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The Impact Of CRM On Customer Satisfaction Of Commercial Banks In Mogadishu Somalia

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Abstract: ***When banking institutions became extremely competitive, CRM came into power. Banks concentrate on maintaining consumer relationships to reduce obstacles such as global Deposit competition, deposits, payment costs, higher customer expectations, lower profit Margins, and the need to keep up to date. The purpose of this paper was to study the impact of customer relationship management on customer satisfaction of commercial banks in the capital city of Somalia. This study is a quantitative study, Questionnaires were distributed by online using Google form to customers in 5 commercial banks in Mogadishu Somalia. Measuring the questionnaire items, the study was used a five-point Likert scale from one to five, rating from strongly disagree to strongly agree and SPSS 20 was used to analyze the data. Reliability on the data obtained was made on a first basis. Descriptive statistics, Factor analysis, Correlation analysis and regression analysis was conducted. The result of the study shows that customer relationship management has a significant relationship between CRM and customer satisfaction and there is a positive impact of customer relationship management to customer satisfaction. There is no research that has been done to the impact of CRM on customer satisfaction in the banking industry in Mogadishu. The study results can be useful to managers in Mogadishu as well as other parts of the country by adding to the existing body of business management knowledge.***

Keywords: CRM, Commercial Banks, Banking industry, Customer satisfaction.

I. INTRODUCTION

Serving and maintaining good relations with the king (customer) is one of the most important challenges for any organization. Customers used to be simple people, and they were satisfied with whatever product or service they were given. With the competition and technological improvements, customers have become fully aware of their rights over a period of time and increased offers are soon expected to become one. Marketing is no longer just about goods being produced, marketed and delivered. It is often more concerned with establishing and maintaining long-term relationships with customers that are mutually rewarding. This growing market environment is characterized by increasing competition from economic liberalization, a very well-informed, high consumer choice and demanding customers who cares about purchasing quality and value (Kotler, 2002).

According to Gade,.(2005), Today, banks and other financial institutions face a number of challenges, such as global competition for deposits, loans, and underwriting fees; growing customer demands; declining profit margins; and the need to keep up with new technology. According to Onut et al. (2006), the value of Customer Relationship Management (CRM) has been realized by banks and several other financial service providers and it's potential to assist them in acquiring new customers, keeping existing ones and increasing their lifetime value.

On the other hand, management of customer relationships often requires strong cooperation between the bank's various areas (such as IT, finance, service and support, and marketing departments). Banks are one of the most customer-based part-service industries, so the most essential part is the services they provide. Changing customer requirements and preferences are the main reasons why the bank serves. For example today, customers don't like waiting in long queues

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and spending a lot of time in banking transactions. This change in the expectation of the customer led the banks to create a new form of supply services like ATM, telephone and net banking. Many financial-sector business organizations, including commercial banks, have accepted the important role played by Customer Relationship Management CRM in enhancing the value of many financial-sector firms today rely on CRM to retain customers and achieve business value. In this study, therefore, the researcher will examine the impact of customer relationship management on customer satisfaction of Mogadishu commercial banks.

A. PROBLEM OF STATEMENT

Most banks offer commercial services as well as retail banking. Commercial banks are facing increasing competition from new players, including global banks and alternative funding sources. In addition, they work harder to ensure that customers feel appreciated and receive high-quality customer loyalty services. Customer Relationship Management (CRM) system provides the structure and tools business banks need to adopt processes that optimize opportunities and customer satisfaction that separate them from competitors.

With increasing competition in trade, rapid technological changes, and increased power and product demand, success will depend on the ability of companies to recognize and respond kindly to customer expectations and values. The banking sector around the world is becoming more competitive. Therefore, establishing a stable long-term customer relationship is a major factor in achieving a competitive advantage in the commercial banking sector (Rahemi, 2012). In many studies (Rosenberg and Czepiel, 2004 and Reichheld and Sasser, 2010) and other studies report that the cost of getting a new customer is estimated to be higher than the cost of keeping a current customer. By establishing a valuable customer relationship increases customer loyalty, boosts repeat purchases, and attracts new customers and the amount of bank deposits and credit transactions will increase.

As banking institutions became more and more competitive, CRM came into power. Banks have now understood their customers ' value and this need pushes banks to seek solutions through technology. Banks focus on managing customer relationships to reduce challenges such as global deposit competition, loans, underwriting fees, higher customer demands, lower profit margins, and the need to remain up for new technologies (Malik & Harper, 2009). Companies must design and implement their CRM programs in order to improve the quality and magnitude of their companies (Soch & Sandhu, 2008).

