

THE IMPACT OF CUSTOMER RELATIONSHIP MANAGEMENT ON MARKETING PERFORMANCE OF COMMERCIAL COMPANIES IN YEMEN CASE STUDY ON COMMERCIAL COMPANIES IN MUKALLA CITY***Hussein Abdulqader Aljahwari**

Department of Management Science University of Science and Technology, Yemen

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Abstract

The aim of this study is to examine the impact of customer relationship management on marketing performance of selected commercial companies in Mukalla city. The study adopted descriptive research design; the population of this study comprises selected commercial companies in Mukalla city covering 4 commercial companies. The instrument used for collecting data from the respondents is the questionnaire, and the data collected from the respondent was analyzed using percentage analysis, while hypotheses were tested using Pearson Correlation. The result shows that there is significant relationship between variables of the study since ($R = 0.82, 0.89$ and $0.87, P < 0.05, df = 1$). The result, revealed that sometimes their customers are not happy with the commercial companies operating hours because, at times they close earlier than expected from customers, also the management failed to give intrinsic rewards (e.g., employee job satisfaction, sense of achievement) for employees is not considered as a critical factor for attaining the commercial companies quality objectives. The study therefore, recommends that management should consider increasing their operations hour compare to the normal hours of their operation, because some of the customers complained about the early closing hours not convenient for them, some of the customers prefer going to commercial companies 8:00pm and above, also there is need for the management to develop strategy that will recognize employees motivation (e.g., employee job satisfaction, sense of achievement), because motivated employee is a resourceful to the commercial companies, it will make employees to work with the management towards attaining the commercial companies quality objectives and ensuring that product quality control of the commercial companies adhered to the require standard customer satisfaction. Finally the result shows there a strong impact of the adoption of customer relationship management on marketing performance on commercial companies in Mukalla city.

Keywords: Customer, Relationship, Management, Marketing, Performance.

INTRODUCTION

The purpose of Customer Relationship Management (CRM) is to build a competitive edge by being the best at understanding, responding and developing existing customer relationships, in addition to creating and keeping new customers. It has emerged as one of the largest management buzzwords. Popularized by the business press and marketed by the aggressive CRM vendors as a panacea for all the ills facing the firms and managers, it means different things to different people. CRM, for some means one to one marketing while for others a call centre. Some call database marketing as CRM (Ahluwalia, 2021). Dhman (2011) recommend that the organisational should concentrate more on developing the provided services, dealing with customers' complaints, and queries in efficient and proper ways ended with taking customer feedback and involving the customers in any future strategies, and establish continues communication with the customers using different communication channels, in order to reach the ultimate goal of CR Madoption. Customer Relationship Management (CRM) has evolved from being merely a customer data collection point to the company's overall support and unified process for the entire customer relationship process (Alawiyah & Humairoh, 2017). explained that in ideal, CRM will help companies to understand their customers deeper, then apply this information and knowledge to decide a better business strategy. A right utilization of CRM could help companies scale up their business.

Elucidated that CRM is more than just a marketing or customer services, but includes methodologies, software abilities, also internet capabilities which help a the company to manage relationship with its customers with a directed and structured way (Thierauf 2011). The sales concept or so-called product orientation is focuses solely on the product. By using available resources, the company develops the best products it has, then tries to find a group of people who might be interested to buy (Alawiyah & Humairoh, 2017). Although the existing literature has acknowledged the importance of CRM and innovation to performance, insufficient attention has been paid in this literature to address how they work together to achieve higher performance. Also, although prior conceptual work has suggested that CRM can enhance an organisation's innovation, empirical evidence is sparse (Battor & Battor, 2010). Therefore, the key questions addressed by our research are how CRM and innovation interact to affect performance and whether CRM fosters innovation. More specifically, we study the CRM–innovation–performance chain, and examine both direct and indirect (through innovation) effects of CRM capability on performance.

