Impact of CRM Efficacy on Organizational Performance in Pakistani Banking

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Abstract—This study is conducted to measure the impact of customer relationship management (CRM) elements on organizational performance. CRM is considered to be a critical and important tool which can be used by organizations to get the competitive edge in the market. Three radical elements of CRM are customer win back capability, customer database and social network interaction used. This study covers five banks in Islamabad, Rawalpindi and Wah Cantt which are Bank Al-Habib, MCB, UBL, Soneri Bank, and Askari bank. Quantitative approach is used with a sample size of 538 respondents. Multiple regression analysis is used to measure the relationship among variables. Results shows that social network interaction is the most influential factor on organizational performance while win back capability and customer database are ranked as second and third but are positively influence on organizational performance.

Keywords- CRM, Customer win back capability, Customer database, Organizational performance, Social network interaction

I. INTRODUCTION

Today banking sector is expanding in a fast pace. Many new banks have launched and existing banks are busy in expanding their networks throughout the country. All are emerging with newly innovative products to differentiate their brands in customer’s eyes. But due to homogeneity in products they have to do lot in order to retain their customers for longer time. In this way, they have to adopt customer centric strategies. For this purpose, they need to establish personalized services and longer relationship with their customers. Literature is evident that retaining the customer is much more beneficial and economic. That’s why banks want to build a longer relationship with their existing customers. CRM is considered a very critical in service industry like hospitals, hotels, banking sectors, telecommunication etc. As in these industries, organizations wants to build, maintain and retain strong relationship with customers in order to achieve the ultimate goals of organizational performance.

Today banks are adopting CRM in order to maintain, organize and synchronize the customer information. They considered CRM as an effective tool for customer relationship. Therefore, the present study comes to focus on the impact of CRM on organizational performance in the banking industry of Pakistan.

A. Problem Statement

This study investigates the influence of CRM on organizational performance in the banking sector. Initially we are focusing on five banks Bank Al-Habib, MCB, UBL, Soneri Bank, and Askari bank due to time constraints. Customers are considered to be an asset of an organization, and the larger assets deem how well the bank is performing. Market offerings of the banks are quite same that’s the reason banks are focusing on to build a larger customer relationship with them to win the competitive edge. Hence this study is based on to find out the impact of CRM on organizational performance in banking sector.

B. Research Objectives

Main research objectives of this study are:

- To determine the effectiveness of CRM elements on organizational performance
- To evaluate the relationship between CRM and organizational performance in the banking industry in Pakistan

C. Research Questions

In view of the mentioned research objectives, questions of this study can be formulated as:

- What are the main elements of CRM that can enhance organizational performance?
- What is the relationship between CRM and organizational performance in the banking industry in Pakistan?

D. Plan of the study

The study is arranged as follows: Chapter I covers introduction, next section for this paper is for literature review which provided us theoretical foundations as well as empirical findings. Chapter III encompasses the research design and hypothesis development. Chapter IV and V talks about methodology and data analysis. Chapter VI focused on discussion on empirical findings of the study. After discussing the result in the chapter VI, we will conclude the findings and implications of the study in the Chapter VII and Chapter VIII of the article.
II. LITERATURE REVIEW

A. Concepts and Definitions

Customer Win Back Capability
This is a skill to retain your customer or to re-develop relationship with your lost or dormant but profitable customers. Reichheld and Sasser (1999) argue that loss of customers have long lasting negative impact on performance of organization.

Customer Database
The customers are the most important asset of any company. Depending on type of any industry, a company may sell their product or services to customers. Therefore, companies prefer to maintain database of the customers to develop and modify its product in accordance with the needs and requirements of customers. Further, with help of customer database, companies know the buying behavior of customers as well.

In short, we can say customer database is the collection of information that is gathered from each person. The database may include contact information, like the person’s name, address, phone number, and email address. Few of their benefits include better service, follow-up and communication.

Social Network Interaction
Social network sites as web based services that allow individuals to construct a public image within a bounded system, articulate a list of other user with whom they share a connection and view and traverse their list of connections and those made by others within the system. Through this way, interaction creates among strangers. Companies use this technique to promote their products/services to large number of customers at minimum cost.

