

EFFECT OF CUSTOMER RELATIONSHIP MANAGEMENT ON SATISFACTION OF COMMERCIAL BANK CUSTOMERS IN SOUTHEAST, NIGERIA

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Abstract

The success of commercial banks lies in the effective management of customer relationships. Customer relationship management is a key strategy for a bank's competitiveness in Nigeria. Thus, this survey aims at investigating the influence of customer relationship management on the satisfaction of commercial bank customers in southeast, Nigeria. The study targeted twenty-five million, seven hundred and ninety-seven thousand, six hundred and twelve (25,797,612) adult bank customers. A sample of 400 participants was determined using Taro Yamane's formula. Multi-stage sampling was used to select the research participants. The research data were collected and analyzed using a structured questionnaire and hierarchical multiple regression, respectively. The survey ascertained a statistical influence of customer orientation, CRM structure, and CRM technology on the satisfaction of commercial bank customers in Southeast, Nigeria. Commercial banks were advised to conduct monthly training on customer value and celebrate the best customer caregiver of the year; decentralize customer relationship management to allow all departments to be deeply involved in the service of the customers; and offer incentives to encourage the use of customer relationship technology.

Keywords: Customer relationship management, customer satisfaction, service marketing, bank, Nigeria

1. Introduction

Management of customer relationships is necessary for effective service delivery because it complements service strategies. Customer relationship management (CRM) is a "strategic, cross-functional, IT-driven, customer-oriented process" of creating profitable relationships with customers (Frow & Payne, 2009; Payne & Frow, 2005). It is a process of initiating and maintaining customer interaction (Amuna, Al Shobaki, Naser, & Badwan, 2017; Soliman, 2011; Payne and Frow, 2006) using "people, processes, and technology" (Amuna, Al Shobaki, Naser, & Badwan, 2017; Rababah, Mohd, & Ibrahim, 2011; Chen & Popovich, 2003). CRM involves "direct mail, loyalty programs, customer database, help desk, call centers, e-commerce platforms, and sales force automation" (Payne & Frow, 2005). CRM emerged from concepts of customer orientation, relationship marketing, and database marketing (Yim,

Anderson, & Swaminathan, 2004). Since its introduction in the 1990s, CRM has changed organizations' views about customers and has shifted marketing focus from mass marketing to personalized relationships with the target market (Osarenkhoe, 2007; Chen & Popovich, 2003). As a product of competition (Popoola, Vem, Jephthah, Kusa, & Emmanuel, 2022; Dazagbyilo, Shang, Obodo, & Kir, 2021; Soltania, Zareieb, Milanic, & Navimipour, 2018; Valmohammadi, 2017), CRM is used to maintain partnerships, add customer value and deliver personalized services (Rîpa, 2022). The concept of CRM is characterized by "value, satisfaction, loyalty, share, and profitability of customers, including cross- selling and up-selling" (Babu, 2016).

Customer relationship management became a pressing need in the first quarter of 2023. There was a decrease in bank-customer relationships when the Central Bank of Nigeria (CBN) introduced some redesigned naira notes in early 2023. During the period, old bank notes were not unacceptable and new notes were scarce. Financial transactions failed when electronic banking was the only solution. Consumer Protection Department of Central Bank of Nigeria said that thirty- five thousand, four hundred and fifty-three (35,453) cases of failed bank transactions were reported but only thirty-three thousand, four hundred and thirty-seven (33,437) were resolved (The Punch, 2023). This resulted in a refund of N115.45bn and \$22,794,184.87 to customers (The Punch, 2023). The question is how would banks pacify unsatisfied customers? Existing literature indicated efforts made to evaluate the relationship between CRM and customer satisfaction in Nigeria. Previous studies concentrated on the relationship between CRM and bank marketing performance (Shehu & Bello, 2022; Olunuga & Adekoya, 2021; Jiddah, Sani, Umar, Lawal, & Alkantara, 2017; Omodero & Azubike, 2016); customer retention (Akintunde & Akaighe, 2016); and customer loyalty (Olubayo, Vem, Gambo, Kusa, & Emmanuel, 2022; Dazagbyilo, Shang, Obodo, & Kir, 2021; Ogbuide & Ogbu, 2021); while paying less attention to the relationship between CRM and customer satisfaction (Hilda & Audu, 2021). In Hilda & Audu's (2021) study, responsiveness and customer relations were used as proxies for CRM. This was a huge limitation because responsiveness and customer relations are considered in customer orientation (an aspect of CRM).