Problem statement

These days Yemen were come disbar and they marked a lot of investment and increase economy, so they created small business and projects mostly they establish hotel like peach view restaurant they arise level of completion of the business, and also increase high level of customer turnover, furthermore increase customer acquisition, cost and growing customer expectation. There for most of Yemeni business have not focus

***Corresponding Author: Hussein Abdulqader Aljahwari**

Department of Management Science University of Science and Technology, Yemen

on customer relationship management system and finally the problem of this study seeks to show the relationship between customer relationship management system performances of organizational in Yemen business.

Study Objectives

- To identify the impact of customer retention on marketing performance of commercial companies in Mukalla.
- To examine the impact of product quality control on marketing performance of commercial companies in Mukalla.
- To determine the impact of customer satisfaction on marketing performance of commercial companies in Mukalla.

Study Questions

The study will be guided by the following research questions:

- What is the impact of customer retention on marketing performance of commercial companies in Mukalla?
- What is the impact of product quality control on marketing performance of commercial companies in Mukalla?
- What is the impact of customer satisfaction on marketing performance of commercial companies in Mukalla?

Study Hypotheses

The following hypotheses were formulated to guide the study:

- H01** : Customer retention does not have significant impact on marketing performance of commercial companies in Mukalla.
- H02** : Product quality control does not have significant impact on marketing performance of commercial companies in Mukalla.
- H03** : Customer satisfaction does not have significant impact on marketing performance of commercial companies in Mukalla.

Scope of the study

This study only covers or investigates the impact of customer relationship management on marketing performance of commercial companies of Yemen, Mukalla. It is difficult and unmanageable to include all companies of Yemen due to time and financial constraints. Thus, only grade four companies from Mukalla district were chosen for this study. Including customers in the study is also costly and time consuming. Therefore, the study was delimited to collect data only from customer service officers, customer service managers and marketing managers of the selected companies. The study was also delimited to collect primary data using questionnaire.

LITERATURE REVIEW

Customer Relationship Management (CRM)

Customer relationship management CRM can be defined as an entire discipline covering all the functions that directly touch customers throughout their lifetime with your company and it focuses on strategic impacts rather than operational impacts. In addition, CRM is also a collection of information, processes,

technology, and strategic people to manage customer relationships with your company-including marketing, sales, ser-vice, and support – throughout the customer lifecycle. Customer relationship management is perhaps the most important concept of modern marketing. Until recently, CRM has been defined narrowly as a customer data management activity. By this definition, it involves managing detailed information about individual customer and carefully managing customer touch points in order to maximize customer loyalty. More recently however, CRM has taken on a broader meaning. In this broader sense, CRM is the overall process of building and maintaining profitable customer relations by delivering superior customer value and satisfaction. Customer Relationship Management is the central business strategy which incorporates internal processes and functions as well as external networks to build and generate value for the benefit of targeted customers (Musa & Nasiru, 2020). The term Customer Relationship Management (CRM) describes systems and processes within companies which, with the help of customer data, aims to unify and improve customer service to achieve higher levels of customer loyalty. Customer Relationship Management brings together various departments such as sales and marketing, to ensure a uniform approach which ultimately contributes to increasing company's success (Ahluwalia, 2022). CRM is a strategy view of how to handle customer relationship from a company perspective. The strategy deals with how to establish developed and increase customer relation from profitability perspective, based upon the individual customer needs and potentials. The basic underlying CRM is that the basis of all marketing and management activities should be the establishment of mutually beneficial partnership relation with customers and other partners in order to become successful and profitable. According to Wong (2011), explained that in ideal, CRM will help companies to understand their customers deeper, then apply this information and knowledge to decide a better business strategy. A right utilization of CRM could help companies scale up their business.

