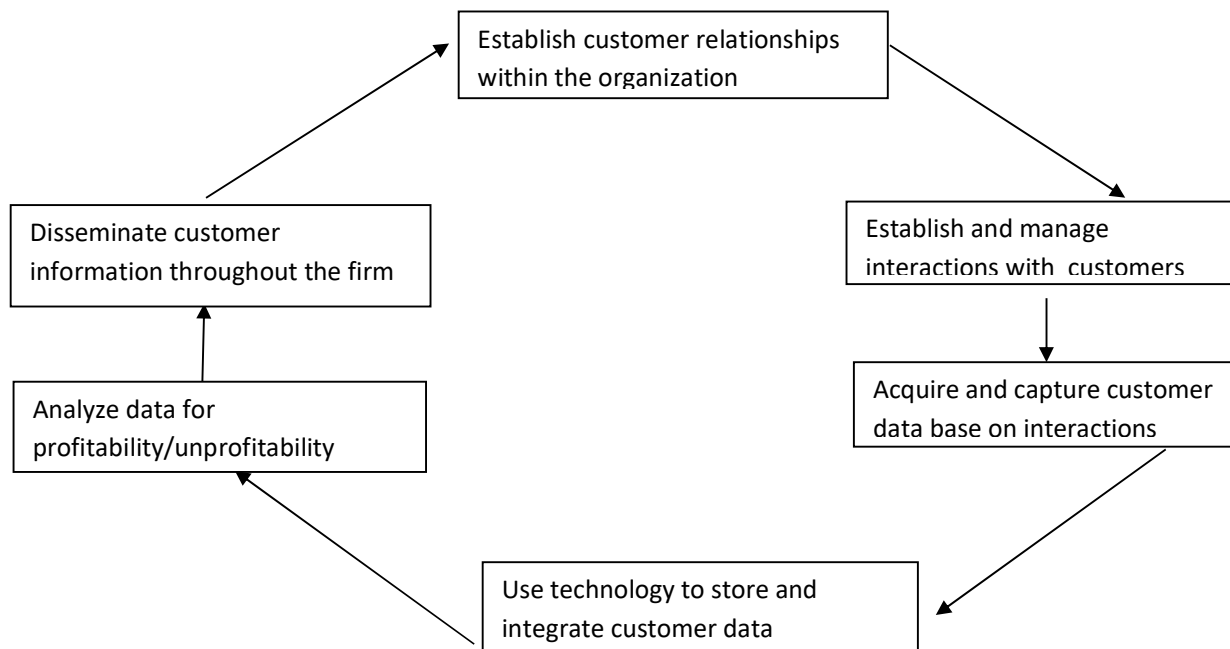
It is the aspiration of every business organization to attain greater and higher economic results and this can be achieved through creating a higher value through effective business interaction with their customers and the adoption of superior relationship management tactics. Competition is more intense in the market place today and therefore companies must devise more effective ways of serving their customers better. Mendoza (2007) identified the following as the major advantages of superior customer relationship management in an organization: (a) providing the capability for selling extra products (b) optimizing the cost of communication (c) facilitating the gathering of marketing tools (d) making possible, stress-free running of the business (e) enhancing high quality of business interactions with customers (f) making possible enough time allocation for listening to customers individually (g) leading to real time access to data (h) enabling a firm to make more accurate forecasts and (i) enhancing general sales and services in the organization.

Employee Commitment and Customer Purchase Decision

Commitment to serving the customer well produces customer satisfaction. Naturally, when employees of a company are giving down-to-earth attention and service to consumers visiting the shop floor for purchases, they are paving the way for increased customer patronage. When employees give prompt attention to customer complaints over products they purchase from the firm, they are building customer loyalty (Obi, 2017). More often than not, customers who purchased products or service from a company for one reason or the other come back angrily complaining about product damage or product defect. Such customers must be given attention. It may involve replacement of the product in question or repairing it if it is a hardware product. Never injure the feelings and sensibilities of customers patronizing your firm. If you happen to lose a customer as a result of unsatisfactory attention, you have, in effect, lost ten customers. Remember that the customers are always right, they are the bread and butter of an organization. Treat every male customer like a king so that he can bring you into his kingdom (that is, buying your product). You should also treat every female customer like a queen so that she can let you have a part of her possession (that is, spending her money on your products and services (Obi, 2017).