In the banking sector, CRM has been implemented to improve the quality of service and the resulting customer satisfaction, increasing competition, customer retention, and productivity. Despite the implementation of CRM programs by commercial banks to increase customer satisfaction, customers stay dissatisfied with banking services Based on this discussion, a study on CRM System on Customer Satisfaction of Commercial Banks in Mogadishu Somalia was needed.

B. RESEARCH OBJECTIVE

- ✓ To determine the main customer relationship management components that lead to customer satisfaction in Mogadishu Somalia's commercial banks.
- ✓ To examine the effect of technology and Trust of CRM on Customer satisfaction of commercial banks in Mogadishu, Somalia.
- ✓ To examine the relationship between CRM on Customer Satisfaction of Commercial banks in Mogadishu, Somalia.

C. RESEARCH HYPOTHESIS

Four main hypothesis (H1:H4: were used and other discussions of the hypothesis follows below:

H1: There is a positive impact of CRM on customer satisfaction of commercial banks in Mogadishu Somalia

H2: CRM components have a significant effect on customer satisfaction of commercial banks in Mogadishu Somalia.

H3: There is a positive impact of CRM on customer satisfaction of commercial banks in Mogadishu Somalia.

H4: Customer satisfaction is expected to have a significant impact on technology and Trust of CRM in Commercial banks of Mogadishu Somalia.

D. CONCEPTUAL FRAMEWORK

The conceptual framework of this study is as shown in Figure 1.

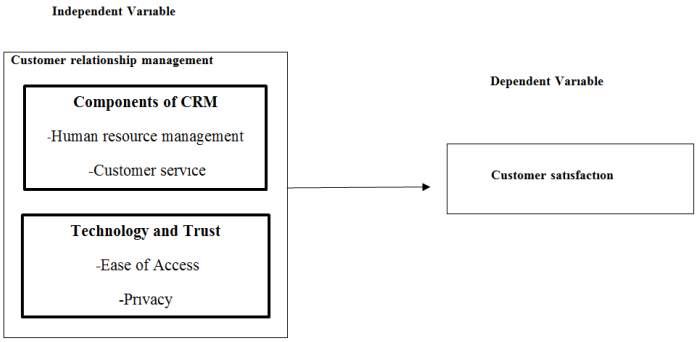


Figure 1: Research Model

II. CUSTOMER RELATIONSHIP MANAGEMENT

Customer relationship management is an idea that has been studied broadly and many researchers have described customer relationship management concepts in various ways. For instance, CRM has been defined as an action plan that emphasizes on adding value to shareholders by developing suitable customer relationships (Saxena & Khandelwal 2011). Nguyen and Mutum (2012) argue that CRM involves building and developing sustainable relationships that in a company such as the overall organization and customers, both external and internal stakeholders benefit. It leads to an increase in sales and profits ' lifetime value. Dyché says (2002, p.4) CRM has been set up to provide consumers with loyalty by encouraging them to remain loyal, which contributes to the return of product or service purchases

Customer Relationship Management (CRM) is one of the strategies commonly used by banks to respond to competition on the market. According to Payne and Frow, (2005) Customer Relationship Management (CRM) is characterized as a strategic approach to create enhanced shareholder value by developing effective relationships with key customers and customer segments. CRM integrates IT and marketing partnership approaches in order to establish effective, long-term customer relationships and other key stakeholders. CRM provides better incentives for both consumer awareness and value creation through data and information. This requires a cross-functional integration of IT-approved processes, operations, people and marketing capabilities.

A. CRM IN BANKING INDUSTRY

Customer relationship management, or CRM, refers to the tools that banks and other organizations can use to provide customer service, generate sales, execute marketing efforts, and evaluate performance data. The importance of managing customer relationships in banks lies in how to build better customer relationships, automate common tasks, increase sales, and make marketing efforts easier to target. Essentially, these incentives allow banking staff to work more productively, retain customers, and improve the bottom line of the bank.