Customer retention

As previously stated, customer retention is better than losing them. Therefore, it is a significant management problem, especially when a company is exposed to competition by other organizations or the lack of new customers. It is so important that it cannot be overlooked since it is very important for an organization. Customer retention is the foundation for partnership management because of its capacity to deliver superior economics (Cavaliere *et al.*, 2022). Customer retention is increasingly being seen as an important managerial issue, especially in the context of saturated market or lower growth of the number of new customers. It has been also acknowledged as a key objectives of relationship marketing, primarily because of its potential in delivering superior relationship economics, i.e. it cost less to retain than to acquire new customers. Many companies recognize the importance of customer's retention but relatively few understand the economics of customer retention within their own firms. Customer retention applies to the steps taken to keep the customer partnership alive and the productivity of the customer (Peppers & Rogers, 2019). Consumers retention as the long-term management of continuing customer ties. Though, satisfied customers can be said to be the most customers who can be transferred to customers with high loyalty to the company's brands and products or services (Al-Bakri & Taleb,

2014). And the importance of retaining customers rises mainly from their close association with the company. And retention is usually the mediator in the link of satisfaction and profitability (Reinartz & Kumar, 2003).

Product quality control

The term quality over time and may be described as "the time that a product meets the quality requirements for the intended period of use" (Levin & Kalal, 2013). The first-time performance is also associated with other lean manufacturing aspects. Without first quality single-piece flow with the component's continuous smooth movement, it becomes untenable. According to Hanley's works (2008), quality management of services may be applied through a few methods, such as; 1) meeting consumer requirements of a high standard of service and offering several product varieties 2) delivering good quality goods at a fair price. 3) Dealing with customer issues about products and services with tact. In practice one of the most widely used approaches to quality control is based on comparing nominal parameters with controlled parameters of the product. The product is not considered to be defective when the parameters of the controlled product are similar to the nominal one obtained during the robust parameters design stage (Levin & Kalal, 2013). Quality assurance is a series of repetitive technical activities, designed to measure and track the quality of the product as it evolves. To ensure data integrity, consistency and completeness, detect and correct errors and omissions, document and archive product information and record all QC activities. QC activities include general approaches such as data collection and estimation accuracy checks and the use of approved standardized emission calculation techniques, measurements, assessments of uncertainty, information archiving and reporting. Higher level QC activities include technical analysis of source categories, operating and emission factors data, and methodologies (Intergovernmental Panel on Climate Change (IPCC), (2016). For the purposes of this study, product quality control is defined as a set of routine technical activities for measuring and tracking the quality of the inventory as it is being manufactured, including the participation of all its members and long-term targeting to ensure that the product is not defective when the monitored parameters are observed.

Customers Satisfaction

Today, business organizations are becoming more interested in the humanitarian aspect and more importantly in dealing with the customer. Which means that relations are the most critical points in customer satisfaction, as customer satisfaction is very important in the policy of any organization and is one of the most effective criteria for judging its performance, especially when the organization is oriented towards customer knowledge and long-term relationships with it (Al-Bakri & Taleb, 2014). Satisfaction is defined as "satisfaction is a person's feelings of pleasure or disappointment that result from comparing a product's perceived performance (or outcome) to expectations." (Kotler & Keller, 2012). So, considered satisfaction is a function of perceived performance and expectations. In the event that performance fails to meet the expectations, the customer will be in a state of discontent, disappointment and leave the deal with the organization in the future, and if the performance is in line with expectations or increases, the customer feels satisfaction and this high

satisfaction creates a kind of emotional bonding with the organization as well as Loyalty (Alsanhani 2019). Customer satisfaction paradox has been identified by expectation disconfirmation researchers. Customer satisfaction is a state of mind that a customer has about a company when their expectations have been met or exceeded over the lifetime of the product or service. The achievement of customer satisfaction leads to company loyalty and product repurchase. However, customers who are merely satisfied are only at the first stage and they can easily switch to other companies (Dhman 2011). At Most Customers range from being moderately satisfied to moderately dissatisfied, which means that most customer are essentially ambivalent in their loyalty to a particular business. These customers would likely defect in the presence of even a modest motivator; such as getting a better price or finding a more convenient store location (Masrujeh 2009). Customer satisfaction has important implications in the performance of companies as it plays an important role in building customer loyalty, reducing customer complaints and the likelihood of customer defection.

The implementation of a CRM approach is likely to affect customer satisfaction and customer knowledge for different reasons (Ahluwalia 2021). Customers' satisfaction is also described as an assessment that the interaction with purchase was as good as it should be. Satisfaction is not simply a response but an emotional reaction to interactions of certain products or services, retail outlets or molar behavioural patterns such as the purchaser's behaviour and the market overall. There is no doubt of the value of customer satisfaction. Customer retention is much better than new customers. For a business, it is therefore important that a company keeps its consumers. It makes it important to please the consumer in a business.

