

CRM-BASED TECHNOLOGY AND IMPROVED CUSTOMER SERVICE OF SME'S IN THE HOSPITALITY INDUSTRY IN PORT HARCOURT, RIVERS STATE

AKOR, JOHN ABAH

FACULTY OF MANAGEMENT SCIENCES, UNIVERSITY OF PORT HARCOURT, PORT HARCOURT

&

EDWINAH AMAH

FACULTY OF MANAGEMENT SCIENCES, UNIVERSITY OF PORT HARCOURT, PORT HARCOURT

Abstract

This article x-rays customer relationship management based technology and improved customer service of SME's in the hospitality industry in Port Harcourt, Rivers State. Data were sourced through primary and secondary sources, adopted a survey design involving the use of structured questionnaire that was administered by mail, telephone and personal interview on a population of 159 staff of various hotels in Port Harcourt. The data collection instrument was the Customer Relations management and Performance of SMEs (CRMPSMES) questionnaire structured on the likert scale ranging from: Strongly Agree (5), Agree (4), Undecided (3), Disagree (2), Strongly Disagree (1), to measure the independent and the dependent variables. The research instrument was subjected to content validity by giving a copy of the questionnaire to an expert in measurement to validate the instrument. To ensure the reliability of the instrument, 10 copies of the questionnaire was administered to students of university of Port Harcourt. The results so obtained yields Cronbach's Reliability Alpha of 0.72 and above for each of the variables, implying that the instrument has a strong internal reliability. The multiple linear regression was adopted to determine the relationships between the cause and the effect of the variables. In conclusion, the analysis reveals that a significant positive relationship exists between incorporating CRM-Based technology and performance of SMEs in the hospitality industry in Port Harcourt. The implication of this result is that incorporating CRM-Based technology would bring about effective performance of SMEs in the hospitality industry in Port Harcourt, and as such, it was recommended that SMEs in the hospitality industry in Port Harcourt should incorporate CRM-Based technology to boost their performance.

Introduction

It is observable that a number of organizations are excellent at appearing or pretending to care for their customers. Some companies only pay "lip service" to their customer satisfaction. Others are remote from their customers and do not listen to them, while still some other companies believe that because they have a customer service manager, they automatically have become customer-driven. The employees on their part believe in such a way that suggests that they are not empowered to satisfy the customers.

In terms of rendering excellent customer service: Some hotels in Nigeria

could be traced under some or all of these conditions. It is, therefore, suspected that most of them have not efficiently and effectively adopted customer relationship management which may have resulted in their unsatisfactory performance in hospitality industry. Nwoka and Machlaytoa (2006) observed that the company in introducing new products such as giving discount to customers, sleeping three nights and pay for two nights, it is very important to know more about customers' needs and offer customers product and service in other to improve customer satisfaction and loyalty.

Two main strategies, collecting customer profit and promoting customer

participation are used to probe customers need. Customer relationship management (CRM) has attracted and expanded attention of practitioners and scholars.

More and more companies are adopting customers' centric strategies, programs, tools and technology for efficient and effective customer relationship management. They are realizing the need for in-depth and integrated customer knowledge in order to build close co-operative and partnering relationship with their customers.

The emergence of new channels and technology are significantly altering how hotels interface with their customers, a development bringing about a greater degree of integration between marketing, sales and customer service functions in organizations. In Nigeria, some hotels seem to have embraced CRM and its capabilities because of the greater competition in the industry. Large sums of money may have been invested in the promotion of this CRM.

Despite the fanfare and large expenditures, CRM may not have fulfilled its promise. While some executives view CRM as technological solution, they often even focus myopically on installing the latest computer system and overlook critical business issues. According to Nnabulko (2004), companies that view CRM as technological "Silver bullet" fail to develop a comprehensive strategy while neglecting to build a business case for CRM.

In hospitality industry, the technology or some other variables may have produced little operational improvement and so the dimension of their marketing performance over the years seems not to be significance (Nnwokalu, 2009). When an investment fails to meet expected returns, it may probably not be because the resources failed to perform as

specified, but because the customers need may not have been defined up front and wrong decisions and plans chosen. Smith (2007) declared that many firms have failed to create value from CRM and dissatisfaction is growing. Customers are the most important factors for the success of any business but less attention has been given by many organizations in this regards.

The paper aims to evaluate effects of CRM on company performance in the context of hospitality industry in Rivers State, Nigeria.

Statement of the problem

Hospitality industries are on the increase in Rivers State, Nigeria, yet the level of failure in their services indicates that in effective relationship with their customers seem to be pronounced.

Evidence from the literature suggests that employee's compensation plays a key role in any organization because it is at the heart of employment relationship and of critical importance to both employees and employers. Employees typically depend on wages, salaries and so forth to provide a large share of their income and benefits to provide health care and security.

Relying on Vroom (1999) expectancy theory, several researches have confirmed positive relationship between reward system and performance. However, a recent study by Aberdeen Group (2008) reveals there is still much confusion on how to do it right observing a general lack of visibility into many compensation programs being created, and a lot of bad habits being brought into the process. Empirical evidence as to the perceived influence of compensation plan on the performance of hospitality industry in a developing economy like Nigeria becomes imperative. This study remains germane by investigating the

influence of compensation plan on the performance of selected employees in the hospitality industry in Port Harcourt, Rivers State of Nigeria.

Research Objective

To ascertain the extent to which technology affects the performance of SMEs in hospitality industry in Rivers State

Research question

To what extent does technology affect the performance of SMEs in hospitality industry in Rivers State?

