

EFFECT OF CUSTOMER RELATIONSHIP MANAGEMENT ON PERFORMANCE OF MOBILE TELECOMMUNICATION NETWORK, ABUJA, NIGERIA

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ABSTRACT

According to this study on how customer relationship management affects performance, the majority of companies in fiercely competitive industries, such as the telecom sector in developing nations, continue to downplay the significance of maintaining a customer-centric focus, which should give them the competitive edge they need to continuously improve performance. Therefore, it looked at how MTN, Nigeria's performance in Abuja, Federal Capital Territory, was affected by customer relationship management. 395 workers from various offices participated in the survey. An adjusted sample size of 219 was determined after the study followed Yamane's simple methods for determining sample size. Stratified, purposive, and random sampling techniques were used to present a well-structured questionnaire to this sample size. Simple percentage (%) statistical methods were used to examine the collected data. ANOVA and multiple regression analysis were used to examine the hypotheses. According to the report, during the study's time frame, customer relationships management had a major effect on organizational performance in the Nigerian Federal Capital Territory's telecom sector. As a result, it suggested, among other things, that management, shareholders, and owners of various businesses, regardless of size, should constantly work to implement the best customer relationship management index that would enhance particular organizational performance metrics as identified in this study.

Keywords: CRM, Organisational Performance, Telecommunication, Developing Economies.

INTRODUCTION

As everyone knows, there is rarely a monopoly or monopolist in the business world in contemporary times as efforts have been and are still being made by the different governments across the globe including Nigeria's to continuously open up the business spaces to accommodate as many investors as possible that are desirous of doing legal businesses. This situation has given rise to highly intense and vicious competitions in the liberalized business sectors or industries in the different economies of many countries including Nigeria (Okeji, 2015). The marketing

thoughts, philosophies and practices of most or all businesses have shifted from product centric focus to customer centric. Different businesses in highly competitive industries like the telecommunication in Nigeria have shifted concentration from only selling as many of their products as possible to attracting, retaining and delighting as many of their customers as possible (Okeke, 2016).

Hoots (2005) cited by Dhman (2011) revealed that this development in the marketplace has provided the contemporary customer with so many choices never imagined in the past. The customer has truly climbed up ladder to the top

of the pyramid that confirmed and emphasized the terminology that the “customer is truly the king” and that the “customer is always right” as intensively and often used by managers and owners of businesses over the years. It could then be deduced that the primary goal of every business in recent times in line with the submission by Peter Drucker is to create and satisfy the customer. Peppers and Rogers (2004) opined that every business is desirous of getting, keeping and growing its customers even if that business concentrates on product innovation, low prices, operational efficiency and customer’s intimacy.

However, the developments gave birth to different businesses adopting and adapting different similar efforts using such components like soft and hardware technology; strategies through developing related goals and objectives ; processes through which they carry their modus operandi procedures, rules and policies; people (structure, incentive and skills) etc. to stimulate their customers attraction, satisfaction and retention programmes constantly enhance performances. Customer relationship management is referred to as this.

CRM as it is called by Ayuba (2012) can be defined as the business using diligent approach to the whole arrangement of its customers ‘touch point’ in order to enhance the performance of such an organization in all ramifications (Ayuba (2012) stated that CRM is aimed at improving the organization performance in areas such as market shares, sales turnover, loyalty of customers, organizational effectiveness, customers’ attraction as well as retention. As we see here, this business activity is attracting very serious and expanded attention both of and amongst practitioners, experts and Scholars. Increasingly, a growing number of businesses are developing, adopting and adapting customer centric strategies, techniques, programmes and technology to be effective and efficient in CRM.

Contemporary businesses have realized that customers have more power, more knowledge, and more influence than ever before and that it

is important for in-depth and integrated customer knowledge, Adiele and Justin (2013) observed that businesses are now building close cooperative and partnering relationships with customer and that Bhatia (2015) captured and submitted that businesses are taking seriously adopting effective and efficient CRM strategies in their business process by allowing customers to contribute their views to critical decision work such as product designing, pricing and distribution

Fox and Stead (2001) point out that successful, efficient and effective CRM involves understanding the desires, needs, and wants of customers and demands that these are placed at the centre of the business, by putting them at the centre of the business’ people, strategy, technology and business processes. In this instance however, if these needs, wants and desires are thought through and properly integrated into the above components of the business’s CRM the business is likely to have sustained performance improvement in, what could be argued are the more important, non-financial places such as market share, sales turnover, loyalty of customers, the effectiveness and capabilities of the organisation, the attraction and retention of customers.