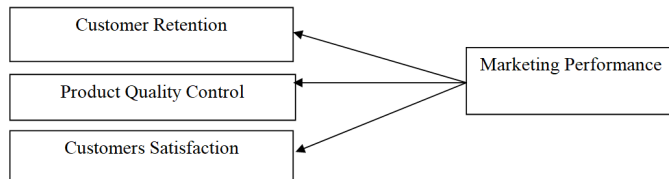
Marketing Performance

Performance is the common denominator of all efforts made by management and employees within the framework of business organizations. The traditional trends in management are looking for outstanding performance through trends and emphasis on practices that drive towards maximizing performance. Performance is a fundamental and important concept for business organizations in general, and is the focus of management scientists. Although there is a great deal of research and studies that deal with performance, there is still scope for further research and study in order to frame this broad concept, especially as it is no longer a simple concept with specific measurements agreed upon by all. Performance is a broad concept and its contents are renewed with the renewal, change and development of any of the components of the Organization of different types, and senior management in business organizations continue to think about performance as long as these organizations exist (Alsanhani2019). Marketing performance refers to the improvement of the organizational status in the market, improvement of the customers' perception of organization and its products, and increase in their loyalty toward organization. Nowadays, companies deliver products and services that are personalized for every customer. Indeed, these organizations can achieve competitive advantages in sale and service marketing through customizing their mass services. Successful companies strive to transfer their mass services to the individual customer relationship management (Martin and Camero, 2005)

Proposed Study Framework

The current study is focused on impact of customer relationship management on marketing performance of commercial companies in Yemen. Enhancing the organizational effectiveness among the commercial companies sector is very important. It is indicated from literature review that organizational effectiveness relates to several outcomes. The impact of customer relationship management on marketing performance will be examined in this study. On the basis of systematic literature, the following theoretical framework are proposed:

Independent Variables (IV) Dependent Variable (DV)



RESEARCH METHODOLOGY

This study used quantitative approach. Questionnaires were used as the survey instrument. The Quantitative research is that which tries to find answer to a question through analysis of quantitative data.

Sample size of the study

Population means the totality of individuals from which some sample is drawn. The population of this study was consisting of 4 companies in Mukalla city. The population was spread over the whole city of Mukalla; therefore 4 companies were selected for the research study. To achieve the objectives of the research 120 questionnaires were distributed among the employees of these 4 companies i.e. 30 questionnaires at each company in Mukalla city. In response 110 questionnaires were returned. The response rate was 92%. The questionnaire was designed on Likert 5 Rating Scale (1=Strongly Disagree, 2=Disagree, 3=Neutral, 4= Agree and 5=Strongly Agree). To test the impact of the variables the data were analyzed through SPSS. The required information for the study was collected through questionnaire. The questionnaire used to allow the response of the respondents in a standard way, unbiased approach and objective oriented. The use of questionnaire provides the information to be presented in a numeric way. Questionnaire method also has several limitations, for example lackadaisical attitude of respondents, non-attendance and lack of cooperation.

ANALYSIS AND FINDINGS

Hypothesis One:

Model Summary of Model impact of customer retention on marketing performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.822a	.676	.676	2.03057

a. Predictors: (Constant), CR
b. Dependent Variable: MP

Table above shows there is a linear relationship between the test results scores of the perceived response on the relationship

between customer retention and marketing performance. Coefficient shows a positive linear relationship between both test scores ($R = .82$) that is significantly different from zero ($p < 0.05$). This implies that there is significant relationship between customer retention and marketing performance. The model summary in table above reveals that the values of the coefficient of determination for models of independent and dependent variable are $R = 0.82$, the R^2 statistic of 67.6% shows that the model is a good predictor of the dependent variable. This shows that the model explains about 67.6% variations in the dependent variable, while the remaining 7.8% is attributed to variables not captured by the regression model. The model shows that customer retention has positive impact on marketing performance of commercial companies in Mukalla.