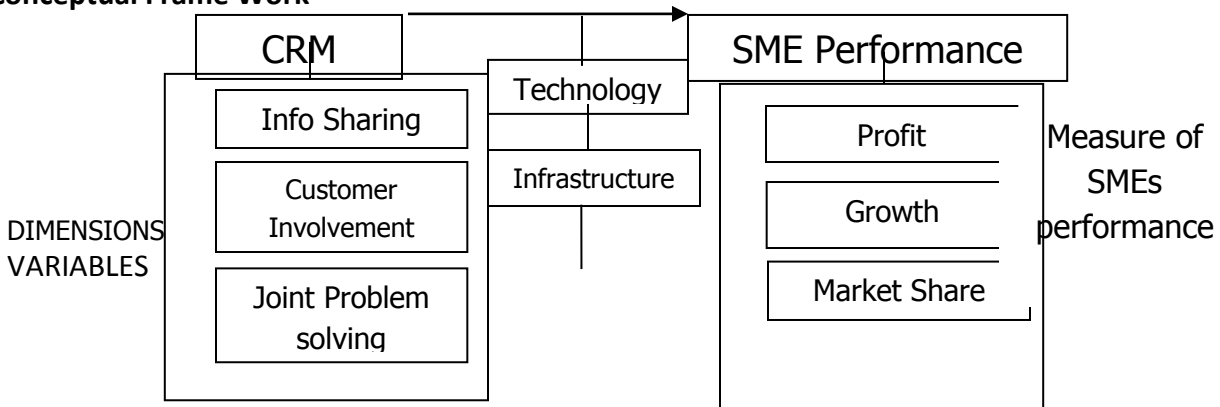
Research hypotheses

Technology does not have a significant relationship with performance of SMEs in hospitality industry

Significance of the study

- i. To the researcher: The study will be of immense benefit to the academic environment and it will deepen the existing literature.
- ii. To the general Public: It will add to the body of knowledge.
- iii. To the organization: It will provide the organization with new ideas on customer's relationship management, which will increase profitably.

Conceptual Frame Work



Source; Jasper; 2009

This conceptual framework by Jasper (2009), provides a broad insight into major aspects of customer relationship management but the present article shall ascertain the extent to which technology affects the performance of SMEs in hospitality industry in Rivers State. However, a brief analysis of CRM shall be conducted to show that technology affects the performance of SMEs in hospitality industry generally.

CRM complements the relationship marketing perspective. It is defined by Bull (2003) as a combination of business processes and technology that seeks to

understand a company's customers from the perspective of whom they are, what they do and what they like. Chaming (2002) pointed out that customer relationship management is a normal and expected extension of how marketing and sales have evolved over the years. In the past, the door-to-door salesperson was the other face of the company and the personal relationships established by the salesperson were the key to success. The age of mass marketing then replaced the intimacy of a direct sales force in many organizations. This put pressure on the relatively inefficient door-to-door models.

Customer relationship management is therefore the subsequent stage in the evolution, and it moves us back into the direction of developing intimacy with today's customers.

According to McDonald (2002), definition of customer relationship management includes:

- a) A continuous performance initiative to increase a company's knowledge of its customers and
- b) Consistent high quality customer support access across all communication channels.

The characteristics of customer relationship management are suggested as follows by Change (2007). A customer relationship perspective aimed at the long term retention of selected customers. Gathering and integrating information on customers use of dedicated software to analyze this information. Segmentation by expected customer lifetime value or Micro-segments facilitated by details, integrated customer profiles. A shift in emphasis from managing product portfolios to managing portfolios of customers, necessitating change to working practices and sometimes to organizational structure.

Theoretical framework

Relationship theory

This study is anchored on the Relationship theory propounded by Gronroos in 1996. The mission is to establish that a relationship exists between technology and the performance of SMEs in hospitality industry in Port Harcourt, Rivers State

Literature Review

The components of customer relationship management

Customer relationship management consists of different components including key customers, consumer relationship management organization, knowledge management, and technology. This categorization is derived from this fact that the successful consumer relationship management is resulted from our four areas including strategy, employees, technology, and process. Also it should be remembered that it is possible to achieve a competitive advantage through coordinating these strategic areas (Salomon, 2005)

Key customers focus

The identified customers defined as the ones that the information is accessible for recognizing and contacting them in the company. Also they customers include the identified ones that provide more values for company through providing more profits, active long term relationship and powerful leadership for the company (Fletcher and Wright, 2011).

Consumer relationship management organization

This means fundamental changes in the organizing methods of business processes. Based on the consumer relationship management, main dimensions of successful organizational organizing resources commitment, and human resources management commitment. Contacting the individuals is the most difficult stage in consumer relationship management process. Internal marketing plays the most important role of customer-oriented and customer's services delivery in every organization. Internal marketing is resulted from interaction between human resources management (Guying, 2007).

Knowledge management

In today's competitive world, knowledge is considered as one of the competitive factors in global economy. It is necessary to consider the customer as another important factor in order to enter today's dynamic market successfully. Consumer knowledge management refers to acquiring sharing and developing the consumer knowledge among employee for making profit to the organization and customers. In order and effectiveness insure from delivering desirable products and services to the customer and acquire.