It is important to examine the role of all CRM variables in influencing the satisfaction of customers. It was against this background that this survey aimed to investigate the influence of CRM on the satisfaction of commercial bank customers in Southeast, Nigeria. Southeast was selected because of a high level of the people's commercial inclination. The questions that guide the survey are: to what extent did CRM variables influence customer satisfaction when service features were controlled? What were the contributions of CRM components to the satisfaction of commercial bank customers? To answer these questions, the relationship between CRM and customer satisfaction was examined while controlling the influence of service features. The reason was that service features were potential predictors of customer satisfaction. This study revealed essential relational ingredients of service delivery and suggested the best approach to initiate and maintain bank-customer relationships. In the next section, relevant concepts were reviewed. This was followed by research methodology, results, and discussion.

2. Literature Review

Management of customer relationships involves “strategy development, value creation, multichannel integration, information management, and performance assessment” (Payne & Frow, 2005). CRM is conducted using components such as “customer orientation, CRM organization, knowledge management, and CRM-based technology” (Alshourah, Alassaf & Altawalbeh, 2018; Yim, Anderson, & Swaminathan, 2004). Yim, Anderson, & Swaminathan (2004) argued that the success of CRM is dependent on the strategic integration of the four dimensions.

2.1 Customer Orientation: Customer welfare is an important ingredient in the banking sector. As the king, the customer determines the service offerings and the exchange relationship. Hence, banks focus on valuable customer relationships for greater results (Naveen & Venkataramana, 2014). Customer orientation suggests a company-wide view of customers, customer-based policies, and service strategies. This explains banks’ commitment to treating customers as humans who have feelings and who should be assisted to meet their financial needs. Banks have the responsibility to modify their services to meet customer requirements, partner with customers, and ensure their employees treat customers with care (Yim, Anderson, & Swaminathan, 2004). Literature has shown the influence of Customer orientation on the satisfaction of customers (Maraj, Irfan Mohammad, & Altaf, 2020; Santouridis, & Veraki, 2017). Therefore, the research hypothesized that:

Ho1: Customer orientation has a statistical influence on the satisfaction of commercial bank customers.

2.2 Customer Relationship Management Structure: A business structure involves the system, coordination, interdepartmental integration, and value chain. CRM structure explains a corporate system comprising “people, process, and technology” (Chen & Popovich, 2003). Given the company’s commitment to customers (Alshourah, Alassaf & Altawalbeh, 2018), the CRM structure makes adequate use of time, employees, and other resources to meet customer-driven performance standards (Yim, Anderson, & Swaminathan, 2004). CRM structure was a key predictor of customer satisfaction (Maraj, Irfan Mohammad, & Altaf, 2020; Iriqat & Mohannad, 2017). Hence, the survey hypothesized that:

Ho2: CRM structure exerts a significant influence on the satisfaction of commercial bank customers.