Organizational/Business performance
There are different dimensions to measure the performance of business as said by Venkatraman (1989). Some of them judge the performance through market growth, other measures through profits; few compare organization with its competitors (Xiaoying et al., 2008). The objective to measure the performance of business is to compare it with organization objectives/goals as said by Akal (1992). According to S. Yildiz (2010), performance can be measured through qualitative or quantitative criteria.

B. Extensive Review of Literature

Long et al. (2013) wrote an article to examine the impact of CRM factors on customer satisfaction and loyalty. Organizations considered CRM as a critical strategy that improve competitive advantage over other. In this paper, they measured four critical CRM elements. The elements included in this study are behavior of the employees, quality of customer services, relationship development and interaction management. The study was conducted at a departmental store in Tehran, Iran. Quantitative approach is used and data gathered from 300 respondents. To examine the relationship among number of variables, multiple regression analysis is used. Their findings indicate that employees behavior significantly affects customer satisfaction and loyalty.

A study was conducted by Khaligh et al. (2012) in the telecom industry in Iran. They examined the impact of CRM on customer loyalty and retention. Data gathered from 200 telecom service users. According to the result of this study, top management role is very critical for successful implementation of CRM systems. They argued that strategies made by the companies regarding customers play significant role to increase customer loyalty and retention and ultimately benefits of the firm.

Bhattacharya (2011) conducted a research to examine the impact of CRM on firms performance. He argued that CRM decrease the cost and ultimately enhance the performance of organization. He measured the firm performance through customer loyalty. He collected the data through internal and external source. The target areas include sales department, customer service, marketing, after sales service, procurement and others.

CRM provides comprehensive picture of each customer buying behavior in a real time system. This information helps management to take accurate and fast decision regarding customers’ requirements. It helps an organization to develop/modify the product and deliver services in accordance with the needs of customers. So, this system enables an organization to solve customer problems timely. And in this way, loyalty and satisfaction of customer would be achieved and maintained. Therefore, it is the responsibility of the management to develop the policies in the light of customer needs and demands.

Faed (2010) proposed conceptual framework regarding customer relationship management. According to him, CRM increases the share of the organization in marketplace by integrating technology, procedures and people. The objective of CRM is to maintain the customers and increase their loyalty and organization profit. Successful CRM not only helps an organization to satisfy customer but also to retain customers loyalty as well.

Another study was conducted to determine the criteria how to implement CRM successfully by Bohling et al. (2006). They divided these criteria into three main groups such as project focused internally oriented metric (employees’ adoption) and externally oriented metric (customer satisfaction and loyalty). The significant externally oriented factors that they explored in this study are (1) verified customer influence in terms of loyalty and satisfaction, (2) measurable revenue development, (3) enhanced information and perception, (4) measurable cost drop, (5) enhanced employee efficiency, (6) practice by employees and (7) compliance to particulars.

Another study was conducted by Wang and Lo (2004) analyzed the CRM model with respect to two viewpoints. Initially, they explored and measured the factors pertaining to customer behavior. Secondly, they measured the relationship quality through customer satisfaction and loyalty. They targeted two security companies from China. Data were gathered from 400 selected customers. The results indicated
that positive relationship between emotional and functional behavior of customers with customer satisfaction.

One more study was conducted by Izquierdo et al. (2005) to examine the relationship between marketing activities and economic performance. Path analysis is used to evaluate the association of customer’s perception, market loyalty and market position. They presented proposed model which includes market position, loyalty and insight of customer, economic and market performance. They found positive relationship of customer loyalty and economic performance of the firm.

Zakaria Ahmad (2014) conducted a research to examine the impact of CRM on customer satisfaction in the banking industry of Jordan. CRM considered very critical in service industry like hospitals, hotels, banking sectors, telecommunication etc. As in these industries, organizations wants to build, maintain and retain strong relationship with customers in order to achieve the ultimate goals of customer satisfaction. He selected Jordanian banks operating in the capital of Jordan named Amman city. Data has been gathered from 528 respondents through convenient sampling techniques. The independent variables includes in this study are service quality, employees behavior, customer database, relationship through solving customer problems, physical environment, social network interaction; however, customer satisfaction is used as dependent variable. Their findings indicate a significant relationship exists between CRM elements (such as service quality, employees behavior, customer database, solving customer problems, physical environment, social network interaction) and customer satisfaction.

