EXAMINING EMPLOYEE'S PERCEPTION ABOUT CUSTOMER RELATIONSHIP MANAGEMENT PRACTICES

[1]Dr. P. PRAVEEN KUMAR, [2]Ms. KAJOL
[1]Asst. Professor, [2]MBA Student
[1]Saveetha School of Management,
[1]Saveetha Institute of Medical and Technical Sciences, Chennai, India

Abstract: This paper deals with the perception of employees about Customer Relationship Management (CRM). CRM plays a vital role in development of all varieties of businesses. This tool can benefit the organisations to manage relations with the clients. At the same time this enhances their long- term effectiveness. Implementing successful CRM practices requires evaluating the desires and expectations of the business that needs to be met, which in turn yield fruitful results. CRM acts as revenue generator of the firm. The data obtained using CRM helps to formulate new strategies and products. The major goal of CRM is to attain customer satisfaction and retain the profitable customers. This will have an impact on the profitability of the organisation. Primary data has been obtained from 102 respondents. Results ended with the three factors such as sales, problem solving and marketing.

I. INTRODUCTION

Customer Relationship Management (CRM) is an art of building a strong organisation rapport with the customers. The key objective of any CRM policy is to enable the organisation to generate and retain gainful clients that aid to the organisation. Customer relationship management is regarded as an important strategy that can help firms to become customer oriented. It provides enormous number of benefits such as ensuring customer loyalty, customer retention, organised data, enhances sales margin and many more. The major goal of CRM is the superior behaviour with clients in turn to increase loyalty and curiosity. It minimizes the gap between clients and the firms. CRM facilitates facts driven judgements by consolidating and analysing data in a way that is understood and effortlessly approachable. It ensures that the organizations strive for customers based services and not on prices. Forecasts customer's requirements efficiently and aid to grow business by rendering quality services to them. CRM transacts more with relations and less with money, which sets it apart from other softwares, used in businesses. Small trades and even freelancers can also seek benefit from CRM practices.

CRM is an extremely outstanding tool that benefits companies to improve not only their customer fulfilment but also their productivity and returns. Every organization small or big must adopt CRM practices into their business before it becomes a necessity in the future. In a competitive business environment, CRM helps to withstand competition when utilised effectively.

II. REVIEW OF LITERATURE

Ritter and Geersbro (2018) suggested that multidexterity is a challenge for CRM. There are also many managerial complications pertaining to multidexterity. The study focuses on certain implications concerned towards CRM.

Ghazian et al. (2016) argue that the loyalty towards the suppliers is reduced due to the channels providing information and easy access. Therefore effective communication must be handled between the supplier and the customers. The descriptive survey method is used here. The assumptions of regression are analyzed. The findings show the relationship between the customer support and internet service.

Yadollahinia et al. (2018) explained about an uncertainty in terms of multi-period, multi-product and multi-objective in the supply chain. This results in robust optimization. The LINGO 9 software is implemented for doing this analysis.

Zerbino et al. (2018) The big data that supports value extraction helps in a healthier business. The initiatives done in the big data results in plot tests. This also will aid as an enabling factor.

Li et al. (2018) developed a model consisting of two stages representing the CRM. CRM has some operational uses that are reflected by the high revenue earned by each employee. CRM has a strategic use that is reflected by high customer satisfaction. It has some benefits that are positively impacted by the size of the firm and competition in the industry.

Matis and Ilieus (2014) demonstrate about the insurance companies that implemented CRM. The study explains about the execution of new technology in order to maintain a healthy relationship with the customers. In addition to the technical component, the human component is also essential for better CRM.

Haislip and Richardson (2017) use a group of firms that enabled CRM systems. The study showed many operational benefits while the systems for CRM are implemented. This results in higher sales and increased cash flow. This also minimizes the operating costs and eliminates the doubtful accounts.

Anshari et al. (2018) explained that the CRM can be innovated by using big data in it. This helps in enhancing the decision making process. As a result, the CRM will attain greater value. The findings conclude that the smart phones aid in contacting the target audiences.

Thakur and Workman (2016) highlight the matrix for customer portfolio management. The issues involved in this are customer value towards the company and the serving cost. There are four types of customers based on the customer portfolio; they are gold, bronze, platinum and silver. Different types of strategies have to be applied in order to enhance the customer relationship portfolios.

Hassan et al. (2015) draw attention to the need for having a positive relationship with the customers. In order to satisfy the customer, a better CRM is required. Fulfilling the expectation of the customer will lead to customer loyalty. This incorporates a positive relation towards the CRM.

Triznova et al. (2015) investigates the CRM have a greater impact on employees, corporate culture and identity. This study explains about the CRM approaches. It targets on corporate culture and people which helps in customer experience.

Ghalenooie and Sarvestani (2016) presented a basic principle for CRM. Both technology as well as human resources has to be considered for CRM. The findings show the positive impacts of human resources towards CRM.