2.3 Knowledge Management: Knowledge is a piece of useful information obtained as a business insight at all points of interaction. The knowledge of customer characteristics is vital for customer profiling, prospecting, value delivery, and follow-up. Knowledge Management describes the process of planning, organizing, coordinating, monitoring, and controlling the flow of a firm’s information. Knowledge management involves an exchange of information, prediction of the other party’s action, and understanding of customer needs and preferences (Yim, Anderson, & Swaminathan, 2004). Knowledge management requires active roles of all departments in the firm (Alshourah, Alassaf & Altawalbeh, 2018). Knowledge management involves bank-customer interaction and the exchange of useful information. CRM systems collect, organize, store, manage, and distribute customer knowledge throughout the organization (Chen & Popovich, 2003). Literature had reported a conflicting relationship

between knowledge management and customer satisfaction. For example, knowledge management significantly influenced customer satisfaction in Maraj, Irfan Mohammad, & Altaf's (2020) study but was insignificant in that of Iriqat & Mohannad (2017). Given the importance of knowledge management in banking operations, this survey hypothesized that: Ho3: Knowledge management has a statistical influence on the satisfaction of commercial bank customers.

2.4 Customer Relationship Management Technology: Technology describes tools, applications, or platforms which facilitate data gathering and analysis, ensure customer engagement, and maintain customer commitment.

Customer relationship management technologies include computers, applications, software, the Internet, and direct marketing platforms. Firms use CRM technology to mine, store, and interpret data to understand the best way to interact with their customers (Yim, Anderson, & Swaminathan, 2004). CRM technology facilitates effective and efficient management of customer information (Alshourah, Alassaf & Altawalbeh, 2018). It involves "database handling, functional gadgets and software, and technical personnel" (Yim, Anderson, & Swaminathan, 2004). CRM technology is important in supporting customer interaction (Maraj, Irfan Mohammad, & Altaf, 2020). Thus, it was hypothesized that: Ho4: CRM technology positively related to the satisfaction of commercial bank customers.

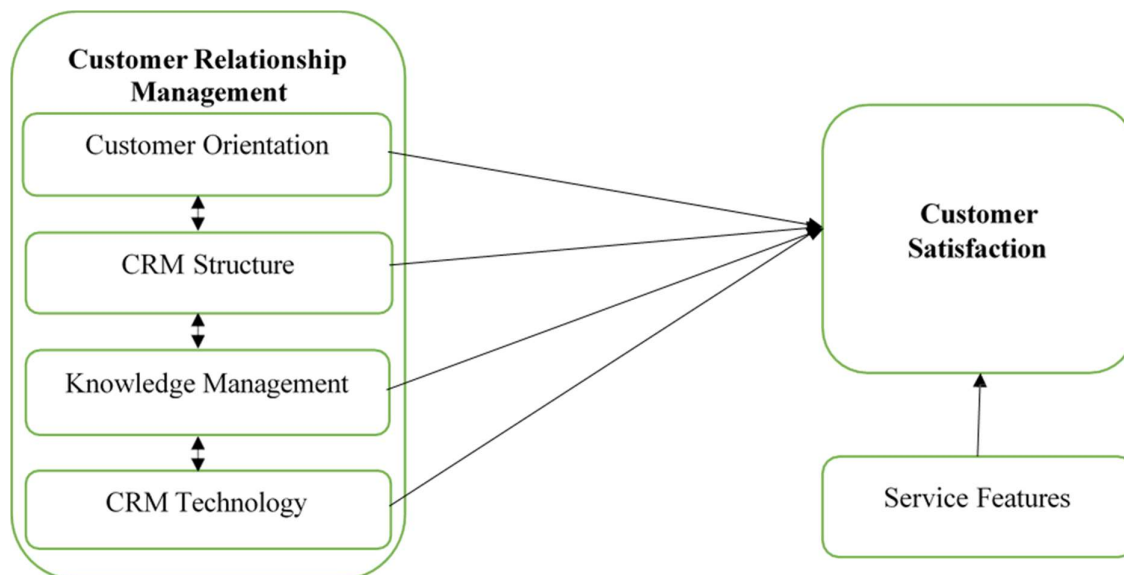
2.5 Service Features: A service describes activities and performances displayed to meet customer needs and expectations (Al-Dmour, Al-Zu'bi, & Kakeesh, 2013). Lovelock and Wirtz (2011) classified bank services into "main services (for example, savings, loans, and Western Union) and additional services (for example, information, consultations, order taking, billing, payment, hospitality, and customer service)". According to Sintani, Mantikei, Anggariani & Agustinawati (2019), bank service features include account opening, interest rate, and saving security. The research recognized a potential impact of service features on customer satisfaction. The relationship between service features and bank customer satisfaction was proven in previous studies (Budiyono, Tho'in, Muliastari, & Putri, 2021; Khatab, Esmaeel, & Othman, 2019; Kraa, Opoku-Mensah, Kwade, & Boateng, 2018). In this study, service features were controlled to avoid the potential impact of the variable.