Theoretical Framework Cyclical Model of Customer Relationship Management

According to Goran (2013) customer relationship management is an overall company business technique which is designed to optimize profitability outcome and satisfaction of customer and this is better done by focusing potentially profitable customer groups. This can be achieved through segmenting the customer base, facilitating and monitoring customer interactions with the organization, advancing customer-satisfying attitudes and linking up all processes of the company from its customers and back through its suppliers. Brown (2014) argued that, on the surface customer relationship management (CRM) may show up to be a rather simple customer service technique. But even though customer service is part of the CRM overall process, it is only a small fragment of a fully integrated approach that is holistic to building relationships with customers. CRM is often seen as an enclosed system that builds strong relationships with customers. A simple flow model of customer Relationship management system presented in a diagram below illustrates the enclosed nature of customer relationship management process. The flow model is continuous and circular in nature with no pre-defined starting or ending point.



A flow model of customer Relationship management system.

Adapted from: Lamb and McDaniel (2014) Key to Relationship Management

To start the CRM cycle as shown in the diagram, a company must do the following:

(i) Establish relationships with customers within the organization: This may simply consist of learning who the customers are or their location geographically, or it may require more advanced information on the various products and services they are currently using.

(ii) Identify current customers: Once the company identifies its current customers and their choice of products and services, it then tries to determine the degree of interaction between each customer and the organization.

(iii) Capturing customer database: Based on information gathered through knowledge of the customer and his or her level of interaction with the organization, the organization can get all relevant data about the customer which include their measures of satisfaction, their response to

promotions directly targeted at them, changes in their account activity, up to even movement of assets.

(iv) Store and integrate customer data: An important component of a CRM system is the adaptation of the right technology to store and coordinate customer data. The worth of customer data is dependent on the system that keeps the data and the level of consistency and precision of the data stored. Companies can go the extra mile to improve their process of collecting data through the use of data accuracy software such as validity integrity software and also data cleansing software. Data cleansing software has the capacity to check the inconsistencies and streamline the data.

(v) Analyze data for profitability/unprofitability: Thus, the company carries out data mining and data analysis to help it determine its different profitable and also unprofitable segments. Data mining enables the organization to transform customer data into valid and usable information. Customers could be split into segments as highly profitable, unprofitable, high risk, or low risk, and these segments may depend highly on the customer's association with the business.

(vi) Dissemination of customer information: According to Goran (2002), once the customer data have been analyzed, they are thereby transformed into information and communicated throughout the entire organization.

Empirical Framework

There is a burgeoning trend among marketing companies and microfinance outfits operating in Nigerian extended family environment. These businesses are beginning to invest substantially in relationship building and customer intimacy because they produce long-lasting customer loyalty and enduring patronage that binds the extended members of the family together especially where bread-winners and opinion leaders are in the game (Obi, 2015). Studies have also shown the existence of two different conceptualizations of customer satisfaction that leads to customer patronage and repeat purchase. These are: transaction-specific satisfaction and cumulative customer satisfaction (Anderson, Fornell & Lehmann, 2017). The transaction-specific customer satisfaction is a post-choice evaluative judgment of a specific purchase occasion (Anderson, 2015). In comparison, cumulative customer satisfaction is an overall evaluation based on the overall experience with the products and services of a particular firm over time (Oliver, 2017).

Customer loyalty emphasizes the behavior of customers to maintain a relation with an organization and to continue to patronize its products and services over time (Behara, 2016; Singh & Chang, 2014). Loyalty was a deeply held commitment to re-buy or re-patronize a preferred product or service in the future (Oliver, 2017). In other words, loyalty can be viewed as the future behavior commitment to purchase a product or service, or the linkage with a firm on all occasions when other alternatives were possible. Therefore, customer loyalty involves a positive attitude toward the firm's products and services followed by favorable behavior that leads to buying it and recommending it to others (Backman and Compton, 2017).