Coefficients of Model impact of Customer Retention on Marketing Performance

Coefficients ^a							
Model		Unstandardized Coefficients	Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta		Tolerance	VIF
1	(Constant)	1.122	.133		8.450	.000	
	CR	1.041	.037	.797	21.721	.000	1.000

a. Dependent Variable: MP

The model in table above show that the coefficients of the effect customer retention on marketing performance is statistically significant ($b = .797$, $t_{153} = 8.450$, $p = .000$). This means that there is significant relationship between customer retention and marketing performance of commercial companies in Mukalla.

Hypothesis Two:

Model Summary of Model impact of Product Quality Control on marketing performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.897a	.805	.805	2.21423

a. Predictors: (Constant), PQC
b. Dependent Variable: MP

Table above shows there is a linear relationship between the test results scored on the perceived response on the relationship between product quality control and marketing performance. Pearson's bivariate correlation coefficient shows a positive linear relationship between both test scores ($R = .897$) that is significantly different from zero ($p < 0.05$). This implies that there is significant relationship between product quality control and marketing performance of commercial companies in Mukalla. The model summary in table above reveals that the values of the coefficient of determination for models independent and dependent variable are $R = 0.897$, the R^2 statistic of 0.805 shows that the model is a good predictor of the dependent variable.

Coefficients of Model impact of Product Quality Control on Marketing Performance

Coefficients ^a							
Model		Unstandardized Coefficients	Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta		Tolerance	VIF
1	(Constant)	3.727	.109		6.245	.000	
	PQC	1.052	.029	.877	30.502	.000	1.000

a. Dependent Variable: MP

This shows that the model explains about 80.5% variations in the dependent variable, while the remaining 8.6% is attributed

to variables not captured by the regression model. The model shows that product quality control has positive impact on marketing performance of commercial companies in Mukalla. The model in table above show that the coefficients of impact product quality control on marketing performance is statistically significant ($b = .877$, $t(153) = 6.245$, $p = .000$). This meant that there is significant relationship between product quality control and marketing performance of commercial companies in Mukalla.

Hypothesis Three:

Model Summary of Model impact of Customers Satisfaction on marketing performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.626a	.791	.791	2.21423

a. Predictors: (Constant), CS
b. Dependent Variable: MP

Table above shows there is a linear relationship between the test results scored on the perceived response on the relationship between customers satisfaction and marketing performance. Pearson's bivariate correlation coefficient shows a positive linear relationship between both test scores ($R = .626$) that is significantly different from zero ($p < 0.05$). This implies that there is significant relationship between customers satisfaction and marketing performance of commercial companies in Mukalla. The model summary in table above reveals that the values of the coefficient of determination for models independent and dependent variable are $R = 0.626$, the R^2 statistic of 0.791 shows that the model is a good predictor of the dependent variable. This shows that the model explains about 79.1% variations in the dependent variable, while the remaining 7.6% is attributed to variables not captured by the regression model. The model shows that customers satisfaction has positive impact on marketing performance of commercial companies in Mukalla.

Coefficients of Model impact of Customers Satisfaction on Marketing Performance

Coefficients ^a							
Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.	Collinearity Statistics Tolerance VIF
1	(Constant)	1.223	.143		8.557	.000	
	CS	1.767	.039	.767	19.456	.000	1.000 1.000

a. Dependent Variable: MP

The model in table above show that the coefficients of impact customers satisfaction on marketing performance is statistically significant ($b = .767$, $t(153) = 8.557$, $p = .000$). This meant that there is significant relationship between customers satisfaction and marketing performance of commercial companies in Mukalla.

Summary of Findings

The following findings were derived from the hypotheses tested above:

- Hypothesis shows linear relationship between the test results scores of the perceived response on the relationship between customer retention and marketing performance. Coefficient shows a positive linear relationship between both test scores ($R = .822$) that is significantly different

from zero ($p < 0.05$). This means that there is significant relationship between customer retention and marketing performance of commercial companies in Mukalla.