Bankers also understand the meaning of CRM and how it functions. Nevertheless, not everyone recognizes the importance of CRM in banking and does not incorporate these systems into their sector. It seems that even without CRM the bank can be lucrative, but don't let yourself be misled as customer-focused services significantly boost anything related to the cycle of communication. We can define three of CRM's primary utilities:

- ✓ *To retain potential and existing clients.* After a strong promotion campaign, it would be distressing to neglect a customer, isn't it? CRM makes it easier for users to track and remember all the leads such as phone calls, emails and other user requests.
- ✓ *To control employees and set standards.* Whereas bank employees without CRM handle different accounting methods such as Excel or even their own memory, all-in - one systems get rid of confusion and put everything together. Of course, this improves the efficiency.
- ✓ *To collect data and consolidate it.* Unified databases are developed by management tools that combine essential information such as contacts and orders. For CRM, the sales process can be measured and prepared more precisely. A kind of guidance for bank holders provides one of the benefits of CRM in the banking sector. When you start the first company and don't know how to interact with customers, it will suit ready packages. In this situation, you are borrowing the dream of designers based on best practices in the world and CRM principles. Nonetheless, the best option for new managers and chief executives is to work with professional development departments. For all those who need advanced banking CRM, we recommend all-in - one systems. Complete analysis, consultations and full-stack design of customized systems are available.

III. CUSTOMER SATISFACTION

The success of every business organization depends on customer satisfaction. Customers often come "first" when a company is about to start, and then the income. Some companies that succeed in completely satisfying the customers will remain in the top spot in a market. The business company of today has recognized that customer satisfaction is the key component of the business success and at the same time plays a vital role in increasing the market value. Customers are usually those people who buy consumer or company goods and services that meet their needs and wishes. Customers buy goods to meet their money needs. Therefore, businesses will decide their price with the product quality that attracts the consumer and retains long-term relationships.

Customer satisfaction is generally defined as the total fulfillment of buying expectations. Customer satisfaction is a customer's thinking or mindset towards a product or service after use. Customer satisfaction is a major result of marketing activity, serving as a link between the different stages of consumer buying behavior. Customer satisfaction is widely recognized as a primary factor in the customer's potential decision to purchase. Published marketing-related research on customer satisfaction is huge, though less so in comparison to the banking industry on customer satisfaction. The heart of the feedback process is to equate what was expected with the results of the product or service – this method has historically been defined as the process of 'confirmation/disconfirmation. First, consumers will shape the expectations before buying a product or service. The second product or service consumption or perception creates a perceived quality level that is influenced by expectations.

Customer satisfaction is influenced by particular products or services characteristics and quality perceptions. Satisfaction is also influenced by the emotional responses of customers, their attributions their equity perception (Zeithal & Bitner. 2003, 87-89). Improved customer satisfaction can provide business benefits such as customer loyalty, improving a customer's life cycle expanding customer purchase product life and increasing positive mouth contact to customers. If the customer is satisfied with the company's product or service, the customer can make frequent purchases and recommend products or services to potential customers. A business organization cannot expand if the company lacks or disregards customer needs (Tao 2014).

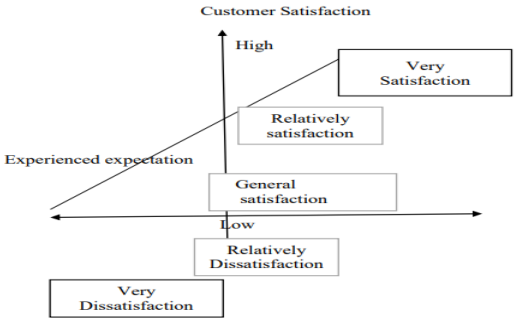


Figure 2: Customer satisfaction analysis model (Adapted from Tao 2014.)

A. CUSTOMER SATISFACTION IN BANKING INDUSTRY

Most commercial banks are implementing customer satisfaction programs. Retail Banking is a management of the service industry that relies on money from customers. A major component that strongly drives customer satisfaction in the banking sector is the comfortable filling factor related to the characteristics of a bank and its staff. Rust and Zahorik (1993), Krishnan et al (1999) conducted various studies and suggested that satisfaction with the perceived quality of the product was the primary driver of customer satisfaction.

Banking is one of the many industries where customer satisfaction has become increasingly important. The happiness of both customers and banks is a great importance. Banks are making frank efforts to give their customers high-quality products and services. Indeed, consumers want the best value for their money and make no effort to select the best products and services (Strategic Direction, 2007). It will take some time for companies to grab or persuade them to turn to them once consumers are happy and have a positive image or feelings about a particular company.