It has been observed that despite the common knowledge, submissions and findings by scholars, practitioners and experts that there is rarely a monopoly in contemporary business world and that the contemporary customer has more knowledge, influence, power and choice, most businesses in highly competitive business sectors like the telecommunication sector in developing economies like Nigeria still undermine the importance of having a customer centric focus that should provide them with the needed edge for performance improvements at all times.

Most of these businesses like the Mobile Telecommunication Network (MTN) have completely or ignorantly neglected the development and/or adoption of effective CRM or have indifferently developed, adopted and implemented ineffective strategic CRM

activities by not inculcating them into their core components such as people, strategy, technology and processes (Buttle & Maklan, 2019). This poorly designed or adopted ineffective and implemented CRM in the aforementioned components (people, strategy, technology and processes) by such telecommunication outfits like the Mobile Telecommunication (MTN) has left so many customers with bitter tastes in their mouths and this has consequences on the business's effectiveness, market share, customer attraction and retention.

Specifically, it has been observed the business' people that are supposed to have been trained to possess the requisite and basic customer service skills, knowledge and experience are so uncouth and have consistently exhibited unsatisfactory services. Some of the business' call agents and representatives have poor communication etiquette while others have the tendency to be rude and impatient. They lack empathy (Eniola, 2015).

Similarly, the business's technology that includes the software or application is known to be very frustrating as customers with serious complaints are left on the answering machine for long periods of time. Most of the self-help platforms on and offline have proven to be ineffective or very complex to use over time. Furthermore, the business is known to be involved in a lot of deceptive advertising and promotional activities that have also left most customers highly dissatisfied. Above all, most customers within the Federal Capital Territory (FCT) battle with erratic and very poor network supplies.

LITERATURE REVIEW

Customer Relationship Management

According to Alawiyah and Humairoh (2017), CRM is a rapidly expanding business practice that includes all operations that have a direct impact on clients over the course of their relationship with a company. In order to optimize the lifetime worth of every single client, it analyzes and makes use of marketing

databases and communication technology, with an emphasis on strategic benefits rather than operational ones.

CRM is a comprehensive method of relationship management that emphasizes connection building and customer retention. CRM is the chain process to detect, produce knowledge, form relationships, and influence customer views, according to Okeke (2016) and Josiah and Nkamare (2019). Managing comprehensive data about each individual client and all of their "touch points" is crucial for maximizing customer loyalty, according to Kotler and Keller (2007).

Organisational Performance

A performance is often used dependent variable in managerial research. As a result of its dependence on various measurement variables, there is no universal accepted definition. According to Hanaysha (2016), performance can indicate and be referred to or defined in different ways based on the stages and complexities of the end. According to Eniola (2015), performance indexes should be done with a view to managing resources appropriately. Pradhan and Jena (2017) noted that performance is a multicomponent concept dependent on two significant variables: standard and actual.

Performance, according to Neely, Bourne and Mills and Platts (2003), is the assessment of progress at different organizational levels on the path to achieve set goals. Organizational performance according to Al-Hmouze (2016) is the evaluation of the progress of the organization towards its proclaimed goals and objectives with regard to its services and processes leading to sustainability through continuous development. Ojobi et al (2020) posit that performance be defined or explained in terms of an individual, organization or any other specified variable, and that is relative. Value creation strategies are applied for successfully and effectively parting an organization with purpose on accomplishing its objective.

Organisational Effectiveness

The phrase commonly used in practice and in research of organisational effectiveness. They went on to say that this concept and variable were present as a research topic since industrialization and the time of scientific management, when it was mostly measured as productivity and/or profits (Goodman, Atkin, and Schoorman 1983). Georgopoulos et al (1957) noted that it is a construct or index indicated and called organisational success or worth and basically concerned with the accomplishment of goals. For instance, Gaertner and Ramnarayan (1983) defined organisational effectiveness in terms of the ability of the Mobile Telecommunication Network (MTN) to successfully account for its outputs and operations to its various internal and external constituencies.

