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IMPACT OF CUSTOMER RELATIONSHIP MANAGEMENT (CRM) ON THE PERFORMANCE OF DEPOSIT MONEY BANKS (DMBS) IN ABUJA

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ABSTRACT*:* *This study examines the impact of Customer Relationship Management on the performance of Deposit Money Banks in Abuja. The study investigates how CRM variables such as customer attraction, customer satisfaction and customer retention impact on the performance of Deposit Money Banks. The study adopted a survey research method where data was collected using questionnaires administered to both employees and customers of the ten randomly selected DMBs in Abuja made up of the 341 Population of the study. Taro Yamane Sample Size formula was used to determine the sample size (184). Out of the 184 copies of questionnaires that were distributed, 175 representing 95.1 % response rate were retrieved and used for analysis. As part of the method of data analysis, Pearson Correlation and Ordinary Least Square (OLS) was used to test the formulated hypotheses in line with the objectives of the study. The major finding reveals that, "there is significant relationship between Customer Relationship Management and performance of Deposit Money Banks in Abuja". It was recommended that Deposit Money Banks (DMBs) in Nigeria's North-Central sub-region should improve on Customers' attraction activities in order to achieve deeper market penetration which will help in attracting more customers to strengthen their competitive positions. The study concluded that DMB's should adopt CRM since it contributes significantly to their performance.*

KEYWORDS: *Customer Attraction, Customer Relationship Management, Customer Retention, Customer Satisfaction, Deposit Money Banks, Performance.*

INTRODUCTION

Customer Relationship Management (CRM) has continued to attract attention of Practitioners and Scholars in the field of business. More companies are adopting Customer-centric strategies, programs, tools, and technology aimed at effective and efficient Customer Relationship Management. Companies realized the need for in-depth and integrated customer knowledge in order to build close cooperative and partnering relationships with their customers (Adiele & Justin, 2013). In realization that customers have more knowledge, more power and more influence than ever, organizations are now adopting CRM strategies in their business process by allowing customers to offer their views on critical decision issues affecting marketing particularly in areas such as product design, pricing, distribution and promotion (Bhatia, 2015).

In today's business, customers are prime asset for an organization and managing customer relation is equally becoming critical for organizational performance. Successful customer relationship management focuses on understanding the needs and desires of the customers and is achieved by placing these needs at the heart of the business by integrating them with the organization strategy,

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people, technology and business processes (Fox & Stead, 2001). Many business organizations, recognize the importance of Customer Relationship Management in attracting new customers and retaining existing ones as they are now adopting it as strategy to providing life time value to customers (Opara, Ayopo & Darogo, 2010).

Deposit Money Banks (DMB's) in Nigeria were not left out in the quest for better customer services for sustainable competitive advantage; this is evident from the introduction of new products/services, such as ATM, POS, Mobile Banking, Internet Banking, Investment Banking and actively participating in some corporate social responsibility activities. All these were meant to influence relationship and thereby retain their customers at a profit (Falana, 2011).

In spite of the importance of CRM to the performance of many companies, DMBs in Nigeria and Abuja in particular, are yet to fully embrace the concept due largely to many operational processes such as the inability of the DBMs to come up with effective strategies capable of attracting new customers, lack of effective services leading to customer dissatisfaction and subsequently, customer defection thereby loosing existing customers which impact negatively on the bank's performance.

It is in view of this that the study was conducted to examine the impact of CRM on the performance of DMB's in Abuja to assess how some important CRM variables impact on their performance. Even though, similar studies were conducted in Nigeria (such as those of Okeji, 2015; Tolulope, 2013; Adiele & Justin, 2013), their studies focuses on the entire DMBs in Nigeria rather than the ones in Abuja, the Federal Capital Territory which this study is designed to accomplished. To the best of our knowledge, researchers have studied only the two dimensions of CRM (i.e. customer attraction & retention). This informed our decision to focus on the four dimensions of CRM (i.e. Customer Attraction, Customer satisfaction, Customer Retention & Relationship Management). More so, most of the authors (Ayuba, 2013; Tolulope, 2013; Adiele & Justin, 2013) studied different measure of performance such as ROI, Market share, sales volume, but this study use only net profit after tax as a measure of performance which make the study unique.

The study focussed on ten (10) DMBs in Abuja, the Federal Capital Territory. Abuja was chosen, because it is where over ninety percent of the Corporate Headquarters of DMBs in Nigeria are located (CBN, 2015). The study covers the 5 years periods (i.e. 2011-2015); the period was chosen because it was during these periods that Customer Relationship Management (CRM) began to be embraced by most DMBs in Nigeria (Tolulope, 2013). The study will be of immense benefit to the Managers of DMB's, Consultants, Researchers and Students as it will help to develop their research skills and contributes to existing literature in the area. The study will also offer practitioners, experts in customer relationship management a lot of information on relationship marketing strategies decisions and implementation.

Research Questions

The following research questions were raised:

i) How does Customer Attraction impact on the performance of DMBs in Abuja?

ii) To what extent does Customer Satisfaction impact on the performance of DMBs in Abuja?

iii) How does Customer Retention impact on the performance of DMBs in Abuja?

iv) In what way does Relationship Management impact on the performance of DMBs in Abuja?