IV. RESEARCH METHODOLOGY

A. SAMPLE METHOD

The survey is made up of consumers who use the five major commercial banks in Mogadishu Somalia. The study collected data from 115 user of commercial bank accounts, 103 of which were found suitable for further analysis.

B. RESEARCH INSTRUMENT

This study is a quantitative study, which used a questionnaire survey to evaluate the conceptual framework and. The questionnaires were distributed by online using google form to customers in 5 commercial banks in Mogadishu Somalia. Measuring the questionnaire items, the study was used a five-point Likert scale from one to five, rating from strongly disagree to strongly agree. Which include the fallowing variable:

- ✓ *DEMOGRAPHIC VARIABLE:* Variables such as Gender, age, education, income and which bank they are using will be asked to the participants.
- ✓ *COMPONENTOFCRM:* Variable includes the amount of items used to calculate the impact of CRM on customer sa tisfaction of commercial banks and the nine items were as ked.These nine(9) questions come from the two main ele ments of CRM: Customer care and HRM.
- ✓ *TECHNOLOGY AND TRUST:* Variable of Customer Relationship Management consists of ten (10) element scales used to calculate the effect of customer relationship management on bank clients. These items focusing about Privacy and also Ease of access. (Chowdhury, R. 2015).
- ✓ *CUSTOMER SATISFACTION* The dependent Variable of this study is actually with One (1) Item scale with Five Likert Scale option, which addresses on several aspects of customer relationship. The dependent variable of this study consists of 15 items, on the Services Offered by the bank, and the Satisfaction of Bank clients on their Banking Experience. Şen, Z. (2013) and (Mwrigi, R. 2010).

C. DATA ANALYSIS

All data obtained and analyzed through the use of IBM SP SS 20. Reliability on the collected data was made on a first sca le. Desribtive statistics was performed over the data, followed by a factor analysis and correlation analysis,
then the regression analyze was done.

D. RELIABILITY

Alpha reliability is considered to be a measure of the inter nal reliability of the mean of the items at the time the question naire was conducted.

Variables	Items	Cronbachs Alpha
Components of Customer releationship management	9	0.765
Technology and Trust	10	0.796
Customer satisfaction	15	0.874

Table 1: Cronbachs Alpha

The Cronbach's Alpha of independent variables Component of CRM and Technology&Trust as shown in the table 0.765 and 0.796 respectively and the Dependent Variable, the Cronbach's Alpha is 0.874, which indicates high reliability in the items.Therefore, all variables were internally consistent and accurate, as such variables are considered ready for further analysis.

V. RESULTS

DEMOGRAPHIC ANALYSIS

Variable	Frequency	Percentage
Gender		
Male	71	69
Female	32	31
Total	**103**	**100**
Martial Stutus		
Single	68	66
Married	35	34
Total	**103**	**100**
Age		
18-26	58	56
27-35	21	20.4
36-44	10	9.3
45-53	7	6.8
54-62	5	4.9
Over 63	2	1.9
Total	**103**	**100**
Educational Level		
Primary Level	1	1
High level	9	8.7

Bachelor	51	49.5
Master	37	35.9
PhD	5	4.9
Total	**103**	**103**
Income		
Under 1,000	64	62.1
1,000-10,000	24	23.3
10,000-50,000	11	10.7
50,000-100,000	4	3.9
Total	**103**	**100**
Which bank do you use		
Salaam bank	35	34
Premier bank	32	31.1
IBS bank	12	11.7
Amal bank	14	13.6
Dhabshiil bank	100	9.7
Total	**103**	**100**

Table 2

Table 2 shows that the gender was the first demographic variable in which the respondents were asked to classify themselves as either males or females, out of 103, 71, or 69% were males compared to 31 females, or 32% this indicates a male domination of the study, but it is understandable since the survey was targeting the literate Somali population, and there are cultural issues in the country that allow male to outnumbers females in the schools. And also the table illustrates that the frequency and percentage distribution of age of the respondents of this research. The age group is categorized into 6 groups in this research.