Organisational effectiveness can be just looking at an organisation's ability to achieve its set goals by undertaking the 'right things'. In simple terms, it can be described as a measurement tool or concept of how well organizations and businesses can fulfil their goals within limited resources, the CRM, without a big burden on the staff. It was described to be an online platform, being how the business or organisation will produce the target quota of products, how efficient their process is, and how much waste they will produce.

Market Share

Cornell defines market share as 'simply the percentage of market, or customer, or total sales (in value or total output) that a business holds in a particular market.' The study.com defines the share or the proportion of sales of that product or service made in the market. O'Regan (2002) describes this construct as business or company sales in relation to the total industry sales for a given period. According to efficiency hypothesis, market share is a result of efficiency and not cause of the same.

Competitive advantage, higher returns arise due to higher efficiency.

So according to the economictimes.indiatimes.com, market share is that part of the purchase of a customer for a product or service which a business receives. Many types of market share are possible, such as value or volume. The value market share is based on the company's total share out of the total segment sales. In business, volumes are the actual numbers of units that a business actually sells against the total number of units that it sells in the market place.

Customer Attraction and Retention

Balle (2020) defines customer attraction to be the art of using deliberate tricks at manipulating interest towards a business or its product or service. This may really function being a Customer Relationships Management (CRM). On the other hand, Olson (2021) viewed the customer retention as the ability of the business or company ability to gets its customers to come back and buy again, rather than driving them away to a competitor. This tells you if the product and the quality of service is exciting or satisfying the current customers.

Customer retention according to Kotler and Armstrong (2008) is the process of turning new customers into regular customers by stressing on customers value and long-term customer satisfaction. Customer retention as per Igiglobal.com an online platform is a process of keeping, sustaining or growing a customer(s) relationship with a business and its products (goods and services). Retention is the method of business, which maintains the customers tied to a business for a limitless duration of time through the completing of the requirement and the hopes of the customer. This is an important reason why there is growth of businesses.

Theoretical Framework

The study adopted the resource-based view of the resource-based view theory (RBV) that the competitive advantage, survival, growth and expansion to a firm is partly determined by the

type, the quality or quantity of the available resource (CRM) to the firm. It is a view that represents the business owners and managers in assembling their businesses from using the existing resources and capabilities or capabilities that they can acquire. This is one of the theoretical frameworks adopted in the study. It should be noted that Wernerfelt (1984) noted that resources had been found to be important antecedents to products, to performance.

Organisations, therefore, can be said to enjoy sustained competitive advantage through such resources as CRM, management types and skills, tacit knowledge, capital and strategic marketing, among others. Some Resource based theorist like Barney (2001); Grant (1991) and Priem and Butler, (2001) have asserted that organisational assets and resources like the customer relationship management systems and activities, and businesses owned and held quantity and quality of the organisations' resources: man, materials, methods, machines and money may explain the differences in performance. An observation was made that the Resource Based View (RBV) of the organisation and its resources and capabilities can be a good theoretical base of studying the organisation.

Review of Empirical Studies

Ullah et al. (2020) did a related study on effect of CRM, adoption on organisational performance: Here, we find that technological turbulence has a moderating effect on the positive effect of CRM, adoption on organisational performance having observed that to generate ongoing empirical understanding of CRM, adoption effect on organisational performance, requires ongoing empirical insights from different management perspectives. The purpose of this study was thus to contribute with empirical insights regarding the moderating role of technological turbulence in the banking sector.

A conceptual model was attempted to be tested with primary data collected and analysed from 277 CRM, employees of the banking sector in

Pakistan. Correlation and regression analysis were used statistical technique by the study and had been applied using SPSS software. The implications of the study is that CRM adoption has positive, critical impact on organisational performance in the two settings of B2C perspective in the banking sector. In addition, we find that CRM adoption leads to better organisational performance of the B2C organisation. Secondly, it discovered that technological turbulence has a negative leading effect on the alignment between CRM adoption and organisational performance.