Objectives of the Study

The main objective of this study is to evaluate the impact of Customer Relationship Management on the Performance of Deposit Money Banks (DMBs) in Abuja. The specific objectives are to:

i) Examine the impact of Customer Attraction on the performance of DMBs in Abuja.

ii) Assess the impact of Customer Satisfaction on the performance of DMBs in Abuja.

iii) Examine the impact of customer retention on the performance of DMBs in Abuja.

iv) Ascertain the impact of relationship management on the performance of DMBs in Abuja.

Statement of Hypotheses

In the course of this study, the following hypotheses were formulated:

Ho$_1$: *Customer Attraction does not have significant impact on the performance of DMB's in Abuja*

Ho$_2$: *Customer Satisfaction does not have significant impact on the performance of DMB's in Abuja*

Ho$_3$: *Customer Retention does not have significant impact on the performance of DMB's in Abuja*

Ho$_4$: *Relationship Management does not have significant impact on the performance of DMB's in Abuja*

LITERATURE REVIEW

Concept of Customer Relationship Management

Customer Relationship Management is often used interchangeably with the terms like Relationship Marketing (RM), Customer Relationship Marketing (CRM), Enterprise Relationship Marketing (ERM), Technology Enabled Relationship Marketing' (TERM), 'Customer Managed Relationships' (CMR) or 'Customer Management' (CM). It is used to refer to a specific IT solution such as a data warehouse or a specific application such as campaign management or sales force automation. The definitions and descriptions of CRM used by different authors and authorities vary greatly (Payne, 2005).

Customer Relationship Management is the process of managing elaborates information's about individual customers and carefully managing all customers "touch point" to maximize customer loyalty (Kotler, 1991). Customer Relationship Management is a comprehensive strategy and process of acquiring, retaining, and partnering with selective customers to create superior value for the company and the customer. It involves the integration of marketing, sales, customer service, and the supply-chain functions of the organization to achieve greater efficiencies and effectiveness in delivering customer value (Atul & Sheth, 2000**)**. On the other hand, CRM is based on the basic marketing believe that an organization should know its customer like individuals. Its components may include data warehouse that store all company information, customer services system, call center, e-commerce, web marketing, operations system (that handle order entry, invoicing, payments, point of sale, inventory system, etc) and sales system (mobile sales communication appointment making routine etc). In practices, CRM system range from automated customer-contact system to the company wide pooling of customers information (Kottler, 1991).

Kumar and Reinartz (2006) as cited by Okeji (2015) opined that CRM can be seen and discussed at three different levels i.e. functional, Customer-facing and Organizational level. At functional level CRM covers the processes that are required to fulfill the marketing function. Customer-facing level includes set of activities that provide a single view of customer across all contact channels. Organizational level is also called strategic CRM that believes in the implications of knowledge about their customers and their preferences for the entire organization. It provides the most complete picture of the organization. From the literature it can be concluded that the element that lead to successful implementation and operation of CRM in organization are People, Process and Technology (Gronroose, 1990).

Types of Customer Relationship Management
Buttle (2004) classified four types of customer relationship management which include Strategic CRM, Operational CRM, Analytical CRM and Collaborative CRM as discussed below.

Strategic CRM: it focused upon the development of a customer-centric business culture. This culture is dedicated to winning and keeping customers by creating and delivering value better than competitors. The culture is reflected in leadership behaviors, the design of formal systems of the company, and the myths and stories that are created within the firm. In a customer-centric culture you would expect resources to be allocated where they would best enhance customer value, reward systems to promote employee behaviors' that enhance customer satisfaction and retention, and customer information to be collected, shared and applied across the business.
Operational CRM: automates and improves customer-facing and customer supporting business processes. CRM software applications enable the marketing, selling and service functions to be automated and integrated. Operational CRM cover the technological aspect of CRM. It has to do with market automation, sales-force automation and service automation.

Analytical CRM: is concerned with capturing, storing, extracting, integrating, processing, interpreting, distributing, using and reporting customer-related data to enhance both customer and company value. Analytical CRM builds on the foundation of customer-related information. Customer-related data may be found in enterprise-wide repositories: sales data (purchase history), financial data (payment history, credit score), marketing data (campaign response, loyalty scheme data) and service data. To these internal data can be added data from external sources: geodemographic and lifestyle data from business intelligence organizations, for example. With the application of data mining tools, a company can then interrogate these data.

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Collaborative CRM: is the term used to describe the strategic and tactical alignment of normally separate enterprises in the supply chain for the more profitable identification, attraction, retention and development of customers. For example, manufacturers of consumer goods and retailers can align their people, processes and technologies to serve shoppers more efficiently and effectively. They employ practices such as co-marketing, category management, collaborative forecasting, joint new product development and joint market research. Collaborative CRM uses CRM technologies to communicate and transact across organizational boundaries.

Dimensions of Customer Relationship Management.

Attraction: Attraction as a driver of customer commitment means something that makes the service provider interested to a given customer or the other way round so attraction can be based on financial technology or social constructs (Falana, 20011). Consequently, even social contacts that are highly appreciated may form a source of attraction that can lead to a business relationship. If attraction exists between two parties, the basis for a relationship is developing, indeed understanding. Understanding the role of attraction in a customer commitment decision is the key issue that little attention has been paid on it the service marketing area (Gronroos, 2001).