Technology

Development of every organization in information technology area improves its capability in collecting, saving, analyzing and sharing knowledge about customers. This leads to increase the organization capability in responding the customer's needs and maintaining them. The customer value analysis and services personalization, that are the results of advances in information technologies revolting from traditional approach to the integrated marketing system, can be accessible through customer

information system and automation of customer relationship management refers to the information based technologies that utilize information technologies for creating relationships with customers. These enable the organization to personalize its services with high quality and low cost and help employees in conducting customers (Lansiti & Clark, 1994).

Process of customer relationship management

Several stages should be passed for implementing customer relationship management from different perspectives. Kolkata is one that presented a customer's relationship management life cycle with three stages. These include attraction, promotion and maintenance. In this approach every stage supports the recognition and perception of the relationship between company and customers. This approach indicates that every stage influences the relationship with customers in different manners so that the strategies and organizational focus will be different from one stage to another.

Table 2.1

Stages of customer relationship management

Stages	Efforts	Focus of the company	Strategies
Attraction	products and services leadership promotion	Differentiation	Innovation
Promotion	Promotion of profitability from existing customers	Division	cost decrease customer services
Maintenance	Customer maintenance	Adaptation	pay attention to the customer supplying new product

Source: Irene, 2009

Consumer relationship management implementation strategies

Consumer relationship management is considered as an essential strategic issue. Therefore, needs to be addressed carefully

because implementation of consumer relationship management is very crucial in business practices. Scholars proposed several implementation models which can be adopted for successful implementation of

consumer relationship management in any enterprise. Various scholars (Pyne & Frow, 2005; Bull, 2003; Parvatiyar & Sheth 2002) have contributed to the frame work of consumer relationship management for effective implementation and better organizational structure for consumer relationship management performance. Consumer relationship management is a holistic and complex notion, which organized around business processes, information technology integration (Piskar & Fagane 2009; Bull; 2003). Business process re-engineering and organizational learning centralized to a shared vision (Change 2007). People, process and technology are the key in the implementation of consumer relationship management (Zenith, 2004; Yim, 2004). Business strategy, current organizational capabilities and a sound reason of implementing consumer relationship management in the organization is the pre-requisites for a successful is the relationship management. (Guying,2007; Bull, 2007). King and Burgers (2007) discussed that a strategy which is based on the segmentation of customers is stipulated for implementing as sound consumer relationship management solution. Customers must be integration in the process of consumer relationship management implementation can turn the customers loyal towards the organization.

Osmond and Hemming (2008) stressed on transactional marketing rather than relational marketing. They determined in their study that transactional marketing is an effective strategy for the SMES. It is an eminent approach for creating guest loyalty in the hotel industry. Furthermore, they also identified an alternative approach to customer loyalty through transactional marketing rather than relational approach to maintain long term relationships with

customers, transaction approach to marketing boost the customer loyalty as it involves a sense of transparency and consistency while dealing with customers.

Fletcher and Wright (1996) affirmed that successful consumer relationship management implementation mandates full support and commitment of top management, Sigaia (2004) clinical that perceived consumer relationship management goals are met when the corporate goal for information communication and technology (ICT) are put together with a focus on consumer relationship management applications. She has also germinated several measures that managers yearn to adopt to enhance consumer relationship management benefits i.e. gaining support of top management for cost reduction, revenue enhancement etc, determining the model for automation of business, involving middle level management in process and monitoring continuously over ICT (information communication and technology). Implementation Wells (2002) illustrated the key elements for consumer relationship management implementation as business process analysis, resign of customer data, accessibility of four elements are very progressive in successful consumer relationship management implementation. Sigaia (2004) suggested the organization of business process, comprehensive understanding of the customers base and technology for implementation of consumer relationship management. She also implied the regular customer feedback from hotel guest irrespective of their profitability, customer base, culture environment for consumer relationship management to be effective in the hotel industry. She proposed it as an integral to not only at the

operational level but also at functional and cooperated level.

Emperger (2004) highlighted the authoritative extracts from qualitative analysis of his study, i.e. guest profile management, campaign management and security, referred the appointment of external consultants or consumer relationship management software companies to alter the business procedures Martins (2010) pointed out consumer relationship management activities in the hotel industry, which helps hoteliers to conceive understanding of customers requirement and expectations managing the need of customers and life cycle of the customers. Sigaia and Christon (2002) notified that consumer relationship management is an influential strategy to gain competitive advantage in current market scenario. Sigaia (2005) in her study coined that consumer relationship management is an imperative strategy for attracting and magnifying the guest patronage in the hotel industry Sin (2005) in their review on hospitality research argued that researcher should focus enlarge their enrich the areas like management of IT resources in the hospitality industry

Chamng (2000) in his research pointing a thought on implementation of consumer relationship management which consists business process re-engineering and organizational learning. Furthermore, the augmented that if consumer relationship management is implicated with the factors, which is said to be relationship quality that will convert into a good organizational performance. Biattberg & Jacquelyn (2001) stressed on increasing customers loyalty to organizational performance and remarked that effective consumer relationship management implementation can increase customers' satisfaction which results in

consumer's loyalty, therefore customer's acquisition costs will go down and overall performance of the organization will automatically improve. Although, it is said that consumer relationship management strategies are imperative form organizational performance but its implementation issue can have both positive and negative effects (King & Burgess, 2007). Furthermore, they disclosed that more than 50 percent of consumer relationship management projects fail due to some implementation issues. Moreover, they recommended a successful consumer relationship management implementation model.