2.6 Customer Satisfaction: Customer satisfaction describes the judgment of product performance about perceived expectation (Zeithaml, Bitner & Gremler, 2009; Bracíníková & Matušínská, 2017; Kursunluoglu, 2011). Sintani, Mantikei, Anggariani & Agustinawati (2019) posited that satisfaction is measured by customers' impression of the bank's services and facilities. This suggested that the customers review employee performance; match service expectations with perceived experience; and review bank facilities to determine whether they are satisfied or dissatisfied. Notably, customer satisfaction is determined at the point of service encounter. Customers tend to pass judgment on service processes and systems; employee knowledge and empathy; employee dressing; as well as service facility and equipment (Zeithaml, Bitner & Gremler, 2009).

2.7 Conceptual Framework:

CRM is one of the strongest predictors of customer satisfaction in a service context. All banks offer deposits, advances, and technology-based services (Kaura, 2013) but they do not offer them in the same way. Figure 1 below presents a relationship between CRM and the satisfaction of commercial bank customers. The figure shows the interdependence of the CRM techniques and indicates their influence on customer satisfaction. The framework presents the potential impact of service features although it was controlled in the survey. It is argued that the quality of service features is interpreted from a customer relationship perspective. Customers tend to pay attention to service providers' mindset; employee commitment; information management; and functionality of the platforms that guarantee quick solutions to financial needs.

Figure 1: Relationship between Customer Relationship Management and Customer Satisfaction



Source: Survey 2023

3.0 Research Methodology

3.1 Research Design and Sampling Procedure

This study adopted a survey design. The survey targeted twenty-five million, seven hundred and ninety-seven thousand, six hundred and twelve (25,797,612) adult bank customers in Southeast, Nigeria. A sample of 400 participants was determined using Yamane's (1964) formula for finite population (see Appendix 2). Multi-stage sampling was used to select the research participants. The research used cluster, purposive, random, and convenience sampling techniques at different stages of the sampling procedure. Cluster sampling was used to select naturally grouped states in the study area while purposive sampling was used to select state capitals. Random sampling was useful for the selection of local government areas from each state. Thereafter, convenience sampling was used to select the respondents. The multi-stage sampling was used because the study population was known and unequally distributed; met predetermined conditions; and possessed similar characteristics.