Another study was conducted to evaluate the impact of CRM on customer satisfaction and loyalty by Cho et al. (2010) at a departmental store in Tehran, Iran. The study has been conducted on sample of 300 respondents. This study found significant relations of employee’s behavior with customer loyalty as compared to other CRM elements such as interaction management, relationship management and service quality.

To examine the association between customer relationship management and customer loyalty in the banking industry was conducted by Kocoglue (2012). Data were gathered from 350 employees. In this study, the CRM elements consist of customer database, giving importance to customer needs and complaints, and offering solutions to customers. The results indicated that all components/elements of CRM found positive relation with customer loyalty.

A study was conducted to find out relationship between customer relationship management and marketing performance by Hisham Solieman, (2011). In this study, marketing performance is measured through customer satisfaction and customer loyalty. However, three significant CRM elements was tested. These elements include main customers, customer knowledge management and firms efficiency. Their results revealed that all CRM elements found positive relationship with marketing performance such as customer satisfaction and loyalty.

Wang and Feng (2012) conducted a research on CRM capabilities, its measurement, antecedents and consequences. They measured CRM capabilities through three factor models such as customer interaction management capability, customer relationship upgrading capability and customer win back capability. The antecedents includes in this study were customer orientation, customer centric organizational system and CRM technology. The five indicators such as overall performance, market share, sales growth, profitability and customer satisfaction were selected to measure the performance of business. In this study, they initially tested the association between three antecedents (customer orientation, customer centric organizational system and CRM technology) and CRM capabilities. After this, they tested the hypothesis that strong CRM capabilities enhance the performance of business. Data was gathered through circulation of questionnaire among 500 executives in Shanghai. Structural Equation modeling was used in order to develop a reliable and valid measurement model of CRM capabilities. They found positive association between three antecedents (customer orientation, customer centric organizational system and CRM technology) and CRM capabilities. Their findings further supported the fourth hypotheses that strong CRM capabilities enhanced business performance.

Nouman et al. (2015) conducted a research on the impact of CRM capabilities on organizational performance: moderating role of competition intensity. They measured CRM capabilities through customer interaction management and customer relationship upgrading in the presence of competition. The research was conducted in the field of telecom sector in Pakistan. Questionnaire was circulated among 300 employees of telecom sector for the collection of data. Multiple regression analysis tests were used for further analysis. They tested the hypothesis that CRM capabilities had positive impact on organizational performance. They tested customer interaction management and customer relationship upgrading capability had positive impact on organizational performance.

Jayachandran, Sharma, Kaufman, & Raman (2005) said that CRM capability was developed for customer service, marketing, sales, integration, consolidation, and external collaboration to increase entity performance.

According to Plakoyiannaki & Tzokas (2002), CRM capabilities were the competencies of the firm based on knowledge and technology. Sofi, Bhat, & Rather (2013) said the prominent capabilities of CRM i.e. customer interaction management (CIM), upgrading customer relationship(UCR) and customer win back (CWB) capability. Youngui Wang & Feng (2008) in their paper discussed the four phases of CRM capabilities i.e. customer interaction management capability (CIMC), upgrading customer relationship capability (UCRC), customer win back capability (CWBC) and customer knowledge management capability (CKMC). However, their focused was only on CIMC and UCRC.

Coltman et al. (2010) conducted a research to find out the impact of customer relationship management (CRM)
on firms performance by using hierarchical model. They divide it into three levels such as lower level capability which includes human knowledge, IT infrastructure and business architecture. The other two levels are enterprise level capability i.e. superior CRM capability and business unit performance. The findings of this study revealed a positive and significant relationship found between superior CRM capabilities and firm performance. Similarly, they found positive association of CRM capability with human analytics and business architecture. The study found an indirect impact of IT infrastructure on superior CRM capability and fully mediated by human analytics and business architecture. The theme of the study was to elaborate reasons for success of CRM programs and what capabilities are required for success of CRM Programs.