Osarenkhoe and Bannani (2004) opined that the filler core dimensions of relationship strategy implementation. These dimensions are structure, staff style, systems and schemes. The structure contains the organizational structure relationship management staff are the people of the organization who will be endeavored in the process of managing what the relationship style denotes. The ways of performing anything by managers to evoke the outcome of the relationship and implementation strategy systems are the structure of the relationship platform at which the entire consumer- relationship management strategies are implemented like services sales process, supply chain management, order fulfillment system etc and the last dimension is the scheme which is a programme that support relationship implementation like loyalty communication.

Yim (2004) intimated the four dimensions of consumer relationship management implementation, first is focusing key customers in which deep consumer relationship is encouraged which facilitate a long term relationship with customers by running programs policy, schemes for customers. The second

dimension of consumer relationship management implementation is organizing around consumer relationship management, which describes that the organizational structure of the organization should be flexible enough to address the valuable relationship with customers' at its prime priority. The third dimension of consumer relationship management depends on customers information related to customers must be accumulated at various touch points where customers interact with company employees and that information can be employed to encourage customers profitability. The last and fourth dimension of customer relationship management implementation is customer relationship management based technology, as information management tools will foster for gathering processing, analyzing and retrieving information to take necessary action to address the need of customers. Here, the four dimension of customer relationship management implementation suggested by Yim (2004) clearly put the way forward to make customer relationship management implementation a complete customer relationship management strategy. These dimensions have equal importance in terms of successful customer relationship management implementations in any industry as well as hotel.

Research Methodology

Research design

The study adopted survey design in the collection of data needed for the research work. It is one of the most widely used methods in gathering primary data because of its flexible nature. It generally involves the use of structured questionnaire that can be administered either by mail, telephone or personal interview.

Population of the study

Forty three hotels were chosen to represent the population within Port Harcourt metropolis. The breakdown is as follows:

- i. 3 – star hotels – 30
- ii. 2 – star hotels – 10
- iii. 1 – star hotels – 3

Four people were chosen from 3-star hotel. Three people were chosen from 2-star hotel and 1-star hotel respectively. The sample size becomes 159.

Sampling procedure and sample size determination

The sampling size to be used in this study is drawn from the thirty (30) hotels selected within Port Harcourt metropolis and selecting three persons from each hotel to represent the sample size.

Data collection techniques

Primary data were gotten from answers provided by the respondents that formed the sample for the study. Copies of the questionnaire were self-administered to them and collected for analysis.

Secondary sources are basically published and unpublished already existing data and information that were collected during the study.

Research Instrument

The data collection instrument was the Customer Relations management and Performance of SMEs (CRMPMES) questionnaire. This questionnaire will be made up of questions with closed-ended structured statements based on the likert scale ranging from: Strongly Agree (5), Agree (4), Undecided (3), Disagree (2), Strongly Disagree (1), which asked customers to indicate a degree of agreement or disagreement with each of the object as seen in the questionnaire. This questionnaire designed using the five point

likert scale is the instrument used for measuring the independent variables and the dependent variable.

Validity of the instrument

The research instrument is subjected to content validity by giving a copy of the questionnaire to an expert in measurement to validate the instrument. The instrument will be modified and approved by the supervisor saying that content of the research instrument contained population of the property under study.

Reliability of the instrument

To ensure the reliability of the instrument, 10 copies of the questionnaire will be administered to students of university of Port Harcourt. The results so obtained yields Cronbach's Reliability Alpha of 0.72 and above for each of the variables, implying that the instrument has a strong internal reliability. This is obtained using the Cronbach Alpha Reliability Co-efficient which is calculated thus;

$$\alpha = \left(\frac{K}{K-1} \right) \left(1 - \frac{\sum_{i=1}^K \sigma_i^2}{\sigma_t^2} \right)$$

Where:

α = Cronbach's Alpha Reliability Co-efficient,

K = number of items in the scale,

σ_i^2 = variance of scores on item i across subjects, and,

σ_t^2 = variance of total scores across subjects where the total score

for each respondent represents the sum of the individual item scores.

The following table shows the Cronbach Alpha Reliability Co-efficient for each of the variables in the reliability test.

Data analysis techniques

The multiple linear regression is adopted because it helps to determine the

relationships between the cause and the effect of the variables. The linear regression model is given as

$$Y = a+bx$$

When

$$Y = f(x)$$

Y = dependent variable

a = constant

b = interrupt

x = independent variable

(a, b1, b2, b3 = o)

Assumptions for using multiple linear regressions

- i. Multiple linear regression assumes that the residuals are normally distributed.
- ii. Multiple linear regression assumes that the independent variables are not highly correlated with each other.

The assumption is tested using variance inflation factor (VIF) values

Results and Discussion

The data were obtained from employees of fifteen Small Businesses in the hospitality industry in Rivers State. It contains the presentation of data generated from the field study through copies of structured questionnaire distributed to our respondents, data analysis and discussion of findings of the results obtained. The data analyses include both descriptive and inferential statics as the variables were described using tables depicting frequencies of occurrence, afterwards test of associations were conducted to reach valuable conclusions about the variables studied, thus analyses are shown under four main categories, namely; demographics of respondents, univariate analyses, bivariate level analyses and multivariate level analysis.