The largest group of respondents falls into the age group of 18-26 years. It represents 56% of the total sample of this research. Secondly, the respondents aged 27-35 years represent 20.4% of the total sample. Thirdly the respondents aged 36-44 years. And it represents 9.3% of the total sample. Next, respondents aged 45-53 years and it represents 6.8% of the total sample. Also respondents aged 54-62 years. And it represents 4.9% the total of the sample. Finally, respondents aged 63 years and over represent only 1.9% of the total sample. The educational level of the respondent's looks like what is shown in above table. As it can be seen from the table 49.5% of the respondents hold Bachelor degree. 55.5 % of them are Master holders. 29.6 of them are secondary school 14.6 of them are primary school the rest 7.8% have got their postgraduate and others. Finally the table indicates that the largest groups of respondents have the income level Under 1,000 USD. It represents 62.1% of the total sample of this research. Secondly, respondents with a monthly income of 1,000-10,000 USD represent 23.3% of the total sample. Next, respondents with monthly income 10,000-50,000 represent 10.7%, respondents with a monthly income above 50,000-100, 000 USD represent 3.9% of the total sample respectively. The last part of the table 2 shows that the most respondents were Salaam bank customers 34%. 31.1% respondents were Premier bank clients And 11.7% percentage of respondents were IBS bank users. Next distributions of respondent's have been customer of the bank. Out of 267 respondents surveyed in this research, accordingly 31.5% of the respondents have been customer of bank for above 5 years. While about 27.3% respondent's customer of bank for 3-5 years, 25.1 of them are customer of the bank for 1-3 years. The rest 16.1% respondents have been costumer of bank for below 1 year.

B. FACTOR ANALYSIS

TOTAL VARIANCE EXPLAINED

No	Components	Total Varience Of Variables
1	Components of CRM	58.445
2	Technology and Trust	53.805
3	Customer Satisfaction	60.774

Table 3: Total Variance

From the Tables 3 it can be seen that the three components in the Table, possess that the Percentage of Variance for the component of CRM is 58.445, Technology and Trust is 53.805 And Customer satisfaction is 60.774. It can be estimated and indicated that component matrix can be used to identify and analyze the factors, since the scale is more unidimensional.

SAMPLE ADEQUACY

The below table shows the Kaiser-Meyer-Olkin Measurement of Sample Adequacy, which is known to be a method for assessing the adequacy of samples.

KMO TEST OF VARIABLES

Kaiser-Meyer-Olkin Measure of Sampling Adequacy of Components of CRM.	**.721**
Kaiser-Meyer-Olkin Measure of Sampling Adequacy Technolgy and Trust of	**.837**
Kaiser-Meyer-Olkin Measure of Sampling Adequacy of Customer Satisfaction	**.744**

Table 3: KMO Test

According to Anastasiadou (2011), values below 0.50 are considered to be inappropriate, 0.50 values are considered to b e bad, 0.60 values are considered as middling, 0.70 values are considered to be middling, so the value of KMO of Sampling Adequacy of the three variables of this study were found. first Component of CRM is 0.721, Technology and Trust is 0.744 and Customer satisfaction is 0.837 which suggests that that factor analysis of this research is reliable and great, since the smallest KMO is greater than 0.50.

COMPONENT MATRIX

Questions	Component one Components of CRM	Component Two Technology and Trust	Component Three Customer Satisfaction
ComCRM 2	**0.678**		
ComCRM 5	**0.668**		
ComCRM 3	**0.632**		
ComCRM 1	**0.622**		
ComCRM 6	**0.578**		
ComCRM 9	**0.55**		
ComCRM 7	**0.519**		
TTrust 3		**0.719**	
TTrust 9		**0.701**	
TTrust 4		**0.682**	

TTrust 5		**0.635**	
TTrust 10		**0.628**	
TTrust 6		**0.621**	
TTrust 1		**0.561**	
TTrust 2		**0.506**	
CSatisfation 12			**0.674**
CSatisfation 15			**0.664**
CSatisfation 4			**0.655**
CSatisfation 13			**0.643**
CSatisfation 9			**0.641**
CSatisfation 14			**0.635**
CSatisfation 2			**0.630**
CSatisfation 8			**0.620**
CSatisfation 6			**0.604**
CSatisfation 11			**0.602**
CSatisfation 10			**0.585**
CSatisfation 5			**0.584**
CSatisfation 7			**0.547**
CSatisfation 1			**0.514**

Table 3: component matrix

Table 3 displays the component matrix chart for all the variables, the independent variable CRM

Comprises Two sub-variables and the dependent variable customer satisfaction comprises stands alone. It can be shown that the percentage of Cumulative rate and the percentage of variance for the dependent variable Customer satisfaction based on the two factors of independent variables and one variable of Customer satisfaction and all these variables are greater than 0.40. We had five variables which are less than 0.40 and we left them.