Customer Satisfaction: Customer satisfaction has been the subject of considerable research, and has been defined and measured in many ways. Customer satisfaction is the customer's fulfillment response to a customer experience, or some part thereof (Buttle, 2004). Customer satisfaction is a pleasurable fulfillment response. Dissatisfaction is an unpleasable fulfillment response. The experience or some part thereof. Component of the definition suggests that the satisfaction evaluation can be directed at any or all elements of the customer's experience. This can include product, service, process and any other components of the customer experience (Buttle, 2004). The most common way of quantifying satisfaction is to compare the customer's perception of an experience, or some part of it, with their expectations. The ultimate outcome of customer satisfaction is to achieve profit in the private sector and productivity in the public or non- profit sector. There are some key indicators for measuring customer satisfaction: (1) Reliability, (2) Aesthetics (pleasant appearance), (3) Adaptability, (4) Usability, (5) Functionality and (6) Appropriateness (word press.com). The highlighted indicators are for physical products. While the indicators for services may include: (1) Friendliness / courteousness of employees, (2) Billing / invoicing procedure, (3) Responsiveness to request (4) Appearance of Physical Facilities (5) Approachability of the service provider (6) Willingness to listen to customers and (7) Honesty and ability to communicate in clear language (word press.com).

Customer Retention: Customer retention is the maintenance of continuous trading relationship with customers over the long term. Customer retention is the mirror image of customer defection or churn. High retention is equivalent to low defection (Ahmad & Buttle, 2001). Conventionally, customer retention is defined as the number of customers doing business with a firm at the end of a financial year, expressed as percentage of those who were active customers at the beginning of the year (Dawkins & Richhelde, 1990). However, the appropriate interval over which retention rate should be measured is not always one year. Rather, it depends on the customer repurchase cycle. With the cost of losing customer rising every day, companies continually seek new ways to acquire, retain and increase business. Service has long been an important factor in customer

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retention, and new research suggests its role in more critical than ever and will continue to grow throughout the years.

Relationship Management: has to do with all those marketing activities directed towards establishing, developing and maintaining successful relationship". Relationship management can be between a business and its customers (customer relationship management) and between a business and other businesses (business relationship management). Relationship management is a focus of the financial and investing industries as a way to identify potential cross-sales of products and services. Relationship management aims to create a partnership between the organization and its audience rather than consider the relationship merely transactional. Consumers who feel that a business responds to their needs are more likely to continue using the products and services that a business offers. Additionally, maintaining a level of communication with consumers allows the business to identify potential sources of costly problems before they come to a head (Morgan & Hunt, 1994).

Business Performance

The concept of organization performance is very common in academic literature; its definition is difficult because of the many meanings. For this reason, there is not a universal acceptable definition of this concept (Gavrea, Liviu & Roxana, 2011). Richard, Timothy, George and Gerry (2009), opined that organizational performance encompasses three specific areas of firm outcomes: (a) financial performance (profits, return on assets, return on investment, etc.); (b) product market performance (sales, market share, etc.); and (c) shareholder return (total shareholder return, economic value added, etc.). Hunger and Wheelan (1997) define performance as the end result of activity and the appropriate measure selected to assess corporate performance is considered to depend on the type of organization to be evaluated and the objectives to be achieved through that evaluation. Continuous performance is the focus of any organization because only through performance organizations are able to grow and progress. Thus, organizational performance is one of the most important variables in the management research.

Measure of Business Performance (BP)

Performance measurement is the process whereby an organization establishes the parameters within which programmes, investments, outputs and acquisitions are reaching the desired results (Hunger & Wheelan, 1997). Robert Kaplan of Harvard University and David Norton, an American management consultant, has proposed the balanced scorecard as a means to evaluate corporate performance from four different perspectives: the financial perspective, the internal process perspective, the customer perspective, and the learning and growth perspective. According to Adah (2012) profit is the core of any performance measurement since it determines the success of any business, as no business will want to be identified or associated with failure or loss. Profit is a measure of successful performance. The relevance and role of profit in banking is crucial for a number of reasons. Profit is the bottom line and foundation upon which the two main pillars of banking – strength/adequacy of capital and competence of management are based (Crosse & Hempel, 1980) cited by Adah, (2012).

Empirical Review

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In a study carried out by Okeji (2015), on customer relationship management as a strategic marketing tool in the Nigeria banking sector, a study of four (4) selected banks located in Abuja; the study found that the adoption and successful implementation of customer relationship management has a significant influence on the performance of Deposit Money Banks in Nigeria. Tolulope (2013), in his study investigated the impact of customer relationship management (CRM) on perceived bank Performance, a study of selected banks in Oyo town. The findings from the study revealed that commitment independently predicted perceived organizational performance.