This similar study was conducted by Amegavie et al. (2019) on CRM and its effect on organisational performance within the telecommunication industry of Ghana, having noted that reasons for some research results become often unclear and these could be due to the very different positions between CRM and company performance. The study was quantitative, and the analysis of the effect CRM has got on organisational performance was used a linear regression model. The study also reported that a CRM system that is well implemented has a positive effect on the performance of an organisation. Consequently, it claimed that industries should boost their (CRM) practices since it boosts their Organisational-Performance.

Santos (2019) surveyed the CSR and the effect of CRM on organisational performance. Copies of questionnaire were administered to 93 respondents and data collected. The data were subsequently analyzed with Chi-square (chi square) statistical tool. The result indicates that effective CRM has a strong relational linkage to organisational performance and CRM as a strategic variable that helps companies restructure interaction and promote improved company customer relationship by producing a mutually beneficial relations between buyer and seller. Accordingly, CRM should be the focal point of organisation in order to gain superior customer relationship management capability that will result in improved performance.

Soltani et al (2018) investigated the effect CRM has had on the organisation performance in order to ascertain the impact of technology, organisational capabilities, customer orientation, and customer knowledge management on CRM success. Data for analysis was taken from use of Partial Least Squares Structural Equation Modeling (PLS-SEM). The results showed that Information Technology, customer orientation, organisational capability and customer knowledge management impacts on the success of CRM.

Related study was undertaken by Nasution and Rafiki (2018) to investigate the relationship between CRM organisational factors such as top management support, customer orientation and training orientation and organisation performance of medium enterprises in the telecommunication industry in Indonesia. The study was quantitative through a self administered questionnaire method. At this stage, the stratified sampling was adopted and eventually 82 respondents made up of employees in three enterprises were chosen. The model was tested with data collected, and the relationship between variables explained using correlation and regression analysis. Findings reveal that organisational CRM factors has positive and significant effect on organisational performance. CRM becomes potential system that has great impact to the customers and business performance that recommended to the medium enterprises within the telecommunication industry in Indonesia to be adopted.

Ahmad et al. (2015) evaluated the influence of CRM capability on organisational performance with the moderating effect of competition intensity. The presence of competition is identified as the presence of problem to improve organisational performance through improving the customer relationship management capabilities: the customer interaction management capabilities and customer relationship upgrading capabilities. On 300 employees from telecom organizations of Pakistan using questionnaire copies were given. For testing further, a multiple logistic

regression analysis was used. They found businesses build a really long term and strong relationship with their customers.

Existing Gaps for the Study

Using various measurement indices or constructs of the independent and dependent variables as well as methodologies, a considerable number of empirical studies have been conducted both domestically and abroad on the impact of CRM on an organization's performance. These studies include those by Ullah et al. (2020), Amegavie et al. (2019), Santos (2019), Soltani et al. (2018), and many others. Suffice to state that rarely any study was conducted that adopted the four major components of CRM including the business' people, process, strategy, and technology revealed by Fox and Stead, (2001).

Consequently, this study adopted these CRM components as the measuring indices in order to examine how they separately and collectively impacted the MTN's non-financial performance variables including effectiveness, market share and customer attraction and retention in the last ten years. Therefore, by assessing the impact of the CRM component on the performance of a Nigerian telecommunications company, this study becomes important in closing this gap.

METHODOLOGY

To investigate how Customer Relationship Management (the independent variable) affects organizational performance (the dependent variable), the study used a variety of research techniques, including ex-post facto, survey, case study, and descriptive designs. Because the study concentrated on the facts that had occurred, the Ex-Post Facto design was chosen. Additionally, because data was collected from a predetermined and carefully chosen sample size from among the several offices of the study's case study, Mobile Telecommunication Network (MTN) in the Federal Capital Territory (FCT) of Nigeria, the survey and case study methodologies were used. Additionally, the descriptive and analytical methods were