- From the above hypothesis two tested, reveals that the values of the coefficient of determination for models independent and dependent variable are $R = 0.897$, the R^2 statistic of 0.805 shows that the model is a good predictor of the dependent variable. This shows that the model explains about 80.5% variations in the dependent variable, while the remaining 8.6% is attributed to variables not captured by the regression model. The model shows that product quality control has positive effect on marketing performance of commercial companies in Mukalla.
- Hypothesis three shows linear relationship between the test results scores of the perceived response on the relationship between customers satisfaction and marketing performance. Coefficient shows a positive linear relationship between both test scores ($R = .626$) that is significantly different from zero ($p < 0.05$). This means that there is significant relationship between customers satisfaction and marketing performance of commercial companies in Mukalla.

DISCUSSION OF FINDINGS

The results of this study show that all the proposed hypotheses were validated. The results of positive view that customer retention lead to high customers satisfaction and in turn increase marketing performance. Because saturated markets and high levels of competition within industries have necessitated the practice of customer retention strategies among commercial companies, they also believed that recruiting new customers is essentially a costly affair as compared to retaining the existing customers. When customers frequently patronize firms which meet their needs and hence, an enduring relationship will be fostered which can lead to high marketing performance. This view are in line the finding of this study which revealed that customers retention has significant and positive effect on marketing performance of commercial companies in Mukalla. Also the study finding shows that product quality control has positive effect on marketing performance. This means that quality of services rendered affects the future repurchase decision and firms that have demonstrated excellent pre and post customer 10 assistance are able to preserve their customers which in turn will lead to high marketing performance, also product quality control plays a vital role in retaining customers, perceptions of product quality control on the consumer retention are considerable and found to be positive. Findings in this study also found significant relationship between customers satisfaction and marketing performance of commercial companies in Mukalla. Finally the result shows there a strong impact of the adoption of customer relationship management on marketing performance on Yemeni commercial companies.

Conclusion and Recommendations

This study can conclude that there is significant relationship between customer retention and marketing performance. Since customer feels that service delivery to them is speedy and efficient, also the commercial companies put in place strategies to increase customer relationship in order to improve customer retention, i.e. Customers perceived the commercial companies employees to be taking immediate actions when they make a complaint and that they give effective solutions. Even though,

sometimes their customers are not happy with the commercial companies operating hours because, at times they close earlier than expected from customers. The study further concludes that there is significant relationship between product quality control and marketing performance, this is because the employees and the management of the selected commercial companies has worked tirelessly to ensure that their product meet the required quality standard. Furthermore, the managers take active leadership in coaching, encouraging, communicating and promoting quality issues (e.g., frequent reinforcement of the commercial companies quality value). The study also concludes that there is significant relationship between customers satisfaction and marketing performance, because to the customers perceived the commercial companies employees to be taking immediate actions when they make a complaint and that they give effective solutions.

The study recommends the following to assist in alleviation the problems identified in the course of this study as follows:

- Since customer retention has significant effect on marketing performance of commercial companies, therefore, it is recommending that the management should consider increasing their operations hour compare to the normal hours operating because some of the customers are complaining about the early closing hours not convenience for them, some of the customers prefer going to commercial companies 8:00pm and above, because of their tight schedules. The management seriously needs to consider this, because it will go a long way to improve marketing performance.
- Because of the relationship existing between product quality control and marketing performance, there is need for the management to develop strategy that will recognize employees motivation (e.g., employee job satisfaction, sense of achievement), because motivated employee is a resourceful to the commercial companies, it will make employees to work with the management towards attaining the commercial companies quality objectives and ensuring that product quality control of the commercial companies adhered to the require standard.
- In order to enhance customer satisfaction and decrease loss of customers commercial companies should focus on adopting and implementing communication strategies that aim to seek, gather, and store the right information, validate and share it through the entire organization levels in order to create unique experience and deliver high services quality, especially during post sales services. commercial companies are encouraged to develop its organizational structure, in a way that ensure the full support from the various technical and administrative departments to the customer service department so as to ensure that the customers complaints, queries, and suggestion will be circulated to the concerned department in the right time and no delay will take place during processing the complaints.

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