Data Analysis

Table 1 Distribution and Retrieval Frequency of Questionnaire

	Frequency	Percentage (%)
Sample Size	159	-
Questionnaire distributed	159	100%
Questionnaires Retrieved	121	76%
Incomplete/Wrongly Filled	3	2%
Valid Questionnaire	118	74%

Source: Research Data Output, 2021

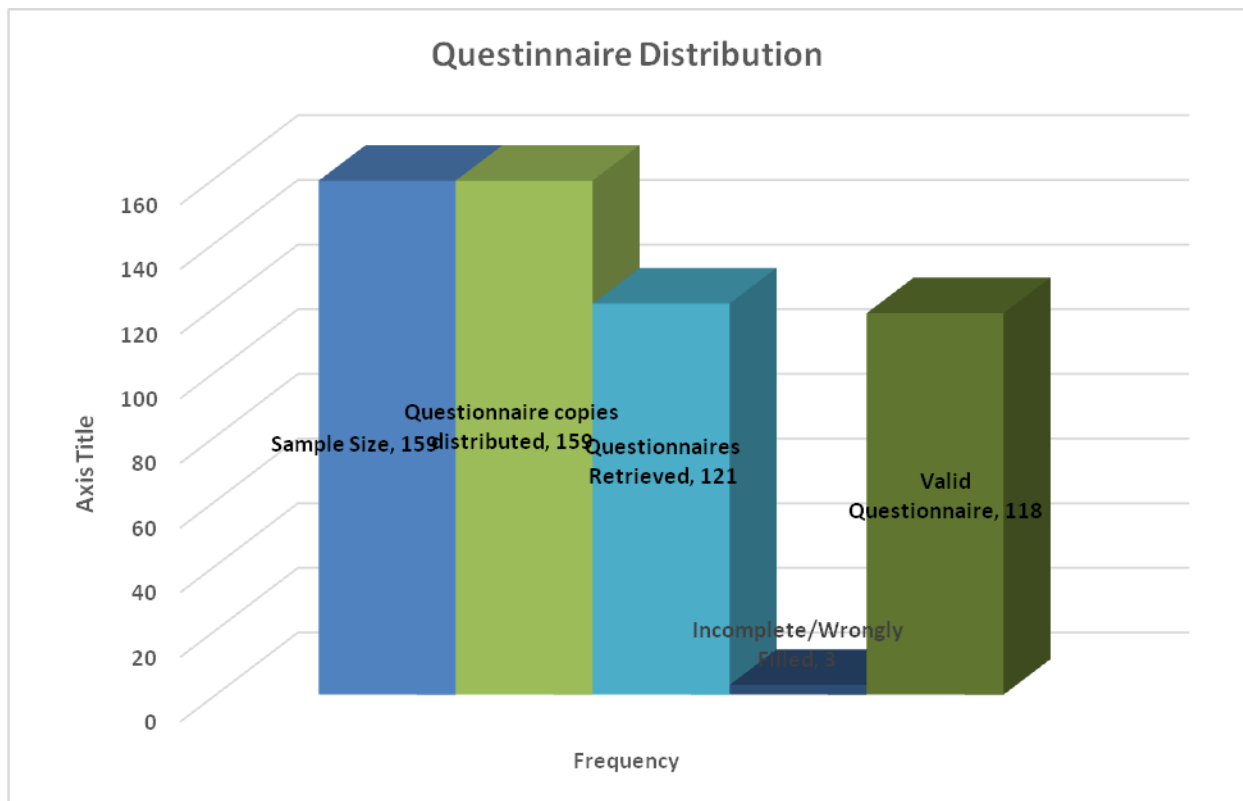


Figure 1 Distribution and Retrieval Frequency of Questionnaire

Source: Research Data Output, 2021

Table 1 and figure 1 illustrate the frequency and percentile rate of the questionnaire distribution and retrieval. A total of 159 copies of the questionnaire were distributed, out of which 121 (76%) copies were retrieved. From the total 121 copies retrieved, 3(2%) were invalid, only 118 (74%) were suitable for analysis.

Demographic Analysis

Data on the demography was examined on five characteristics: Gender, Age, Marital Status, Educational Qualification and Duration under the employ of business.

Table 2 Gender Distribution of Respondents**Gender**

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	64	54.2	54.2	54.2
Valid Female	54	45.8	45.8	100.0
Total	118	100.0	100.0	

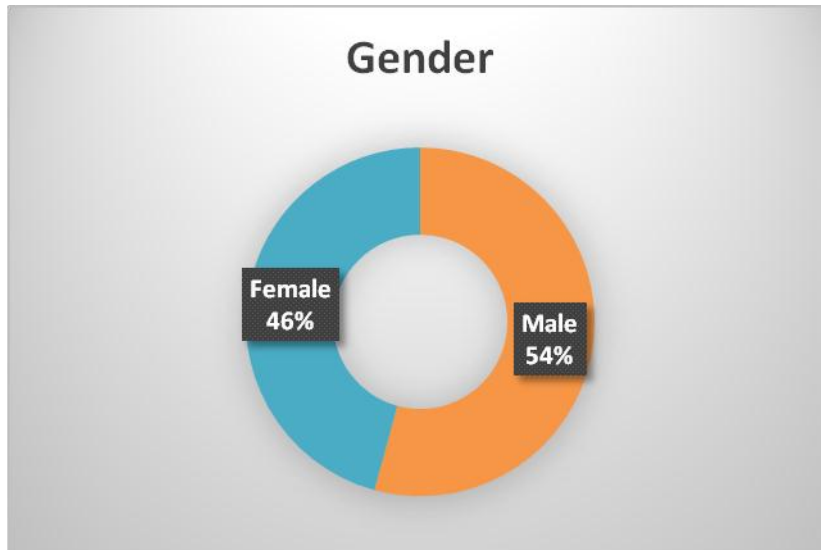
Source: Research Data Output, 2021**Figure 2 Gender Distribution of Respondents***Source: Research Data Output, 2021*

Table 2 and Figure 2 show the gender characteristics of the respondents. The respondents comprised of more males than female participants. The male candidates make up 54.2% (64 respondents) of the

population, while the female participants make up 45.8% (54 respondents) of the population. This implies that most workers in small hospitality businesses in Rivers State are men.