used to describe the characteristics of the study variables, such as the primary and adopted components, as well as the level of impacts and interactions. The 395 workers at the various offices of the case study, Mobile Telecommunication Network (MTN), in the Federal Capital Territory (FCT) of Nigeria. The chosen sample size of 219 people from the six local councils in the Federal Capital Territory (FCT) was chosen for this study using the simple random sampling technique. However, the simple percentage statistical technique was used to disperse the determined sample size among these area councils. The sample size for the study was roughly 199 people. Additionally, the sample size was raised by 10% to lower the number of non-responses and boost the response rate. As a result, 219 respondents ($199 + 199(0.1)$) were used. Subsequently, this determined sample size was distributed amongst the different units or departments using the simple proportion statistical technique. The primary source for this study was the distribution of well-structured open-ended and closed ended

questionnaires to the respondents directly in order to extract pertinent information or data on the impact of CRM on organizational performance in the case study during the period under review or study. The secondary sources comprised the majority of the review of the related literature and some others were adopted as part of the findings and conclusions. The study instrument (questionnaire) underwent validity and reliability tests to ensure its ability to accurately measure the main variables. The study analyzes the data using descriptive statistical tools such as multiple regression, analysis of variance, mean, standard deviation, and simple percentage.

ANALYSIS AND DISCUSSION

219 copies of questionnaires were distributed while 177 representing 80.82% of the adjusted sample size (219) were completed and returned. The return rate was actually 88.94% of the original sample size of 199. That response rate was considered sufficient and was used for subsequent analysis and discussions

Test of Hypothesis One

(HO1): CRM hasn't had a major effect on MTN's (Mobile Telecommunication Network) in the FCT's organizational performance.

Table 4.8: Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.711 ^a	.505	.543	.3111	1.833

a. Predictors: (Constant), PPL, PRC, STG, TEC

b. Dependent Variable: EFF

Source: SPSS Output, 2024

The model summary table in Table 4.8 assesses how four separate Customer Relationship Management (CRM) indices affected the Organization's Effectiveness (EFF), which is a measure of the dependent variable (Organisational Performance) over the course

of the study. With an R² value of 0.505, all four indices contributed to 50.5% of the variations in EFF, with 49.5% coming from unmeasured variables. There was a substantial link between the indices, as evidenced by the variables' positive autocorrelation.

Table 4.9: ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1.431	4	.358	.033	.123 ^b
	Residual	38.866	172	.163		
	Total	40.296	176			

a. Dependent Variable: EFF

b. Predictors: (Constant), PPL, PRC, STG, TEC

Source: SPSS Output, 2024

Table 4.9 is the ANOVA table and it revealed the statistical significance determined using the computed f-statistics values that could be above or below the threshold (level of significance or acceptance of 0.01; 0.05 and 0.01). The table showed a calculated f-statistics value of .033 at a level of significance of 0.123, which was below the acceptable level of significance

(0.05). Thus, this value (0.033) indicated statistical significance between the variables and/or amongst their indices. The stated null hypothesis one (H_{01}) that CRM had not significantly impacted on the organisation's effectiveness at Mobile Telecommunication Network (MTN) in the FCT was rejected.

Table 4.10: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.697	.272		6.236	.000
	PPL	.123	.031	.123	1.887	.060
	PRC	.131	.012	.073	1.078	.282
	STG	.106	.043	.049	.758	.449
	TEC	.066	.023	.137	2.068	.040

a. Dependent Variable: EFF: Source: SPSS Output, 2024

$$E_{FF} = \alpha + \beta_1 (P_{PL}) + \beta_2 (P_{RC}) + \beta_3 (S_{TG}) + \beta_4 (T_{EC}) + \epsilon I \dots \dots \dots 1$$

$$E_{FF} = \alpha + .23P_{PL} + .131P_{RC} + .106S_{TG} + .066T_{EC} + \epsilon I$$

The study examined how Mobile Telecommunication Network (MTN) efficacy in the FCT was affected by Customer Relationship Management (CRM). The model

$E_{FF} = \alpha + .123P_{PL} + .131P_{RC} + .106S_{TG} + .066T_{EC} + \epsilon I$ showed that for every 1% change in MTN's effectiveness, 12.3% change in people (PPL), 13.1% change in process

(PRC), 10.6% change in strategy (STG), and 6.6% change in technology (TEC) occurred. The study concluded that MTN needs to focus

on increasing process rather than technology to maintain the same rate of change in effectiveness.