Customer loyalty and customer patronage are stable source of revenue for firms as they serve as information channel that act informally by recommending the products and services to family and friends (Chang Chu, 2015). Customer loyalty can be defined from a behavioral, attitudinal, or situational perspective (Anderson, 2016). Behavioral loyalty was articulated as the purchase and usage behavior displayed by customers in their historical purchasing and use of a brand and the competing brands. Attitudinal loyalty reflects on the emotional bond with a brand and strong customer preferences for the brand. Situational loyalty depends on the shopping and purchasing situation. Although, all three types of loyalty have a role to play in marketing, most firms would prefer customer loyalty to be attitudinal thereby providing emotional bond that would sustain continued patronage on the firm's products and services.

Previous research studies have shown that product quality is a good starting point for providing customer satisfaction and generating customer loyalty and customer patronage. Johnson and

Ettlie (2015) postulated that product quality enhances performance and it finds expression on the degree of customization and freedom from defects and reliability as perceived by the consumer. The product quality dimension includes product packaging, product design, product features and warranties (Abdul-Muhmin, 2014). High product quality could gain greater product acceptance from customers as well as lead to satisfaction of retailers and wholesalers (Anderson, 2015).

METHODOLOGY

This article adopted survey research method. The instrument used for data collection was questionnaire which was carefully designed and developed by the researcher. Two hundred and twenty copies of questionnaire were administered to employees of the company chosen as the sample size. Out of the 220 copies of questionnaires administered, only 174 copies were returned correctly completed for Analysis.

Analysis of Questionnaire Response Rate

Table 1: Questionnaire Response Rate

Questionnaire	Rate of Return	Percentage
Copies of Questionnaire Administered	220	100%
Copies of Questionnaire Returned	174	79%
Copies of Questionnaire not Returned	46	21%
Total	220	

Source: Researcher's Field Survey, 2022

Analysis of Demographic characteristics (Bio data) of Respondents

Table 2: Percentage distribution of Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	74	42.5	42.5	42.5
Female	100	51.5	51.5	100.0
Total	174	100.0	100.0	

Table 3: Percentage Distribution of Age

	Frequency	Percent	Valid Perc Ent	Cumulative Percent
Valid 14-17	38	21.8	21.8	21.8
18-21	126	72.4	72.4	94.3
22-25	10	5.7	5.7	100.0

Table 4: Patronage Frequency
Have you been purchasing products at Cway Water Group?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	95	54.6	54.6	54.6
No	79	45.4	45.4	100.0
Total	174	100.0	100.0	

Researcher's Field Survey, 2022

Table 5: How long have you been a customer in the Company?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Less than 1 year	100	57.5	86.2	86.2
1-5 years	12	6.9	10.3	96.6
6-10 years	4	2.3	3.4	100.0
Total	116	66.7	100.0	
Missing System	58	33.3		
Total	174	100.0		

Source: Researcher's Field Survey, 2022

Table 6: The Company keeps in touch with her customers after purchase

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	29	16.7	17.2	17.2
Agree	72	41.4	42.6	59.8
Undecided	35	20.1	20.7	80.5
Disagree	29	16.7	17.2	97.6
Strongly Disagree	4	2.3	2.4	100.0
Total	169	97.1	100.0	
Missing System	5	2.9		
Total	174	100.0		

Source: researcher's Field Survey, 2022

Table 7: The Company is quite knowledgeable about her customers

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	12	6.9	7.3	7.3
Agree	73	42.0	44.5	51.8
Undecided	63	36.2	38.4	90.2

	Disagree	16	9.2	9.8	100.0
	Total	164	94.3	100.0	
Missing	System	10	5.7		
Total		174	100.0		

Researcher’s Field Survey, 2022

Table 8: The Company is always interested in knowing enough about its customers

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	14	8.0	8.5	8.5
	Agree	30	17.2	18.3	26.8
	Undecided	74	42.5	45.1	72.0
	Disagree	46	26.4	28.0	100.0
	Total	164	94.3	100.0	
Missing	System	10	5.7		
Total		174	100.0		