CRM develop strategy in such a way to create value for both the firm and its customer with the suitable use of technology and customer knowledge and database as said by Payne and Frow (2005). Here question is how to develop such strategy. To address this question, Day and Van den Bulte (2002) highlighted that the strategy should be based on training, investment in IT infrastructure and software in order to create value addition for development of CRM systems. In such a way, CRM integrates people, technology and firm capabilities to ensure connectivity among entity, customer and collaborating firms.

Several researcher showed their reservations with the lack of empirical work on the specific IT resources or capabilities that offer business value (Bhatt and Grover 2005; Aral and Weill 2007; Mithas et al. 2010).

A study was conducted to examine the impact of CRM systems on organizational performance: A case study of ANZ Bank (Harorimana et al, 2012). The paper depicted mixed results regarding CRM. They reported that ANZ Banks have well-established CRM system supporting in marketing and sales activities. They revealed positive relationship between CRM with banks performance i.e. financial/non-financial. Further, negative feedback regarding bank’s CRM system was received which explained that CRM system can also have negative consequences. If we look CRM system separately, its success becomes questionable. However, it appears that effective integration, monitoring and management of CRM as part of a packaged solution to marketing activities is necessary for long run competitive advantage.

Another study findings was that firms having large volume of customer database can perform customer management function more easily and efficiently with the help of data mining, data warehousing and other IT tools (Yong, 2003).

CRM helps to improve people communication in competitive environment as few researcher considered it as a business philosophy and strategy (Greenberg, 2003).

C. Gap Analysis
This study is extension to the findings of Shafique et al. (2015) by investigating the impact of customer relationship management capabilities on organizational performance: moderating role of competition intensity. They presented conceptual framework in which they considered customer interaction management and customer relationship upgrading capabilities as independent variable. Competition intensity played as moderating role. They examined the impact of CRM capabilities and moderating variable impact on organizational performance of telecom sector in the context of Pakistan. They recommended number of directions of future researchers to further explore this topic. Few of their recommendations are to conduct the same research in other telecom companies such as Warid and Telenor, By conducting the same research in different geographical locations such as outside Islamabad and Rawalpindi, by adding new constructs of CRM capabilities such as customer win back capability and customer knowledge management capability and many more.

In this paper, we examine the impact of CRM capability and CRM elements on performance of bank. Therefore, we have taken customer win back capability as CRM capability (Independent variable) and customer database and customer social interaction taken as CRM elements (Independent variable) and to examine the impact on performance of banks.

III. RESEARCH DESIGN

A. Conceptual Framework

B. Hypothesis

Based on the objective, the following hypotheses are tested in this study:

**H1**: There is a positive relationship between Customer win back capability and performance of organization

**H2**: There is a positive relationship between Customer database and performance of organization

**H3**: There is a positive relationship between social network interaction and performance of organization
IV. RESEARCH METHOD

Quantitative research techniques will be incorporated because of the nature of the study. Therefore regression analysis will be used for testing the significant relationship between variables and the models reliability.

Primary data was collected through questionnaire. The questionnaire is based on five likert scale. Before the survey was sent to the respondnets, telephone calls were made to top officers/officials of different banks to take time to fill questionnaire regarding the topics.

Collected data has analyzed by using SPSS software. Unit of analysis are the employees of Bank Al-Habib, MCB, UBL, Soneri Bank, and Askari bank for this research study because they are experiencing the usage of CRM and also its effectiveness.

A. Population
The whole banking sector is the population of this study. This study incorporates only the conventional and Islamic banks in the analysis. Other types of banks are not considered in the study because of the nature of their business.

B. Sample
Convenient sampling technique has been used in the study. Primary data was collected through questionnaire which is distributed among diversify group of employees working in branches of Bank Al-Habib, MCB, UBL, Soneri Bank, and Askari bank located in Rawalpindi, Islamabad, and Wah Cantt.

C. Study Type
The type of this study is causal. Causality is examined of the independent variables on the dependent variables by incorporating correlation and regression tools.