Adiele and Justin (2013), in their study titled Customer Relationship Management and Bank Performance in Nigeria: An Empirical Validation. The study however showed that a significant relationship exists between CRM and Banks Performance. Furthermore, it was found that amongst the dimensions of CRM, customer identification and retention impacts more significantly on business performance. Mbizi and Muzividzi *(2013)* conducted a research on Customer Relationship Management (CRM) practices in financial sector: Role and implications to commercial bank performance in Zimbabwe. The results point to positive effect of customer relationship management and customer retention and ultimately leading to better bank performance.

In a study carried out by Robson (2013), on Customer Management and Organizational Performance of Banking Sector: A Case Study of Commercial Bank of Ethiopia Haramaya Branch and Harar Branches. The finding indicates that customer relationship management practices can significantly lead to improvement on organizational performance in respect of customer attraction, customer satisfaction, and customer retention.

Theoretical Framework

For the purpose of this research work, two customer relationship management theories were reviewed, The Identification, Differentiation, Interacting and Customizing (IDIC) model and Quality Competitiveness Index (QCI) Model as discussed below.

The Identification, Differentiation, Interacting and Customizing (IDIC) Model

Fig 2.1, the IDIC Model was developed by Peppers and Rogers (2004). The model opines that companies should take four actions in order to build closer one-to-one relationships with customers: (1) Identifying who the company customers are and building a deep understanding of them. (2) Differentiating their customers in order to identify which amongst them have most value now and which offer most for the future. Besides, the differentiation can allow the companies to devise and implement customer specific strategies designed to satisfy individually different customer need.

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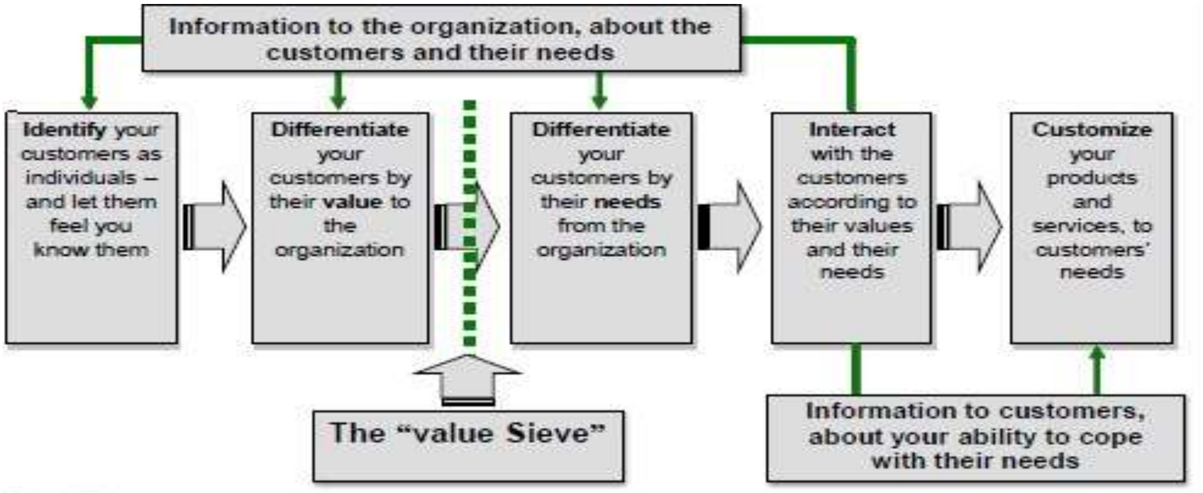

***Fig2.1** IDIC Model*
***Source:** Peppers and Rogers (2004)*

The clients represent different levels of value to the company and they their needs are radically not the same from the enterprise. Peppers and Rogers (2004) opined that customer differentiation task will involve an enterprise in categorizing its customers by both their value to the firm and by what needs they have. (3) Interacting with them in order to ensure that companies understand customer expectations and their relationships with other suppliers or brands. Thus, companies must improve the effectiveness of their interactions with clients. Each successive interaction with a customer should take place in the context of all previous interactions with that customer. A conversation with a customer should pick up where the last one left off. Effective customer interactions provide better insight into customer's needs. (4) Customizing the offer and communications to ensure that the expectations of customers are met. Indeed, the company should adapt some aspect of its behavior toward a customer, based on that individual's needs and value.
To involve a customer in a relationship, a company needs to adapt its behaviour to satisfy the customer's expressed needs. This might entail "mass-customization of a product or tailoring some aspect of its service towards customers" (Peppers & Rogers, 2004).

Quality Competitiveness Index (QCI) Model
Fig 2.2 presents the quality Competitiveness Index Model of a product of a consultancy firm. The model's authors prefer to describe their model as a customer management model, omitting the word 'relationship'. At the heart of the model they depict a series of activities that companies need to perform in order to acquire and retain customers. The model features people performing processes and using technology to assist in those activities. The model includes the series of activities related with employees, people and organization and technology as well. According to this model, relationships process with external environment. Because when customer wants to start selling process or wants to interact with organization, external environment directly affects the customer experience. External environment also affects the planning process of the organizations.