3.2 Measurement

The instrument for data collection was a structured questionnaire. The scales were categorized into sections A, B, C, and D. Section A presented the characteristics of respondents whereas other sections indicate scales that discuss various research variables. Sections B, C, and D presented service features, dimensions of customer relationship management, and customer satisfaction, respectively. Service features and customer relationship management were developed using a five-point Likert scale (for example, 1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, and 5 = strongly agree). Customer satisfaction was developed using a five-point satisfaction scale (for example, 1 = very dissatisfied, 2 = somewhat dissatisfied, 3 = neither dissatisfied nor satisfied, 4 = somewhat satisfied, and 5 = very satisfied). Service features were measured using service brand name, financial service range, experienced staff, quick bank responses, and flexible service offerings (Thwala & Slabbert, 2018; Ahmad, Al-Qarni, Alsharqi, Qalai, & Kadi, 2013). The customer relationship management scale was adapted from Yim, Anderson, & Swaminathan (2004). Customer orientation was measured using customized service offerings, customer consultation, understanding customer needs, efforts to meet customer requirements, and customer care. Also, CRM structure was measured using customer insight; sustainable customer relationships; customer relationship resources; time and money considerations; staff performance evaluation; skillful employees; and customer-based structure. Moreover, knowledge management was measured using two-way communication, understanding of service characteristics, and understanding of customer needs and preferences. CRM technology was measured using a customer database, computer hardware, service software, information technology team, and customer information. The measurement of customer satisfaction was adapted from Bitner, Booms, & Tetreault (1990). According to Bitner, Booms, & Tetreault (1990), customer satisfaction/dissatisfaction was determined through the firm's response to unavailable/delayed service, response to admitted customer error, response to customer needs and preferences, level of attention to customers, performance during emergency situations, and through its response to potentially disruptive customers.

3.3 Data Collection and Analysis

The research data were collected using Google Forms and printed questionnaires. The reason was to enable respondents to participate on their own time and in their way. The data analysis was performed with descriptive and inferential statistics. The respondents' characteristics were analyzed using descriptive statistics such as frequency and percentage. Thereafter, the relationship among the key research variables was analyzed using hierarchical multiple regression.

3.4 Validity and Reliability Analysis

The content validity was determined by a panel of three experts. Some corrections were made to simplify the language of the scale. Convergent validity was further conducted to strengthen the research instrument. Hair, Bush & Ortinau (2000) posited that convergent validity describes how well a construct's dimension significantly relates to other dimensions of the same construct. The convergent validity test was conducted using average variance extracted (AVE). It was found that customer orientation, CRM Structure, Knowledge Management, CRM Technology, and customer satisfaction scored 0.646, 0.534, 0.961, 0.608, and 0.585,

respectively. The results met the benchmark of .50 for the convergent validity test (Wong, 2019). Furthermore, the scale reliability was tested using Cronbach Alpha. Onodugo, Ugwuonah, & Ebinne (2010) argued that Cronbach Alpha presents a proportionate variation of scale scores. The reliability test recorded 0.862, 0.851, 0.980, 0.837, and 0.855 for customer orientation, CRM structure, knowledge management, CRM technology, and customer satisfaction, respectively. The results also met the minimum reliability coefficient of .70 (Pallant, 2007).

4.0 Results

The survey used 322 (80.5%) valid responses for data analysis. More than eighty percent of the valid responses were considered sufficient enough for data analysis.

Demographic Analysis

The research indicated recorded participation of 119 (37%) males and 203 (63%) females. It was also shown that young adult participants (aged 20 – 40 years) outnumbered older ones (aged 41 - 60 years). 141 (43.8%) of the research participants were unmarried, 178 (55.3%) were married, 2 (0.6%) had divorced or were separated from their spouses, whereas 1 (0.3%) were widowed. The survey further showed that 39 (12.1%) respondents engaged in trading, 5 (1.6%) were manufacturers, 204 (63.4%) were civil servants, 15 (4.7%) were Artisans, and 59 (18.3%) were working for private companies. The research established that low-income earners outnumbered those of high-income earners. 30 (9.3%) respondents attended primary and secondary education, 209 (64.9%) had tertiary education, 81 (25.2%) had postgraduate education, and 2 (0.6%) had trade training. In addition, the majority of the research participants used more than one commercial bank. These revealed that the respondents were knowledgeable enough to participate in the research.

Hierarchical Multiple Regression

The basic assumptions of the multiple regression were tested before the main data analysis. The survey met normality, linearity, homoscedasticity, and independence of residual assumptions except multicollinearity. Knowledge management failed the multicollinearity test as it recorded -

.043 as against the minimum of .30. This suggested a singularity problem. Singularity means that the variable was “redundant” (Tabachnick & Fidel, 2013). Tabachnick & Fidel (2013) posited that multicollinearity and singularity create “logical and statistical problems.” It means that the variable increases the size of the error margin and weakens the analysis (Tabachnick & Fidel, 2013). To evade the above-mentioned problems, knowledge management was dropped while other independent variables were used for the analysis.