D. Variables
The variable choice in the study is based on the literature review in order to align with the past researches. In this study the causal impact of capability and elements of customer relationship management on performance of banking sector is examined. The independent variables are customer relationship management capabilities and elements that are measured thorough customer win back capability, customer database and social interaction network. However, the dependent variable in this study is bank performance that is measured through number of questions such as profitability, sales growth, banks goodwill, customer satisfaction, quality of information supply, service delivery.

E. Measurement
The criteria used to measure the independent variables have been taken from paper of Shafique et al. (2015) and Azzam (2014) previous literature. The variables used and measured in the study ensure in accordance with the previous literature and the measurements to collect the data through circulation of questionnaire. Due to time constraints, we have collected data from 587 respondents but usable survey forms are 538.

F. Model Specification

\[
\text{Performance of bank} = \beta 0 + \beta 1\text{CWBC} + \beta 2\text{CDB} + \beta 3\text{SIN} + \varepsilon
\]

G. Instrument Selection

The questionnaire used in the study was divided into four parts: Part 1 dealt with demographic and background information about individuals such as gender, age, educational background and experience. Part 2 emphasis on Independent variables such as customer win back capability, customer database and social interaction network, and Part 3 focus on banks performance. The inclusion of the variables taken in this study is backed by the previous literature.

H. Validity and Reliability

Term validity refers to measure the accuracy of the focused concept in the study (Bryman & Bell, 2007) while on other hand reliability refers to the degree of error free measures and the consistency in the extracted results (Zikmund, 1997). Absolute reliability and validity is impossible in fact, in this real world, but research can try to increase the accuracy of measurement by adopting different assessment strategies. “Cronbach alpha” has been used for the measurement of internal consistency and the value lies between 0 and 1. If the value of “Cronbach alpha” exceeds 0.6, then reliability is accepted having the high internal consistency of the questionnaire which means questionnaire has assumed reliable and stable.

\[
\begin{array}{|l|l|l|}
\hline
\text{Variables} & \text{Cronbach's Alpha} & \text{No of Items} \\
\hline
\text{Customer win back capability} & 0.724 & 4 \\
\text{Customer database} & 0.813 & 4 \\
\text{Social network interaction} & 0.751 & 4 \\
\text{Organizational Performance} & 0.693 & 8 \\
\hline
\end{array}
\]

To increase the validity and reliability of our study, we have taken evidences through established theories, and further, we have evaluated the empirical findings from the target audience. Results show the reliability of the data in table 1.

V. DATA ANALYSIS

Regression analysis is used for the prediction of behavior of the dependent variable in response to the explanatory variables. The impact of CRM capabilities and elements on organizational performance is examined in the study. The variables such as customer win back capability, customer database and social network interaction are used as explanatory variables, whereas performance of bank is measured through number of questions and this variable is used as a dependent variable. However, the dependent variables are regressed on the independent variable to ascertain the strength of the relationship.
A. Demographic data

<table>
<thead>
<tr>
<th>TABLE 2 - RESPONDENTS (GENDER)</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td>Male</td>
<td>376</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>162</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>538</td>
</tr>
</tbody>
</table>

Total of 123 forms are usable that are part of this research work. According to the statistics of table-1, 69.9 percent male are participated while female contribution in 30.1%. Hence we conclude with the majority of the respondents are male.

<table>
<thead>
<tr>
<th>TABLE 3- RESPONDENTS (EDUCATION)</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td>PhD</td>
<td>28</td>
</tr>
<tr>
<td></td>
<td>MS</td>
<td>117</td>
</tr>
<tr>
<td></td>
<td>Masters</td>
<td>133</td>
</tr>
<tr>
<td></td>
<td>Graduate</td>
<td>256</td>
</tr>
<tr>
<td></td>
<td>Intermediate</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>Matric</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>538</td>
</tr>
</tbody>
</table>

Table 3 shows the educational background of the respondents. 28 respondents are PhDs representing the contribution rate 5.2%, while 117 are MS (21.7%), 133 are Masters (24.7%), 256 are Graduate (47.6%) and 4 are Intermediate (0.7%). This clearly depicts that majority of the respondents are graduates 47.6% of the total sample size, while masters and MS are ranked 2nd and 3rd.