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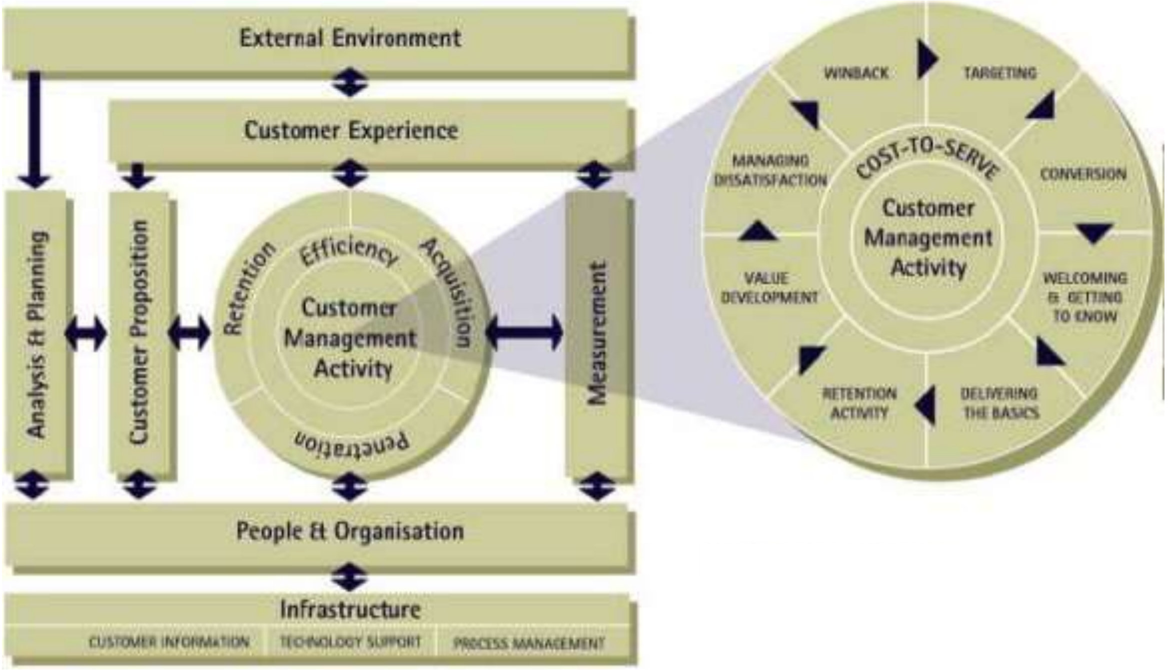

Figure 2.2: *QCI Model*
Source: *Adopted from Francis Buttle (2004).*

As can be seen in Figure 2.2, customer experience affects three activities future: customer proposition, customer management activity and measurement. Customer proposition means something that a company offers to customer against the price. Customer management activity is a process of capturing customers, start with targeting, conversation, selling and end with retaining or winning back the customers. Customer management activity affects customer's experience that how a company acquires, retains a customer and also penetrates. Finally measurement process also affects the customer experience. People and organization have relation with planning process, customer proposition, customer management activity and measurement. Because CRM start with people and end with people. Infrastructure deals with organization in a sense of technology, customer information and process management. One big thing is that each activity, people, organization, process and technology has dual effect and inter correlated with each other.

Theoretical Bases for the Study

In order to evaluate the impact of Customer Relationship Management on the Performance of Deposit Money Banks (DBM's), this study reviewed a variety of theories, including the Payne's Five Forces Model (Payne, 2005), Quality Competitiveness Index (Adopted from Buttle, 2004) and IDIC model (Pepper and Roger, 2004). This study adopted the Quality Competitiveness Index Model by Adopted by Buttle (2004) as the theoretical base. This model was adopted because it has shown significant effects on Customer Relationship Management practices.

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METHODOLOGY

This study adopted a survey approach to gather information from the targeted group of respondents. Ten Deposit Money Banks in Abuja were randomly selected for this study. Employees and Customers of these banks were investigated in this study. The population of the study was 341 respondents (Employees & Customers) of the selected DMBs in Abuja. Taro Yamane formula was used to determine the Sample Size (184) for the study. Simple proportion was applied to determine the number of employees and customers that made up the sample size. Out of the 184 copies of questionnaires that were distributed, 175, representing 95.1 percent response rate were retrieved and used for analysis. Pearson Correlation and Ordinary Least Square (OLS) was used to test the formulated hypotheses in line with the objectives of the study. As part of the validity and reliability checks, the validity of the instruments was conducted through Pilot Study. Copies of the questionnaires were administered to 12 selected customers and 13 employees of different DMBs, having characteristics very similar to the final target population.

Table 3.1: Cronbach's Alpha

Variables	Cronbach's Alpha
Customer Attraction	0.78
Customer Satisfaction	0.71
Customer Retention	0.81
Relationship Management	0.72
Profitability	0.70

Source: *Researcher's Survey Data from SPSS Output (Version 22.0)*

In testing the reliability of the instruments, Cronbach's Alpha was used (Table 3.1). Cronbach's Alpha is a good reliability coefficient test that indicate how well items in the questionnaires positively correlated to one another, and it is the most widely used measure of internal consistency and reliability in management science. The result of the reliability test as conducted shows an average of 0.7 for all the measured variables indicating some level of reliability, as all the measured variables are above the cut-off thumb mark of more than 0.6.