Table 1: Hierarchical Regression Result for Customer Satisfaction

Variable	B	95%CI		SE B	β	R ²	ΔR ²
		LL	UL				
Step 1						.13	.13***
Constant	10.396***	7.983	12.808	1.226			

Service features	0.46***	.323	.587	0.67	.36***		
Step 2						.37	.25***
Constant	5.381	2.990	7.773	1.215			
Service features	0.53	-.084	0.19	0.70	.41		
Customer orientation	0.32***	0.18	0.47	0.72	.31***		
CRM structure	0.16***	0.10	0.31	0.79	.16***		
CRM technology	0.21***	0.59	0.37	0.78	.19***		

Source: Field Survey

Note: CI = confidence interval; LL = lower limit; UL = upper limit; SE B = standard error B; β = beta; Δ = change

*** $p < .001$

Hierarchical multiple regression was used to evaluate the impact of customer orientation, CRM structure, and CRM technology on the satisfaction of commercial bank customers after controlling for the influence of service features. In step 1, the R^2 value of .13 indicated that service features explained a 13% variance in the satisfaction of the bank customers $F(1,320) = 46.07, P < .001$. This result revealed that service features positively predicted customer satisfaction ($\beta = 3.6, p < .001$). In step 2, the R^2 value of .37 established that service features, customer orientation, CRM structure, and CRM technology explained a 37% variance in customer satisfaction with $F(3, 317) = 41.61, P < .001$. The findings revealed that customer orientation ($\beta = .31, p < .001$); CRM structure ($\beta = .16, p < .001$), and CRM technology ($\beta = .19, p < .001$) significantly predicted satisfaction of commercial bank customers in Southeast, Nigeria. On the contrary, service features had no statistical influence on customer satisfaction. The ΔR^2 value of .25 revealed a 25% change in the variance of models 1 and 2 with change $F(3, 317) = 41.61, p < .001$. In the model, customer orientation made the greatest impact on the satisfaction of commercial bank customers. This was followed by CRM technology and CRM structure.

5. Discussion

The survey examined the influence of customer relationship management dimensions (for example, customer orientation, CRM structure, knowledge management, and CRM technology) on the satisfaction of commercial bank customers while controlling the influence of service features. The result ascertained a significant influence of customer orientation on customer satisfaction. This was in line with those of Maraj, Irfan Mohammad, & Altaf (2020; and Santouridis, & Veraki, (2017). In this study, customer orientation was the greatest predictor of customer satisfaction in Southeast, Nigeria. The result revealed the essence of the banks' view of customer value in meeting the demands of customer satisfaction. Customers' happiness is entrenched in how bank services are delivered (Maraj, Irfan Mohammad, & Altaf, 2020; (Soltania, Zareieb, Milanic, & Navimipour, 2018). Therefore, bank managers are advised to conduct monthly training on customer value and celebrate the best customer caregiver of the year. Efforts should be made to offer customized services through motivated customer-oriented employees (Ahmad, Mushtaq, & Darzi, 2016). Furthermore, CRM structure statistically

predicted the satisfaction of commercial bank customers in Southeast, Nigeria. A similar result was reported by Maraj, Irfan Mohammad, & Altaf, 2020 and Santouridis, & Veraki (2017). Integration of CRM in the functional areas of the firm increases employee commitment to meeting customer requirements (Maraj, Irfan Mohammad, & Altaf, 2020). Company-wide approach to managing customer relationships is more productive than a departmental function. Thus, commercial banks are advised to decentralize customer relationship management to allow all departments to be deeply involved in the service of the customers. Finally, the research ascertained the influence of CRM technology on the satisfaction of commercial bank customers in Southeast, Nigeria. CRM technology was the second major predictor of customer satisfaction in this study. Maraj, Irfan Mohammad, & Altaf (2020) also determined a statistical relationship between CRM technology and customer satisfaction. CRM technology is paramount for the effective use of relationship strategies (Alshourah, Alassaf, & Altawalbeh, 2018). Bank customers are happier with platforms that help meet their banking needs at the time. Therefore, commercial banks are advised to offer incentives to encourage the use of customer relationship technology.