<table>
<thead>
<tr>
<th>TABLE 4 - RESPONDENTS (MARITAL STATUS)</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td>Single</td>
<td>383</td>
</tr>
<tr>
<td></td>
<td>Married</td>
<td>155</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>538</td>
</tr>
</tbody>
</table>

Table 4 represents the marital status of the respondents, in which contribution of single respondents is 383 (71.2%) while married are 155 (28.8%). Hence we can conclude that single contributions are high for this study as compare to married.

VI. DISCUSSION

Results of this study show that customer relationship elements have direct and positive relationship with organizational performance. It means all selected elements of CRM (customer win back capability, customer database and social network interaction) have significant contribution in increasing the organizational performance. According to our results, social network interaction has the highest β value (0.573) and has significant association with the organizational performance. Results of Azzam (2014) show the positive relationship between social network interaction and customer satisfaction. In this study we have filled up the gap and find out the relationship between social network interaction and organizational performance which is also positive. Therefore we can determine that if social network interaction between bank employees and customers is improved this will positively effects on customer satisfaction. Satisfaction means increase of organizational performance as well. Customers are usually reluctant for their enquiries and complaints about bank products. That is why many customers are usually not availing many market offerings due to fear of money lost at one side. On the other side, they are not bothering to go in procedures in registration of complaints. This avoidance behavior leads them on switching behavior. These scenarios hurt the organizational performance directly. Our results clearly show that if bank employees/customer relationship/interaction with the customers will increase their confidence and trust on bank which cause achievement of organizational objective means increasing of organizational performance. 21.7% customer win back capability is another milestone for the banks. David customers usually supposing of switched customers to competitor banks. Banks usually not earning any revenue from them but they become liability for the banks sometimes. CRM enables banks to fetch the report of such customers and they can attract such customers through incentives/offers and win back them on board with revenues. According to our results, organizational performance is highly affected by customer win back capability. Findings of Wang (2012) prove the same results. This clearly shows that CRM enhances the win back capability of banks which helps them for dormant customer attractions. We can say that win back customers means customer retention which is usually cheaper as compare to attract new customers. It means if banks are successful in customer retention and winning back the customers on their board, this will lead to increasing their bank performances.

VII. CONCLUSION

This study had examined the influence of CRM on the performance of banks in Pakistan. The results showed that customer win back capability, customer database and social interaction with the customers were positively related to bank performance. This study concludes that the independent variables used in measuring customer win back capability were predictors of organizational performance. There was also...
main and interaction effect of customer database and social interaction on organizational performance.

VIII. LIMITATIONS OF THIS STUDY
This study has certain limitations as well:
- Sample consists of the five banks only i.e. Bank Al-Habib, MCB, UBL, Soneri Bank, and Askari bank
- Sample taken from the residents of three cities only which are Wah Cantt, Islamabad and Rawalpindi
- This study is based on cross sectional data.
- Due to time constraints, a small sample size has been taken which may cause generalization problem

IX. FUTURE RECOMMENDATIONS
In light of the limitations of this study there are some future directions which researchers can consider for more research on this topic. At first, this study is limited on five banks, more banks can be added to get more insights of other banks. Secondly this research should expand to throughout the country so nationwide responses get increase its value. Thirdly longitudinal study should also apply to get increase the depth of knowledge. At fourth, sample size is too small increase in sample size will also resolve the generalization issue. There is no moderating variable used in this study. In future, some moderating variables like organizational culture must also be used in the study.

X. MANAGERIAL IMPLICATIONS
Based on our results, there are some managerial implications as well. Banks should highly focus on their employee to improve their personalized services with increase of their interactions with them. They should maintain social relationships with customers in order to get them retain. They should encourage customers with social interactions to register their complaints and resolve them promptly. They can also make feedback call which also increases the interaction with the customers and organizational performance will be increased. Customer database is an important tool to keep the customer information updated. Different techniques should be employed to keep their more records like their buying patterns, their living standards, and their area of interest etc. Usage of this information can delight their customers more and could be another reason of retention and organizational performance. Bank employees should tackle their customers in pleasant mood so none of the customer should be dormant. In case some annoyed customers are in dormant state, then usage of CRM in effective way can increase the probability of success with attractive offerings to such customers.

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