Model Specification

In order to examine the impact of CRM on the performance of DMBs, a simple linear model is developed as below:

$$NP = a + b_1CA + e \quad \ldots\ldots\ldots \quad (1)$$
$$NP = a + b_2CS + e \quad \ldots\ldots\ldots \quad (2)$$
$$NP = a + b_3CR + e \quad \ldots\ldots\ldots \quad (3)$$
$$NP = a + b_4RM + e \quad \ldots\ldots\ldots \quad (4)$$

Where:

NP = Net Profit after Tax, which is a proxy of the Dependent Variable (DMB's Performance)

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a = Constant
CA, CS, CR, RM are Customer Attraction, Customer Satisfaction, Customer Retention and Relationship Management (Independent Variables).

RESULTS AND DISCUSSION

Table 4.1: Response Rate

S/N	Respondents	No of Questionnaire administered	No of Questionnaire returned	Percentage (%)of Returned Questionnaires
1	Employees	130	125	71.43
2	Customers	54	50	28.57
Total		**184**	**175**	**95.1**

Source: *Field Survey, 2016.*

Table 4.1 presents the response rate. From the table, 184 copies of the questionnaires were administered to employees and customers of the surveyed DMBs out of which, 175 were returned representing 95 percent response rates which were used for analysis in the study. Out of these, 125 of them representing 71.43 percent were employees while 50 respondents constituting 28.57 percent are customers of the DMBs. Larger percentage of the questionnaires were administered to employees of these banks because employee's commitment tend to be major determinant of Bank's performance.

Respondents Characteristics(Employees and Customers)

Table 4.2: Demography Characteristics of Respondents

Sex	**Employees**	**Customer**	**Total**	**Percentage**
Male	64	26	90	51.43
Female	61	24	85	48.57
Total	**125**	**50**	**175**	**100**
Age	**Employees**	**Customers**	**Total**	**Percentage**
21 – 30 years	29	7	36	20.57
31 – 40 years	61	14	75	42.86
41 – 50 years	24	17	41	23.43
51 – 60 years	11	9	20	11.44
Above 60 years	-	3	3	1.7
Total	**125**	**50**	**175**	**100**
Education	**Employees**	**Customer**	**Total**	**Percentage**
OND / NCE / Diploma	21	8	29	16.57
B.Sc / HND	70	29	99	56.57
MBA / M.SC/ PGD	28	10	38	21.72
Other Qualification	6	3	9	5.14
Total	**125**	**50**	**175**	**100**

Source: *Field Survey, 2016.*

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Table 4.2 presents the demographic characteristics of customers. Only those characteristics that have implication to the study were analyzed. The table shows that 90 or 51.43 percent of the respondents are Males while 85 or 48.57 percent are Females. From this, we adduced that there are more Males than Females employees. The implication of this finding to the study is that there is need to engage more female employees and customers so as to be involved in the CRM activities of the surveyed DMBs.

The respondents' age as depicted in Table 4.2 which shows that 36 respondents (20.57%) are age ranged 21-30 years, 75 respondents (42.86%) are between the age of 31-40 years, 41 respondents (23.43%) are age ranged 41-50 years, 20 respondents (11.4%) are age ranged 51-60, while 3 respondents (1.7%) are above 60 years old. This means that majority of the respondents are within the productive active group of between 31- 40 years.

Finally, the table shows that the education levels were evenly distributed. Virtually all the respondents were educated, 29 (16.57%) are Diploma/OND/NCE holders, 99(56.57%) have at least B.Sc/HND certificate, 38(21.72) are MBA/M.SC/PGD holders. While others with certificates other than the ones mentioned earlier (at least education up to Post-secondary level and those with Doctoral level of education) were about 9 (5.14%).These statistics further indicates that most of the respondents had higher education while a relatively small percentage had at least high school education necessary for the respondents to have an informed knowledge on the subject of the study.

4.2 Pearson Correlation Coefficient Analysis

Table 4.3, shows the correlation values between the CRM variables and the performance variables and also the association between the variables. The Pearson correlation analysis obtained for the three-interval scaled variables is summarized. The sample size (N) is 175 and the significant level is 0.01 (p = 0.01).

Table 4.3: Pearson Correlation Coefficient

	NP	CA	CS	CR	RM
NP	1				
CA	0.400^{**}	1			
CS	0.518^{**}	0.860^{*}	1		
CR	0.562^{**}	0.816^{**}	952^{***}	1	
RM	0.519^{**}	0.777	0.947^{*}	0.970	1

Significant at 0.01***, 0.05** and 0.1*

Source: *Generated using SPSS Output Version 22.0*

We can see from the Pearson Correlation in Table 4.3, there is a positive relationship between Customer Relationship Management variables proxies by Customer Attraction, Customer Satisfaction, Customer Retention, Relationship Management and Performance variables which is proxies by net profit. It is evident from the analysis that the relationship between performance in terms of Net Profit (NP) ranging from 0.400 for Customer Attraction (CA), 0.518 for Customer Satisfaction (CS), 0.562 for Customer Retention (CR) and 0.519 for Relation Management (RM)

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at 5% level of significance. Table 4.3, also shows that the relationship between Customer Attraction (CA), Customer Satisfaction (CS), Customer Retention (CR) and Relationship Management (RM) is weak. At this juncture, there is a need to further test the actual or relative impact of these relationships on the performance of DMB's using regression analysis.