Table 3: Age Distribution of Respondents**Age**

	Frequency	Percent	Valid Percent	Cumulative Percent
less than 25 years	6	5.1	5.1	5.1
Valid 26 - 35 years	45	38.1	38.1	43.2
36 - 45 years	45	38.1	38.1	81.4
46 - 55 years	18	15.3	15.3	96.6
56 years and above	4	3.4	3.4	100.0

Total	118	100.0	100.0	
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Source: Research Data Output, 2021.

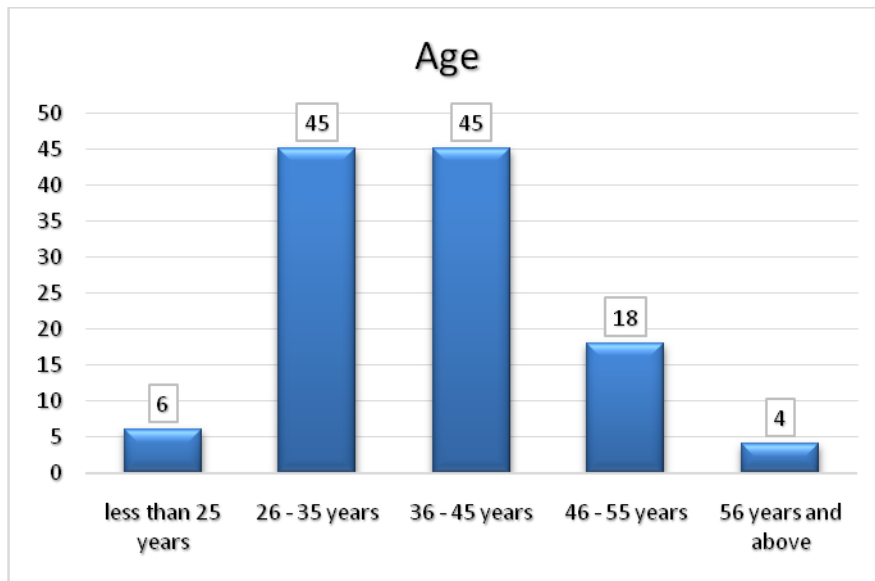


Figure 3: Age Distribution of Respondents

Source: Research Data Output, 2021

Table 3 and Figure 3 show the age distribution of the respondents. Most of the respondents comprised of people within the ages of 26 years – 35 years and 36 years – 45 years occupying 38.1%, each, of the population. Those between the ages of 46

years – 55 years make up 15.3%, respondents less than 25 years occupy 5.1%, while the least fraction of the population (3.4) was made-up by those above 55 years. This implies that most of the respondents are between ages 26 years to 45 years.

Table 4 Marital Status Distribution of Respondents

Marital Status

	Frequency	Percent	Valid Percent	Cumulative Percent
Single	40	33.9	33.9	33.9
Married	64	54.2	54.2	88.1
Valid Divorced	6	5.1	5.1	93.2
Separated	8	6.8	6.8	100.0
Total	118	100.0	100.0	

Source: Research Data Output, 2021

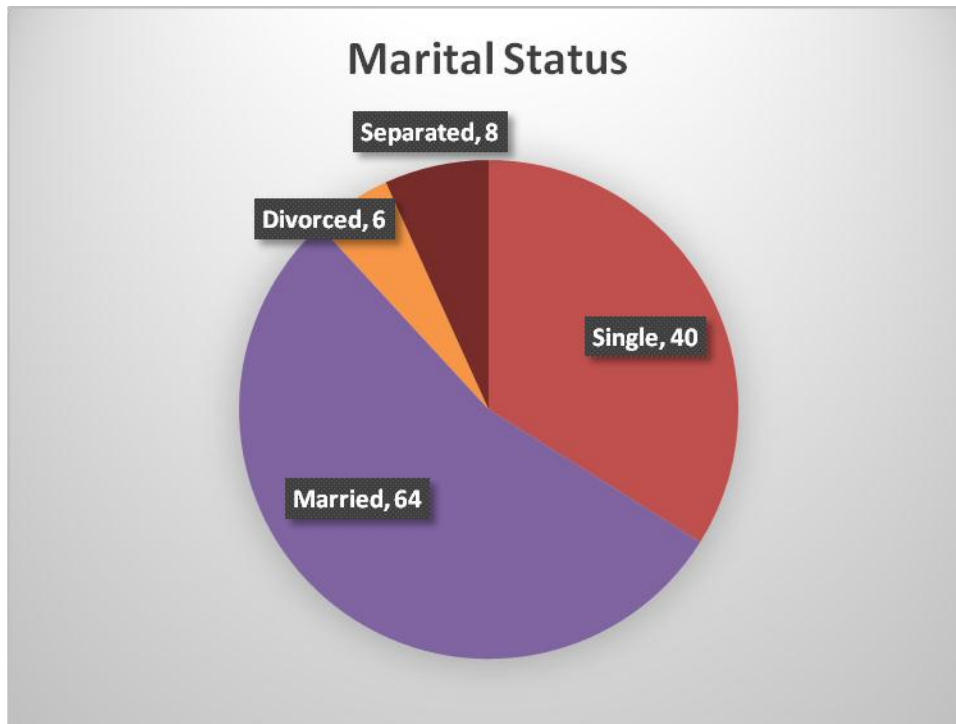


Figure 4: Marital Status Distribution of Respondents

Source: Research Data Output, 2021.