Source: Researcher’s Field Survey, 2022

Table 9: The Company is consistent in communicating with her customers

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	30	17.2	18.3	18.3
	Agree	74	42.5	45.1	63.4
	Undecided	35	20.1	21.3	84.8
	Disagree	25	14.4	15.2	100.0
	Total	164	94.3	100.0	
Missing	System	10	5.7		
Total		174	100.0		

Source: Researcher’s Field Survey 2022

Table10: Complaints of customers are always attended to promptly

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	16	9.2	9.8	9.8
	Agree	55	31.6	33.5	43.3
	Undecided	50	28.7	30.5	73.8
	Disagree	38	21.8	23.2	97.0
	Strongly Disagree	5	2.9	3.0	100.0
	Total	164	94.3	100.0	

Missing System	10	5.7		
Total	174	100.0		

Source: Researcher’s Field Survey, 2022

Table 11: The company provides the best service to customers

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	13	7.5	7.9	7.9
	Agree	42	24.1	25.6	33.5
	Undecided	72	41.4	43.9	77.4
	Disagree	27	15.5	16.5	93.9
	Strongly Disagree	10	5.7	6.1	100.0
	Total	164	94.3	100.0	
Missing	System	10	5.7		
Total		174	100.0		

Source: Researcher’s Field Survey, 2022

Testing of Research Hypothesis

Hypothesis 1

Ho: Effective customer care has no significant effect on customer satisfaction in the organization.

Hi: Effective customer care has significant effect on customer satisfaction in the organization.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.580 ^a	.337	.333	.75613

a. Predictors: (Constant), Superior customer care

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	47.067	1	47.067	82.322	.000 ^b
	Residual	92.622	162	.572		
	Total	139.688	163			

a. Dependent Variable: customer satisfaction

b. Predictors: (Constant), Effective customer care

The Model summary gives information concerning the overall goodness fit of the model being tested, with $R=.580$ which shows that 58.0% of the variation in the dependent variable is explained by the independent variable.

In the ANOVA table, the F-test statistic provides the test of the overall significance of the regression model. A test of the overall significance of the model shows an F value of 82.322 with a

0.00 significant level. This implies that the model is statically significant (sig=0.00) at 5% level of significance.

Decision rule: Reject the null Hypothesis because the significant value 0.00 is less than 0.05. The implication is that customer care has significant effect on customer satisfaction.

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	.453	.243		1.866	.064
Customer care	.822	.091	.580	9.073	.000

a. Dependent Variable: customer satisfaction

Results: From the table above, the beta co-efficient of 0.580 implies that 58.0% of the dependent variable (customer satisfaction) is explained by independent variable (Customer care). The results show a unique contribution of customer care to reporting for customer satisfaction. Therefore, the utilization of customer care will affect the satisfaction of customers. The significant value is 0.00, which is less than 0.05. This shows that customer care is making a significant unique contribution to the prediction of the level of reporting for customer satisfaction.

Hypothesis 2

Ho: Employee commitment has no significant influence on customer re-purchase decision in the organization

Hi: Employee commitment has significant influence on customer re-purchase decision in the organization

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.437 ^a	.191	.186	.60684

a. Predictor: (Constant), Employee commitment

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	14.115	1	14.115	38.331	.000 ^b
	Residual	59.657	162	.368		
	Total	73.772	163			

- a. Dependent Variable: Re-purchase decision
- b. Predictor: (Constant), Employee commitment

The Model summary gives information concerning the overall goodness fit of the model being tested, with $R=.437$ which shows that 43.7% of the variation in the dependent variable is explained by the independent variable.

In the ANOVA table, the F-test statistic provides the test of the overall significance of the regression model. A test of the overall significance of the model shows an F value of 38.331 with a 0.00 significant level. This implies that the model is statically significant (sig=0.00) at 5% level of significance. The implication is that employee commitment has significant influence on customer re-purchase decision.

Decision rule: reject the null hypothesis because the significant value 0.00 is less than 0.05.