Test of Hypotheses

Table 4.4 presents the regression result of the dependent variable (Net Profit after tax) and the independent variables of the study (CA, CS, CR and RM).The presentation follows the analysis of the association and impact between the independent variable and the dependent variable of the study.

Table 4.4: Summary of Regression Result

Variables	CA	CS	CR	RM
Coefficient	.197	.511	.501	.584
t-value	5.565	9.261	7.835	10.956
P-value	0.00	0.00	0.00	0.00
R^2	0.38	0.64	0.56	0.71
R^2Adj	0.37	0.63	0.55	0.71
F-Stat	29.86	85.77	61.39	120.05
DW	0.17	0.19	0.19	0.32

Source: *Computed by the Authors using E-view (Version 23)*

Ho$_1$: *Customer Attraction does not have positive impact on the performance of DMB's in Abuja*

Table 4.4 show the regression result for hypothesis one which indicates that the performance of DMBs in terms of net profit will increase by 19% for every 1% increase in level of customer attraction. The coefficient (0.197) of Customers' Attraction (CA) is positive and significant at 5% with p- value of (0.00) in achieving the performance of DMBs. This implies that customers' attraction contributes significantly to the performance of the selected DMBs. Therefore, the null hypothesis is rejected and we accept the alternative hypothesis that there is a significant positive relationship between Customers' Attraction and performance of DMBs. The study is in line with the work of Robson (2013) who found a significant relationship between customer attraction and performance of DMBs.

Ho$_2$: *Customer Satisfaction does not have positive impact on the performance of DMB's in Abuja*

Table 4.4 also shows the regression result for hypothesis two, indicating that the performance of DMBs in terms of net profit will increase by 51% for every 1% increase in customer satisfaction. The coefficient (0.511) of Customers' Satisfaction (CS) is positive and significant at 5% with p-value of (0.00) in achieving the performance of deposit money banks. This implies that customers' satisfaction contributes significantly to the performance of selected DMBs. Therefore, the null hypothesis is rejected and we accept the alternative hypothesis that there is a significant positive relationship between customers' satisfaction and the performance of DMBs. The finding is in line with Robson (2013) and Tolulope (2013). They found a significant relationship between customer satisfaction and performance of DMBs.

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***Ho$_3$:** Customer Retention does not have positive impact on the performance of DMB's in Abuja*

The regression result in Table 4.4 for hypothesis three indicates that performance of DMBs in terms of net profit will increase by 50% for every 1% increase in customer retention. The coefficient (0.501) of customers' retention (CR) is positive and significant at 5% with p- value of (0.00) in achieving the performance of DMBs. This implies that customers' retention contributes significantly to the performance of DMBs. Therefore, the null hypothesis is rejected and we accept the alternative hypothesis that there is a significant positive relationship between Customers' Retention and performance of DMBs. This is also in conformity with Mbizi *et al* (2013) and Adiele and Justin (2013). They found a significant relationship between customers' retention and performance of DMBs.

***Ho$_4$:** Relationship Management does not have positive impact on the performance of DMB's in Abuja*

Table 4.4 show the regression result for hypothesis four, indicating that the performance of DMBs in terms of net profit will increase by 58% for every 1% increase in relationship management. The coefficient (0.584) of Relationship Management (RM) is positive and significant at 5% with p-value of (0.00) in achieving the performance of DMBs. This implies that Relationship Management contributes significantly to the performance of DMBs. Therefore, the null hypothesis is rejected and we accept the alternative hypothesis that there is a significant positive relationship between Relationship Management and performance of DMBs.

MAJOR FINDINGS

The results of the analysis reveals that customer relationship management is statistically significant in achieving performance of DMBs. This implies that customer relationship management proxies: customer attraction, customer satisfaction, customer retention and relationship management impact significantly and positively on the performance of the surveyed DMBs. The study is consistent with the findings of Tolulope (2013), Adiele and Justin (2013), Robson (2013) and Okeji (2015) who found a significant relationship between customer relationship management and performance of organization. The study also found that customers' attraction have significantly impact on the performance of DMBs.

Furthermore, the finding based on hypothesis two revealed that customers' satisfaction has a positive impact on the performance of deposit money banks. This implies that satisfied customers are the predictor of the performance of the selected DMBs. Customers' satisfaction should be a priority in any organization. Other findings in line with hypotheses three and four revealed that customers' retention contributes significantly to the performance of DMBs while relationship management contributes significantly to the performance of DMBs, respectively. This shows that there is a significant positive relationship between customers' retention and performance of DMBs and there is a significant positive relationship between relationship management and the performance of DMBs, respectively.

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CONCLUSION AND RECOMMENDATIONS

Conclusion

In this study, we were made to understand that the quest for organizational performance or building competitive advantage made DMBs to be sensitive in their relationship with customers by using customer relation management strategies such as customer attraction, customer satisfaction, customers retention and relationship management. The study found that customer relationship management is very significant to the performance of DMBs as it help the banks achieve their set objectives in an effective and efficient manner and thus, provide the much-needed path to growth and sustainable competitive advantage. Most of the findings of the research are consistent with previous normative and empirical works as it has provided empirical evidences pertaining to the perception of customer relationship management and performance of DMBs. Therefore, we concluded that customer relationship management is a strategic marketing tool which significantly contributes to the performance of deposit money banks and thus, the concept should be embraced by all DMB's in the country.