Table 4 and Figure 4 show the distribution according to the marital status of the respondents. Majority of the

respondents are married (64 respondents), 40 respondents are single, 8 are separated, while 6 are divorced.

Table 5 Educational Level and Qualification

	Frequency	Percent	Valid Percent	Cumulative Percent
Primary School	3	2.5	2.5	2.5
Secondary School	8	6.8	6.8	9.3
Valid Diploma/NCE	45	38.1	38.1	47.5
HND/B.Sc.	53	44.9	44.9	92.4
PGD/Masters	9	7.6	7.6	100.0
Total	118	100.0	100.0	

Source: Research Data Output, 2021

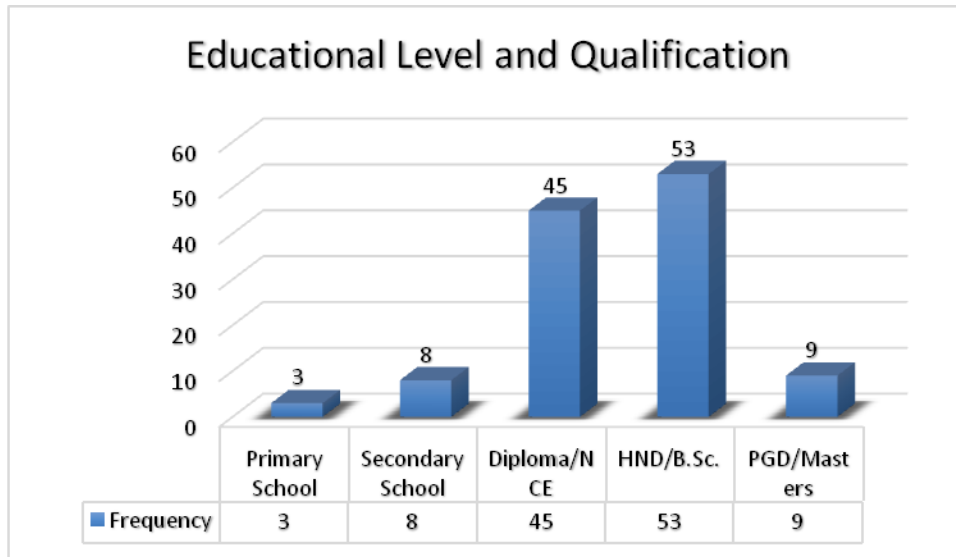


Figure 5 Educational Levels and Qualification
Source: Research Data Output, 2021

Table 5 and Figure 5 show the educational level and qualification of the respondents. The illustration shows that most respondents have HND/B.Sc. (53 respondents), followed by respondents

having Diploma/NCE (45 respondents), then PGD/Masters (9 respondents), then SSCE (8 respondents), and finally those who stopped at the primary school level (3 respondents).

Table 6 Duration under the Employ of Business
Duration under the Employ of Business

	Frequency	Percent	Valid Percent	Cumulative Percent
less than 2 years	55	46.6	46.6	46.6
Valid 2 - 5 years	35	29.7	29.7	76.3
6 - 10 years	17	14.4	14.4	90.7
above 10 years	11	9.3	9.3	100.0
Total	118	100.0	100.0	

Source: Research Data Output, 2021

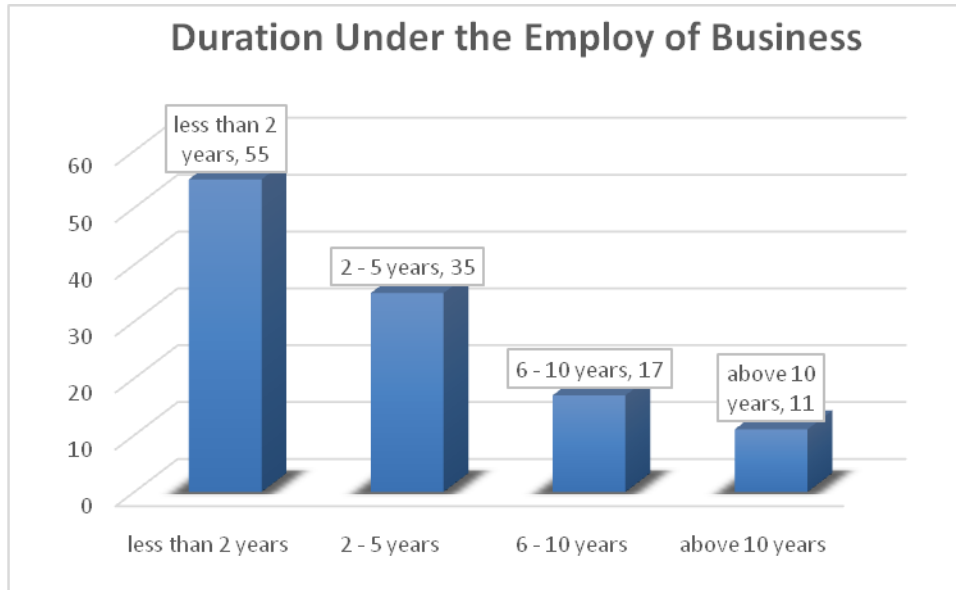


Figure 6: Duration Under the Employ of Business
Source: Research Data Output, 2021

Table 6 and Figure 6 show how long the respondents have worked in the firm. Most of the respondents have worked between in less than 2 years (55 participants), 35 respondents have worked within 2-5 years, 17 respondents have worked within 6 – 10 years, and 11 respondents have worked in the firm for more than 10years.