C. CORRELATION ANALYSIS

From the results shown in tablebelow, each variable is per fectly associated with a strong coefficient value. The associati on between all independent variables and the dependent variab le has been shown to be positive and important, which means t hat the increase in some or more of the independent variables r esults in an improvement in Customer Satisfaction.

Relationship Management is have a very strong and positive correlation with Customer Satisfaction. The correlation coefficients or Pearson's (r) is Components of CRM (r = 0.694) and Technology Trust (r=0.631). This means that changes in any one of these variables are strongly correlated and positive relationship to Customer Satisfaction.

		Components Of CRM	Technogy & Trust	Customer Satisfaction
Components Of CRM	Pearson Correlation	1	.688**	.694**
	Sig. (2-tailed)		.000	.000
	N	102	99	93
Technology And Trust	Pearson Correlation	.688**	1	.631**
	Sig. (2-tailed)	.000		.000
	N	99	99	92
Customer Satisfaction	Pearson Correlation	.694**	.631**	1
	Sig. (2-tailed)	.000	.000	
	N	93	92	94

***. Correlation is significant at the 0.01 level (2-tailed). Table 5, Correlation (Generated by SPSS)*

Table 4

D. REGRESSION ANALYSIS

Regression analysis was performed to see how much the dependent variable describes. It is often used to see how well each independent variable (Component of CRM, Technology &Trust) explains the dependent variable, which is the satisfaction of customers. The regression model shows how much of the variation in customer satisfaction calculation is explained by the underlying dimensions of CRM; Customer satisfaction of Mogadishu commercial banks was used as the dependent variable, while the dimensions of customer relationship management were used as the independent variables.

ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	5385.278	2	2692.639	50.062	.000[b]
	Residual	4786.929	89	53.786		
	Total	10172.207	91			

a. Dependent Variable: Customer Satisfaction b. Predictors: (Constant), CRM, Trust&Technology.

a:predictors constant:(CRM)

Table 6: Regression (Generated by SPSS)

E. MODEL SUMMERY

The table indicates that the value of R is 0.728. The R val ues mean that 73% of the variance of Customer Satisfaction ca n be predicted by an independent variable Customer Relatio M anagement (CRM). According to Zygmont & Smith (2014), a minimum variance of at least 60% is considered to be a good f it.

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.893	4.302		2.532	.013
	Customer relationship management	.721	.145	.493	4.982	.000
	Technology &Trust	.442	.147	.297	3.006	.003

a)Dependent Variable: Customer satisfaction Table 8 –Regression (Generated by SPSS)

Table 7: Regression (Generated by SPSS)

Since the significance value of F statistics indicates a value of 50.062 and a value of p(.000), which is less than p<0.05, the model is important. This means that the variability displayed by the model is not due to chance.

According to Table above, the regression standardized coefficients of these independent variables, i.e. component of CRM variable and Technology &Trust with beta value 0.493&0.297 respectively. Their significance levels are 0.13 & 0.003 respectively, which are less than 0.05. This indicates significant relationship between them and the dependent variable (customer satisfaction).

VI. CONCLUSION AND RECOMMENDATION

There is a connection between customer relationship management and customer satisfaction. Customer Relationship Management and Customer Satisfaction have a close relationship with each other, as customer relationship management is used by companies to maximize customer Satisfaction. The CRM aspect is closely linked to customer satisfaction. The results of the study indicate that Technology and Trust have a positive effect on Customer Satisfaction and are highly correlated. Finally, according to the report, there is a positive impact of CRM on customer satisfaction.

If a company wants to use the CRM program, they must have a clear view of their future and must sustain it every hour in order to have a good relationship with the customer and to also control their marketing and to concentrate on what their product will not provide a great deal of service as CRM cannot help a range of services. Recognition must be given to the involvement of information systems that cover all customer-related information in order to facilitate decision making. It is important to implement a marketing culture through partnerships focused on the existence of long-term relationships with the customer through a willingness to meet their needs and a deep regard for the quality of each customer in the financial institution.

The study focused on commercial banks; similar studies on public banks should be performed by future scholars. The study was potentially guided by the variable independent (CRM) and dependent (Customer satisfaction). Similar studies should be carried out in future with an approach using moderating variables.

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