6. Limitations and Suggestions to Further Studies

The survey experienced two key limitations. First, the survey did not control other factors that could predict customer satisfaction. For example, service charge, service encounters, and service processes might impact the satisfaction of bank customers. Therefore, future researchers are required to consider controlling the potential influence of these factors when evaluating the relationship between CRM and customer satisfaction. Second, the result of this survey may not be generalized because of differences in the various service subsectors. Scholars are advised to extend similar studies to non-banking firms.

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Appendices

Appendix 1

Section A: Demographic Characteristics

Instruction: Please tick your favorite option.

1. Indicate your gender.

- a. Male
- b. Female

2. Select the range of your age.

- a. 20 to 30 years
- b. 31 to 40 years
- c. 41 to 50 years
- d. 51 to 60 years
- e. 61 years and above

3. Select your current marital status.

- a. Unmarried
- b. Married
- c. Divorced/Separated
- d. Widowed

4. Show your current occupation.

- a. Trading
- b. Manufacturing
- c. Civil Service
- d. Artisan
- e. Private Company Service

5. Select your last monthly earning.

- a. Below N30,000
- b. N30,000 to N50,000
- c. N51,000 to N70,000
- d. N71,000 to N90,000
- e. N91,000 to N110,000
- f. N111,000 and above

6. Show your highest level of education.

- a. Primary Education
- b. Junior Secondary Education
- c. Senior Secondary Education
- d. Tertiary Education
- e. Postgraduate Education
- f. Trade Training

Section B: Service Features

Instruction: Please show the level to which you agree with the following statements by circling numbers that represent Strongly Disagree (SD), Disagree (D), Neither Agree nor Disagree (N), Agree (A), or Strongly Agree (SA).

S/N	ITEM	SD	D	N	A	SA
7	My bank has a unique brand name.	1	2	3	4	5
8	The bank offers a wide range of financial services.	1	2	3	4	5
9	I like my bank because of its experienced staff.	1	2	3	4	5
10	I am confident that my bank responds quickly at all times.	1	2	3	4	5
11	My bank offers flexible services to meet my requirement.	1	2	3	4	5

Section C: Customer Relationship Management

Instruction: Please show the level to which you agree with the following statements by circling numbers that represent Strongly Disagree (SD), Disagree (D), Neither Agree nor Disagree (N), Agree (A), or Strongly Agree (SA).

S/N	ITEM	SD	D	N	A	SA
Customer Orientation						
12	My bank provides customized services to customers.	1	2	3	4	5
13	The bank consults me for customized services.	1	2	3	4	5
14	My bank tries to understand my needs.	1	2	3	4	5
15	I appreciate my bank's effort to meet my requirement.	1	2	3	4	5
16	The bank staff treat me with care.	1	2	3	4	5
Customer Relationship Management Structure						
17	Customer insights are monitored at all service points.	1	2	3	4	5
18	My bank attracts, retains, and sustains customers.	1	2	3	4	5
19	My bank has the resources to manage customer relationships.	1	2	3	4	5
20	The bank spends time and invests money to serve my interest.	1	2	3	4	5
21	Customer care is the basis for evaluating staff performance.	1	2	3	4	5
22	The bank staff are skillful in starting and maintaining relationships.	1	2	3	4	5
23	The bank structure is designed to help meet customer needs.	1	2	3	4	5
Knowledge Management						