Univariate Analysis

This section examines the distribution of the univariate data. The independent variable, dependent variable and moderating variable are being assessed. Here, each variable is examined relative to their corresponding dimensions or measures as well as their relative indicators. The mean (\bar{x}) and standard deviation of the responses were used in proffering answers to the research questions. The decision rule is to accept the $\bar{x} \geq 2.5$ and to reject the $\bar{x} < 2.5$.

Results and Discussion

Table7. Data Distribution for Incorporating CRM-Based technology
Descriptive Statistics

Items	N	Minimum	Maximum	Mean	Std. Deviation	Level of Agreement
Our technology is up to date and highly functional.	118	1	4	2.81	1.240	High
Our business is better with the latest technology	118	1	4	2.83	.981	High
We use technological appliances that does not crash easily.	118	1	4	2.73	1.137	High
Our staff are competent with technology.	118	1	4	2.79	1.028	High

We put all our resources together to get better result using technology.	118	1	4	2.86	1.088	High
Valid N (listwise)	118					

Source: Research Data Output, 2021

Table8. Individual Responses to Incorporating CRM-Based technology

Our technology is up to date and highly functional.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	32	27.1	27.1	27.1
	Disagree	7	5.9	5.9	33.1
	Agree	30	25.4	25.4	58.5
	Strongly Agree	49	41.5	41.5	100.0
	Total	118	100.0	100.0	
Our business is better with the latest technology					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	8	6.8	6.8	6.8
	Disagree	44	37.3	37.3	44.1
	Agree	26	22.0	22.0	66.1
	Strongly Agree	40	33.9	33.9	100.0
	Total	118	100.0	100.0	
We use technological appliances that does not crash easily					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	25	21.2	21.2	21.2
	Disagree	21	17.8	17.8	39.0
	Agree	33	28.0	28.0	66.9
	Strongly Agree	39	33.1	33.1	100.0
	Total	118	100.0	100.0	
Our staff are competent with technology.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	16	13.6	13.6	13.6
	Disagree	29	24.6	24.6	38.1

Agree	37	31.4	31.4	69.5
Strongly Agree	36	30.5	30.5	100.0
Total	118	100.0	100.0	
We put all our resources together to get better result using technology.				
	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	13	11.0	11.0	11.0
Disagree	40	33.9	33.9	44.9
Agree	16	13.6	13.6	58.5
Strongly Agree	49	41.5	41.5	100.0
Total	118	100.0	100.0	

Source: Research Data Output, 2021

Table 8 presents the outcome for the information appropriation for the items of Incorporating CRM-Based technology. The consequences of the examination demonstrate a high rate of respondents emphatically concurring with all the statements. The mean values of all the items are above 2.5. It is concluded that the firms are very aggressive and intensively competitive, they seek to avoid competitive clashes preferring, make no special effort to

take business from the competitor and employ analysis/assessment in solving problems.

The criterion variable:

Organizational performance is operationalized using two measures; improved customer service and cost-effective operations measured on 5-items instruments and scaled on the 4-point Likert scale.

Table 9. Data Distribution for Improved customer service Descriptive Statistics

Items	N	Minimum	Maximum	Mean	Std. Deviation	Level of Agreement
We empower employees to provide quality service to our customers.	118	1	4	2.08	1.289	Low
Our customers are pleased because of the high quality of the service we offer.	118	1	4	2.09	1.268	Low
We schedule our employees to their jobs according to their skill set.	118	1	4	2.82	1.018	High
Our employees make a good percentage of our source level.	118	1	4	2.36	1.223	Low

Our employees do not meet up with their responsibilities to customers.	118	1	4	2.54	1.091	High
Valid N (listwise)	118					

Source: Research Data Output, 2021

Table 10: Incorporating CRM-Based technology and Cost-effective operations Correlations

		INCORPORATING CRM-BASED TECHNOLOGY	COST-EFFECTIVE OPERATIONS
Spearman's rho	Correlation	1.000	.254
	INCORPORATING CRM-BASED TECHNOLOGY		
	Coefficient		
	Sig. (2-tailed)	.	.006
	N	118	118
	Correlation	.254	1.000
COST-EFFECTIVE OPERATIONS	Coefficient		
	Sig. (2-tailed)	.006	.
	N	118	118

Source: Research Data Output, 2021

Ho₆: There is no significant relationship between Incorporating CRM-Based technology and Cost-effective operations.

The result of the analysis in Table 10 shows a significant level $p < 0.05$ ($0.006 < 0.05$), $\rho = 0.254$ between incorporating CRM-Based technology and cost-effective operations. This means that there is a significant relationship between incorporating CRM-Based technology and cost-effective operations. The null hypothesis is rejected, and restate that *there is a significant relationship between incorporating CRM-Based technology and cost-effective operations.*

Conclusion and Recommendations

The above analysis reveals that a significant positive relationship exists between incorporating CRM-Based technology and performance of SMEs in the hospitality industry in Port Harcourt. The

implication of this result is that incorporating CRM-Based technology would bring about effective performance of SMEs in the hospitality industry in Port Harcourt, and as such, it is recommended that SMEs in the hospitality industry in Port Harcourt should incorporating CRM-Based technology to boost their performance.

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