Vaish et al. (2016) strongly suggest that hospital services compulsorily need CRM unlike other sectors. Better CRM would enhance the customer service. This reduces the costs incurred. This will also aid in the better retention of the clients towards the business.

III. RESEARCH METHODOLOGY

This study is carried out in Chennai and descriptive in nature. Questionnaire has been employed to grab the data. Questionnaire includes two different sections. Primary section includes demographic profile of the respondents. Last section consists of the variables related to the perception about CRM practices. The primary data of perception about CRM practices have been collected from 102 respondents. The respondents include managers, deputy managers, executives and trainees. Statistical tools such as frequency analysis, mean analysis and factor analysis have been widely used for assessing the data.

IV. RESULTS AND DISCUSSION

The profile of the respondents is given in Table 4.1.

Table 4.1: Profile of Employees

Designation	Frequency	Percentage
Manager	25	24.5
Deputy Manger	13	12.7
Executive	40	39.3
Trainee	24	23.5
Qualification	**Frequency**	**Percentage**
UG	32	31.4
PG	61	59.8
PhD	1	1
Others	8	7.8
Experience	**Frequency**	**Percentage**
<2 Years	51	50
2-5 Years	24	23.5
>5 Years	27	26.5

Table 4.1 depicts that majority of the respondents are executives with PG qualification and experience of less than 2 years. The responses about perception related to CRM is measured using 12 variables such as customers, problem solving, data, strategies, sales margin, outdated, revenue, equity drivers, predict earnings, up-selling & cross-selling, marketing and loyalty.

Table 4.2: Perception about CRM

S. No.	Perception about CRM	Mean	Rank
1.	CRM practices help to understand the customers (Customers)	4.04	2
2.	Problem solving is made easy through CRM (Problem Solving)	3.55	9
3.	Frequently we use the data collected by CRM (Data)	3.71	7
4.	CRM data helps to formulate new strategies and products (Strategies)	3.82	3
5.	Effective use of CRM increases sales margin (Sales Margin)	3.80	4
6.	Data collected by CRM is not outdated (Outdated)	3.61	8
7.	CRM acts as a revenue generator (Revenue)	3.72	6
8.	CRM affects customer's equity drivers (Equity Drivers)	3.29	12
9.	CRM helps to predict earnings (Predict Earnings)	3.50	10
10.	CRM facilitates in up-selling and cross-selling(Up-selling & Cross-selling)	3.76	5
11.	Marketing optimization can be done through CRM (Marketing)	3.35	11
12.	CRM enhances customer loyalty (Loyalty)	4.07	1

Table 4.2 shows the results of mean analysis. Customer loyalty has the highest mean of 4.07 followed by customers, strategies, sales margin, up-selling & cross-selling and so on. Results indicate that CRM practices enhance customer loyalty. Factor analysis is performed to find out the relationship among all the 12 variables.

Table 4.3: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.779
Bartlett's Test of Sphericity	Approx. Chi-Square	269.074
	Sig.	0.000

Table 4.3 shows the value as 0.779 of KMO test which is greater than 0.6 and significance value at one percent level of Bartlett's test. It is clear that data is enough for doing factor analysis. Table 4.4 shows results of total variance explained.

Table 4.4: Total Variance Explained

S. No.	Variable	Total	% of Variance	Cumulative %
1.	Factor 1	30.72	25.596	25.596
2.	Factor 2	1.736	14.471	40.067
3.	Factor 3	1.516	12.633	52.701

Factor analysis reduced 12 variables into three factors. The observed factors collectively explain 53 percent of variance. The details of transformation of variables are shown in Table 4.5.

Table 4.5: Rotated Component Matrix

Perception about CRM	Factors		
	Sales	Problem Solving	Marketing
Up-selling and Cross-selling	0.716		
Predict Earnings	0.698		
Loyalty	0.665		
Data	0.656		
Outdated	0.642		
Strategies	0.633		
Problem Solving		0.782	
Equity Drivers		0.665	
Revenue Generator		0.557	
Marketing			0.812
Sales Margin			0.598
Customers			0.513

The results reveal that variables such as up-selling and cross-selling, predict earnings, loyalty, data, outdated and strategies have been grouped in factor 1. It is named as "Sales". Three variables related to problem solving, equity drivers and revenue generator included in factor 2. Perception related to marketing, sales margin and customers are grouped in factor 3. Factor 2 and 3 are named as problem solving and marketing respectively.

V. CONCLUSION

Traditional CRM included a process to make calls, send emails or appear for live meetings with existing clients. It focused to move clients in an orderly manner with the desire of repeated business and increased deals. Now the emphasis has moved from being sales driven to building a good rapport or relationship with the customers by addressing their needs and providing them with the desired product or output. Technology changes over time and every business needs to adopt the current or upcoming technology to sustain longer. Artificial intelligence will be the foremost developments for CRM. It can probably make every business smarter. In the near future, manual work done by employees will come down to minimum, as everything will be automated, which will save hours of work. CRM is the need of the hour for every business that needs to achieve greater profits.

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