

Dynamic Capability of Customer Relationship Management and Market Performance of Five- Star Hotels in Nigeria

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Abstract

Customer relationship management, one of the first among equals strategic tool of 21st century for organizational success. The study purposefully is said to develop an encompassing framework that will marry dynamic capabilities and customer relationship management literature. The framework was tested on data collected from 20 five-star hotels in Nigeria using spearman Rank order correlation with the aid of SPSS version 22. Findings revealed that dynamic capability mediated the relationship between customer relationship management and marketing performance. It was based on the findings we conclude that organization will record superior performance when dynamic capability is immersed into CRM. Thus, it was based on that, we recommend that firms should begin align its resources and structures for greater outcomes.

1.0 Introduction

In evolution of marketing thought earlier theories emphasized production of goods, shortly the era fade way to give rise to selling. Thus, in the 1970's, new line of thought emerged emphasizing interaction between the seller and buyer, argument was strongly made for firms to advance towards customer-centric marketing instead of product-centric marketing. This was responsible for huge change on how firms are structured in recent times, in light of the fact that organizations move from product based structures to client based structures. A significant factor to this change is the rise of Customer Relationship Management (CRM), which depends on union of data frameworks advancement and software programming that enormously helps and improves the implementation processes. Generally, there is no uncertainty that CRM has its foundations in relationship marketing, which can as well be knit to the philosophy of marketing thought showcasing the need to concentrate on customer needs and wants for corporate profitability (Kotler & Armstrong, 2010; Nwokah, 2009), concentrating on the customer needs as opposed to concerted effort on hard-selling strategies and intense promotion. Nwoka & Didia (2015) were of the view that relationship marketing arose out of experts and practitioners in field of strategy as well in supply chain management. Additionally, all scholars concur that relationship promotion (relationship marketing) is the wellspring of CRM. Pavatier & Sheth (2001) argue that developing intermediary process is one of the components that prompted the rise of CRM; they further affirmed that the advent of computers and media communications advancements contributed fundamentally to the improvement of CRM.

2.0 Unifying Framework for CRM and Dynamic Capability

Interestingly, there are two perspectives with regards to the core elements of dynamic capability construct. For Eisenhardt & Martin (2000), codified analytical organizational routines forms dynamic capability which must be flexible enough in high velocity environment. For then dynamic capability has to be simple experimental and unstable processes to create rapidly new situation specific knowledge. In this research we argue that dynamic capability processes is necessary for CRM process to develop required business efficiencies through CRM implementation framework. For Teece et al., (2007) the core elements of dynamic capabilities are imbedded into organizational routines, both views are acceptable. Dynamic capability need to be kept simple continuous experimentation and flexible processes to respond to changing environment through discovering specific knowledge for any situation. According to Ambrossini & Bowman (2009) as in Nguyen e.t. al.,(2018) dynamic capability can be seen as both regenerative and renewing, regenerative enables firms to invent new practices of change and leads towards necessary organizational changes. Renewing focuses on achieving necessary resources and competencies that aids identification and exploitation of new opportunities. Several scholarly enquiries have argued for incorporating dynamic capability concept into CRM conceptualization and execution (Park & Seo, 2012; Martelo, Barroso & Cepedacarrion, 2011) cited by Nguyen et. al, (2018). This paper posits that dynamic processes are an aspect of dynamic capability that impacts on CRM for superior performance.

Another dimension to this is new product development or captured in other literature as continuous innovation, which has proved to be source of competitive edge and superior performance. Learning capability and innovation are the crux or core of sustenance of competitive edge. CRM dynamic capability framework will find its way into new product development. Explicitly, CRM and dynamic capability can minimize failure rate of new product by aligning new product development stages with customer testes and preferences and market requirement (Nguyen et al., 2018). Customer orientation which is a product of CRM and flexibility provided by dynamic capability can form a common front and required platform for sustainable and successful new product development. Scholars and practitioners in marketing have for long recognized the need for continuous innovation which sustains performance and competitive advantage (Sorercu & Spanjo, 2008) for us in this paper we perceive continuous innovation to mediate CRM impact on performance. It follows from this that successes definitely will be recorded once the firm has a clear perspective to customer needs (Ernst, Hoyer, Krifft & Krieger, 2011).