Test of Hypothesis Two

H₀₂: CRM has not significantly impacted on the market share at Mobile Telecommunication Network (MTN) in the FCT.

Table 4.11: Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.888 ^a	.788	.801	.36652	1.505

a. Predictors: (Constant), PPL, PRC, STG, TEC

b. Dependent Variable: MSH

Source: SPSS Output, 2024

The effect of four separate Customer Relationship Management (CRM) indices on an organization's market share (MSH), which is a measure of its performance, is displayed in Table 4.11. All four indices accounted for 50.5% of the changes in MSH, with 21.2%

coming from other factors not included in the study, according to the R² value of 0.788. The variables showed a significant association with a DW value of 1.505, indicating a positive autocorrelation.

Table 4.12: ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2.695	4	.674	.028	.001 ^b
	Residual	31.972	172	.134		
	Total	34.667	176			

a. Dependent Variable: MSH

b. Predictors: (Constant), PPL, PRC, STG, TEC

Source: SPSS Output, 2024

Table 4.12 is the ANOVA table and it revealed the statistical significance determined using the computed f-statistics values that could be above or below the threshold (level of significance or acceptance of 0.01; 0.05 and 0.01). The table showed a calculated f-statistics value of .028 at a level of significance of 0.001, which is below the acceptable level of significance (0.05).

Thus, this value (0.028) indicated statistical significance between the variables and/or amongst their indices. Consequently, the stated null hypothesis two (**H₀₂**) that CRM had not significantly impacted on the organisation's market share at Mobile Telecommunication Network (MTN) in the FCT was rejected.

Table 4.13: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.795	.247		7.274	.000
	PPL	.183	.227	.077	-1.202	.231
	PRC	.402	.326	.190	-2.873	.004
	STG	.236	.331	.005	.072	.943
	TEC	.208	.329	.154	-2.369	.019

a. Dependent Variable: MSH

Source: SPSS Output, 2024

$$M_{SH} = \alpha + \beta_1 (P_{PL}) + \beta_2 (P_{RC}) + \beta_3 (S_{TG}) + \beta_4 (T_{EC}) + \epsilon I \dots \dots \dots 2$$

$$M_{SH} = 1.795 + .183P_{PL} + .402P_{RC} + .236S_{TG} + .208T_{EC} + \epsilon I$$

The study analyzed the impact of Customer Relationship Management (CRM) on Mobile Telecommunication Network (MTN)'s market share (MSH) in the FCT. The model $M_{SH} = 1.795 + .183P_{PL} + .402P_{RC} + .236S_{TG} + .208T_{EC} + \epsilon I$ showed that for every 1%

change in MTN's MSH, 18.3% change in PPL, 40.2% change in PRC, 23.6% change in STG, and 20.8% change in TEC occurred. The study concluded that MTN needs to increase its people and process to maintain the same level of changes in its MSH.

Test of Hypothesis Three

H₀₃: CRM has not significantly impacted on the customer attraction and retention at Mobile Telecommunication Network (MTN) in the FCT.

Table 4.14: Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.761 ^a	.579	.623	.34109	1.715

a. Predictors: (Constant), PPL, PRC, STG, TEC

b. Dependent Variable: CAR

Source: SPSS Output, 2024

Table 4.14 presents the model summary table for the study, examining the impact of four independent variables (Customer Relationship Management, People, Process, Strategy, and

Technology) on the Organisation's customer attraction and retention capabilities. The results showed that all four indices were responsible for 57.9% of the changes in the Organisation's

CAR capabilities, with 42.1% due to other variables not captured in the study. A positive

autocorrelation was also observed among the variables.