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1	(Constant)	1.158	.218	5.312	.000
	commitment	.537	.087	.437	.000

- a. Dependent Variable: Re-purchase decision

Results: From the table above, the beta co-efficient of 0.437 implies that 43.7% of the dependent variable (re-purchase decision) is explained by independent variable (employee commitment). The results show a unique contribution of employee commitment to reporting for re-purchase decision. Therefore, the utilization of employee commitment will affect the repurchase decision of customers. The significant value is 0.00 which is less than 0.05. This shows that employee commitment is making a significant unique contribution to the prediction of the level of reporting for re-purchase decision.

Hypothesis 3

Ho: Prompt attention to customer complaints has no significant effect on customer loyalty.

Hi: Prompt attention to customer complaints has significant effect on customer loyalty.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.372 ^a	.138	.133	.93983

- a. Predictor: (Constant), Prompt attention to customer complaints

ANOVA^b

Model	Sum Squares	Df	Mean Square	F	Sig.
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1	Regression	22.956	1	22.956	25.990	.000 ^a
	Residual	143.093	162	.883		
	Total	166.049	163			

a. Predictors: (Constant), Prompt attention to customer complaints

b. Dependent Variable: Customer loyalty

The Model summary gives information concerning the overall goodness fit of the model being tested, with $R=.372$ which shows that 37.2% of the variation in the dependent variable is explained by the independent variable. In the ANOVA table, the F-test statistic provides the test of the overall significance of the regression model. A test of the overall significance of the model shows an F value of 25.990 with a 0.00 significant level. This implies that the model is statically significant ($\text{sig}=0.00$) at 5% level of significance.

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.752	.188		9.326	.000
	Prompt attention to complaints	.468	.092	.372	5.098	.000

a. Dependent Variable: Customer loyalty

Results: From the table above, the beta co-efficient of 0.372 implies that 37.2% of the dependent variable is explained by independent variable (prompt attention to complaints). The results show a unique contribution of prompt attention to complaints to reporting for customer loyalty. Therefore the utilization of prompt attention to complaints will affect customer loyalty. The significant value is 0.00, which is less than 0.05. This shows that prompt attention to complaints is making a significant unique contribution to the prediction of the level of reporting for customer loyalty. .

Implication and decision rule: Reject the null hypothesis meaning that prompt attention to complaints has significant effect on customer loyalty.

CONCLUSION

This article attempted to establish the effect of customer relationship management on customer patronage in an organization. In today's competitive business environment, customer relationship management is directly linked to profitability hence its paramount role in the success of any organization. The objective of every business organization is to increase its customer base in order to increase sales and profitability. This also includes making effort to retain the patronage of the existing customers. The smooth relationship established between the customer and the organization in a way brings down cost of operation and generates higher profit figures. The result of the study has shown that customer relationship management and customer loyalty are important as they are the critical factors that determine the level of profit a company can generate. Superior customer relationship management has significant effect on customer patronage and profitability in an organization.

RECOMMENDATION

This paper recommends that business organizations should deploy relevant information technology facilities that will enable them keep customer database and provide needed information to customers on real time basis in order to promote excellent customer relationship management in the interest of customer patronage.

MANAGERIAL IMPLICATIONS

Effective customer relationship management provides an organization with the advantage of making more sales through customer loyalty and increased patronage. However, top management must not leave the issue of customer relationship management with the lower level employee alone. It should include customer relationship management principles in the company's culture and values that must be sold to all organizational members. It remains a fact that down-to-earth customer relationship management, perfect customer care and attention penetrate the mind of customers and trigger new purchase decisions.

SUGGESTION FOR FURTHER RESEARCH

The findings of this research study and some of the revelations in the literature reviewed provided strong support to the fact that effective customer relationship management attracts more patronage and provides an organization with increased profitability. However, this will require the support of top management for superior customer relationship practices to be sustainable in an organization. For this reason, future researchers should direct effort towards finding new ways through which top management can motivate organizational members so that adoption of the principles and practices of perfect customer relationship management becomes a way of life for the workforce thereby producing long-term salutary effect on customer patronage.

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