24	My bank encourages two-way communication.	1	2	3	4	5
25	I know when the bank services are performed.	1	2	3	4	5
26	My bank understands my needs and preferences.	1	2	3	4	5
Customer Relationship Management Technology						
27	My bank handles detailed customer databases.	1	2	3	4	5
28	The computer hardware in my bank is functional.	1	2	3	4	5
29	My bank's service software processes information quickly.	1	2	3	4	5
30	The information technology team does nice work.	1	2	3	4	5
31	Customer information is available at all service points.	1	2	3	4	5

Section D: Customer Satisfaction

Instruction: In each service situation, please circle the number that best expresses the extent to which you were satisfied or dissatisfied with the bank service experience.

S/N	Items	Very Dissatisfied	Somewhat Dissatisfied	Neither <u>Dissatisfied</u> nor Satisfied	Somewhat Satisfied	Very Satisfied
32	Response to unavailable/delayed service.	1	2	3	4	5
33	Response to admitted customer error.	1	2	3	4	5
34	Response to customer requirements.	1	2	3	4	5
35	Level of attention paid to customers	1	2	3	4	5
36	Performance during emergency situations.	1	2	3	4	5
37	Response to potentially disruptive customers.	1	2	3	4	5

Thank you for your timely co-operation.

Appendix 2

Sample Size Determination

The research used Yamane’s (1964) formula for a finite population to determine the size of the sample. The sample size is determined as follows:

$$n = \frac{N}{[1 + N(e)^2]}$$

Where n = Sample size

N = The finite population

e = Level of significance (error margin)

1 = Unit (constant)

Determining the sample size:

$$n = \frac{25,797,612}{[1 + 25,797,612 (0.05)^2]}$$

$$n = \frac{25,002,996}{[1 + 25,797,612 (0.0025)^2]}$$

$$n = \frac{25,797,612}{[1 + 64,494.03]}$$

$$n = \frac{25,797,612}{[64,495.03]}$$

$$n = 399.993798$$

$$n = 400 \text{ Approximately}$$

Appendix 3

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.355 ^a	.126	.123	4.83179	.126	46.073	1	320	.000
2	.611 ^b	.373	.365	4.11202	.247	41.610	3	317	.000

a. Predictors: (Constant), Service Features

EFFECT OF CUSTOMER RELATIONSHIP MANAGEMENT ON SATISFACTION OF COMMERCIAL BANK CUSTOMERS IN SOUTHEAST, NIGERIA

- b. Predictors: (Constant), Service Features, Customer Orientation, CRM Technology, CRM Structure
- c. Dependent Variable: Customer Satisfaction

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1075.628	1	1075.628	46.073	.000 ^b
	Residual	7470.795	320	23.346		
	Total	8546.422	321			
2	Regression	3186.364	4	796.591	47.111	.000 ^c
	Residual	5360.059	317	16.909		
	Total	8546.422	321			

- a. Dependent Variable: Customer Satisfaction
- b. Predictors: (Constant), Service Features
- c. Predictors: (Constant), Service Features, Customer Orientation, CRM Technology, CRM Structure

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics		
		B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF	
1	(Constant)	10.396	1.226		8.478	.000	7.983	12.808						
	Service Features	.455	.067	.355	6.788	.000	.323	.587	.355	.355	.355	1.000	1.000	
2	(Constant)	5.381	1.215		4.428	.000	2.990	7.773						
	Service Features	.053	.070	.041	.758	.449	-.084	.190	.355	.043	.034	.669	1.494	
	Customer Orientation	.323	.072	.312	4.484	.000	.181	.465	.559	.244	.199	.408	2.449	
	CRM Structure	.157	.079	.162	1.974	.049	.001	.313	.555	.110	.088	.292	3.420	
	CRM Technology	.212	.078	.186	2.724	.007	.059	.366	.503	.151	.121	.424	2.360	

- a. Dependent Variable: Customer Satisfaction