Recommendations

Based on the findings and conclusion of the study, the following recommendations were made:

1. Deposit Money Banks (DMBs) in Nigeria's North-Central sub-region should improve on Customers' attraction activities in order to achieve deeper market penetration which will help in attracting more customers to strengthen their competitive positions.

2. DMBs should continuously improve on the quality of services rendered to customers'. It is service quality that leads to customer satisfaction, and it is only a satisfied customers' that are likely to callback.

3. DMBs should try to ensure that their customer relationship management programmes is the one that will always leads to customers' retention in order to avoid customers' defection.

4. DMBs should constantly inform customers through customer care using effective communication and feedback system that will keep customers abreast on transactions and other activities of the banks so as to build a strong customer bond.

5. There is a need for organizations especially banks to have a good relationship with their customers so as to enjoy competitive advantage.

Contributions to Knowledge

The study fills existing gap in knowledge by examining the impact of customer relationship management on the performance DMBs. This study provides DMB's with a rough guide on how to attract potential customers, satisfy them, retain them and manage them more effectively, efficiently and profitably. However, as part of the suggestions for further studies, this research can further be improved by studying the situation in the entire DMBs in the Geo-political Zones of the country or a comparative study of CRM on the performance of Commercial Banks in Africa.

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Appendix: Hypotheses Analysis
Hypothesis One

Dependent Variable: NP
Method: Least Squares
Date: 06/24/16 Time: 11:50
Sample (adjusted): 1 50
Included observations: 50 after adjustments

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	0.592814	0.143171	4.140605	0.0001
CA	0.197605	0.036156	5.465319	0.0000

R-squared	0.383586	Mean dependent var	1.320000
Adjusted R-squared	0.370744	S.D. dependent var	0.471212
S.E. of regression	0.373792	Akaike info criterion	0.908944
Sum squared resid	6.706587	Schwarz criterion	0.985425
Log likelihood	-20.72361	Hannan-Quinn criter.	0.938069
F-statistic	29.86971	Durbin-Watson stat	0.172396
Prob(F-statistic)	0.000002		

Source: *Computed by the Author Using E-view Statistical Software (Version 23)*
1% level of significance, 5% level of significance and 10% level of significance

Hypothesis Two

Dependent Variable: NP
Method: Least Squares
Date: 06/24/16 Time: 11:51
Sample (adjusted): 1 50
Included observations: 50 after adjustments

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	1.657293	0.186292	8.896203	0.0000
CS	0.511436	0.055223	9.261214	0.0000

R-squared	0.641175	Mean dependent var	3.120000
Adjusted R-squared	0.633700	S.D. dependent var	1.154229
S.E. of regression	0.698571	Akaike info criterion	2.159618
Sum squared resid	23.42407	Schwarz criterion	2.236099
Log likelihood	-51.99046	Hannan-Quinn criter.	2.188743
F-statistic	85.77008	Durbin-Watson stat	0.195073
Prob(F-statistic)	0.000000		

Source: *Computed by the Author Using E-view Statistical Software (Version 23)*
1% level of significance, 5% level of significance and 10% level of significance

Hypothesis Three

Dependent Variable: NP
Method: Least Squares
Date: 06/24/16 Time: 11:52
Sample (adjusted): 1 50
Included observations: 50 after adjustments

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	0.193697	0.229536	0.843863	0.4029
CR	0.501922	0.064057	7.835510	0.0000

R-squared	0.561224	Mean dependent var	1.840000
Adjusted R-squared	0.552083	S.D. dependent var	0.976458
S.E. of regression	0.653510	Akaike info criterion	2.026260
Sum squared resid	20.49962	Schwarz criterion	2.102741
Log likelihood	-48.65650	Hannan-Quinn criter.	2.055385
F-statistic	61.39522	Durbin-Watson stat	0.195501
Prob(F-statistic)	0.000000		

Source: *Computed by the Author Using E-view Statistical Software (Version 23)*
1% level of significance, 5% level of significance and 10% level of significance

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Hypothesis Four

Method: Least Squares
Date: 06/24/16 Time: 11:53
Sample (adjusted): 1 50
Included observations: 50 after adjustments

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	-0.066175	0.189278	-0.349618	0.7282
RM	0.584716	0.053365	10.95685	0.0000

R-squared	0.714375	Mean dependent var	1.840000
Adjusted R-squared	0.708425	S.D. dependent var	0.976458
S.E. of regression	0.527265	Akaike info criterion	1.596951
Sum squared resid	13.34440	Schwarz criterion	1.673432
Log likelihood	-37.92377	Hannan-Quinn criter.	1.626075
F-statistic	120.0526	Durbin-Watson stat	0.327296
Prob(F-statistic)	0.000000		

Source: *Computed by the Author Using E-view Statistical Software (Version 23)*
1% level of significance, 5% level of significance and 10% level of significance

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