Table 4.15: ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	4.665	4	1.166	.025	.010 ^b
	Residual	27.689	172	.116		
	Total	32.354	176			

a. Dependent Variable: CAR

b. Predictors: (Constant), PPL, PRC, STG, TEC

Source: SPSS Output, 2024

Table 4.15 is the ANOVA table and it revealed the statistical significance determined using the computed f-statistics values that could be above or below the threshold (level of significance or acceptance of 0.01; 0.05 and 0.01). The table showed a calculated f-statistics value of .025 at a level of significance of 0.010, which is below the acceptable level of significance (0.05). Thus, this value (0.025) indicated statistical significance between the variables and/or amongst their indices. Consequently, the stated null hypothesis three (H_{03}) that CRM had not significantly impacted on the organisation's customer attraction and retention (C_{AR}) capabilities at Mobile Telecommunication Network (MTN) in the FCT was rejected.

Table 4.16: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.360	.230		1.567	.118
	PPL	.174	.225	-.082	-1.339	.182
	PRC	.208	.324	.073	1.145	.254
	STG	.246	.229	.076	1.234	.219
	TEC	.144	.027	.330	5.264	.000

a. Dependent Variable: CAR: **Source:** SPSS Output, 2024

$$C_{AR} = \alpha + \beta_1 (P_{PL}) + \beta_2 (P_{RC}) + \beta_3 (S_{TG}) + \beta_4 (T_{EC}) + \epsilon I \dots \dots \dots 3$$

$$C_{AR} = 1.360 + .174P_{PL} + .208P_{RC} + .246S_{TG} + .144T_{EC} + \epsilon I$$

The study analyzed the impact of Customer Relationship Management (CRM) on customer attraction and retention (CAR) at Mobile Telecommunication Network (MTN) in the FCT. The model $C_{AR} = 1.360 + .174P_{PL} + .208P_{RC} + .246S_{TG} + .144T_{EC} + \epsilon I$ showed

that for every 1% change in CAR, 17.4% change in PPL capabilities, 20.8% change in PRC, 24.6% change in STG, and 14.4% change in TEC occurred. The study concluded that MTN needs to increase its strategy and less technology to maintain the same rate of changes

in customer attractions and retentions capabilities.

Findings and Discussion

With a focus on the Mobile Telecommunication Network (MTN), this study investigates how Customer Relationship Management (CRM) affects performance in Nigeria's telecom industry. The research examined the impact of CRM on various aspects of an organization's effectiveness, market share, and customer attraction and retention capabilities. The study found that the organization's technology had the most significant impact on its effectiveness, while the organization's people had the least impact. The organization's strategy also had the least impact, as it needed to increase less of its people and more of its process to increase the same rate of changes in its market shareholding.

The study also found that the organization's technology had the most significant impact on its customer attractions and retentions, while the organization's strategy had the least impact. Furthermore, all four adopted indices of CRM had significant impacts on each of the dependent variable, organizational performance. This result is consistent with other research on how CRM affects organizational performance across a range of industries, including marketing, telecommunications, and finance. According to the findings, CRM is essential for enhancing performance in fiercely competitive industries like telecommunications in developing nations like Nigeria.

CONCLUSION AND RECOMMENDATIONS

According to the study's findings, organizational performance in Nigeria's Federal Capital Territory (FCT) telecom sector is greatly impacted by customer relationships management. Even though monopolies are uncommon in today's economic environment,

companies in fiercely competitive industries like telecommunications in developing nations like Nigeria frequently undervalue the significance of a customer-centric approach. The study concluded that the organization's technology had the most impact on its effectiveness, while the organization's process had the least impact.

The organization's people had the most impact on its market share, while the organization's process had the least impact. The organization's technology had the most impact on its customer attractions and retentions, while the organization's strategy had the least impact. Customer relationship management via all four adopted indices had significant impacts on each of the dependent variable, organizational performance. Thus, customer relationships management significantly impacted organizational performance in the telecommunication industry in Nigeria's FCT. In light of the results, the study suggested that:

- i. The management and shareholders or owners of different organisations, no matter the size should always strive to adopt the most appropriate index of Customer relationship management that would positively improve on specific organisational performance variables as discovered in this study.
- ii. In agreement with the recommendation by Amegavie, et al (2019), this study also recommended that organisation should strive to improve on their Consumer Relationship Management (CRM) practices and activities since it has been proven to improve different facets of their organisational performances.
- iii. In line with Santos (2019), this study also suggested that CRM be become the organization's main focus in order to gain a competitive edge and enhance performance.

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