CRM as defined by Payne & Frow (2005) is a blending of relationship marketing concepts, strategic management and advanced technology. This means that if carefully pursued will lead to

an enhanced marketing capability. Vorhies & Morgan (2003) divided marketing capabilities into two (2) subsets, (i) specialized capability; this mainly handles accomplishment of marketing mix task and routines such as pricing, advertising and communication with clients or customers regularly, (ii) architectural capability which develops formidable structure for execution of marketing strategy. Both views are interdependent in sustaining efficiency in marketing capability. This framework holds potential for better performance.

Literature Review

3.1 Customer Orientation a Dimension of CRM

As a matter of first importance, a firm's main principal objective will always remain customer and market orientation; this is because it is this move that ensures customer long-lasting satisfaction and sustained loyalty. This is re-echoed by the fact that several studies have established the fact that good customer oriented behavior in any organization certainly ensures tremendous positive impact on performance (Kim, 2008; Yilmaz, Alpkın & Ergun 2005). So also, King & Burgess (2008) concluded that customer orientation is crucial and essential factor in implementing CRM successfully. Moreover, recent scholarly publications reveal that service organization such as hotels requires a precise understanding of customer orientation which definitely is of high importance to their performance (Kim, Lee & Yoo 2006; Sin et al., 2005). As in all service firms' service delivery takes place during interaction between service personnel and service receiver. Subsequently, in pursuit for a better service experience firms need to concentrate on customer interaction. Customer orientation can be accomplished through positive relationship between the client and service provider, researchers have established and supported the fact that customer orientation has a link with firms' performance (Asikhia, 2010, Lui, Luo & Shi 2003, Zhou, Brown & Dev, 2009). Furthermore, customer orientation is likewise one of the promoting sources that help firms comprehend the client, and along these lines help in giving a proper attention to address the issues of clients (Lui et al., 2003).

Notwithstanding, several empirical investigations have demonstrated the nexus between customer orientation and marketing planning capabilities (Morgan Vorties & Mason 2009). Besides, the positive and beneficial effect of customer orientation on customer loyalty and organizational performance is enormous. Most importantly, the customer is the primus and rationale for establishing a profitable oriented venture. Kotler & Keller (2009) expressed that the customer is the "king" in all transactions exercises in the firm. The aggressive 21st century business environment have moved attention from brand and/or product-centric to customer orientation (Kuasik Verblane, 2009). Client situated conducts in organizations centers around long haul fulfillment and dependability. Research properly brought up that the usage of a customer

orientation reasoning altogether which influences the organization's performance (Reimann, Schilke & Thomas, 2011). In Ryals (2005), it was demonstrated that British Banks and Insurance firms developed appropriate CRM strategies and thus influence performance through such also creating lifelong value for customers. This position does not so much deviate from other scholarly enquiries that execution of CRM is effective superior organizational outcome as the worth of customers' increases. For an organization to accomplish the ideal essence of performance customer loyalty and dependability must be higher than that of their rivals, it must locate ideal customer orientation (Yim et al (2005). Obviously, the most important objective of customer orientation is to accomplish a fruitful relationship through which the organization deals with the most beneficial customers, therein combining commitment to customer needs and feedback.

3.1.2 Knowledge Management a Dimension of CRM

Studies have established the fact that market information acquisition dissemination and usage processes impacts strongly on performance. Dutu & Halmajan (2011), Reinartz et al., (2004), & Shavazi, Moshabaki, Hoseini & Naiej (2013) found that relationship initiated and maintained significantly impacts on corporate performance. In addition, Wang & Feng (2012) demonstrated that CRM abilities (portrayed like CRM process) impacts on performance. Literature at our disposal validates essentiality of CRM processes on corporate performance. Thus, it is clear that information about customers can be sourced through interactions with them (customer) from different touch centers within the firm (Brohman, Richard, Piccoli & Parusuraman 2003), and the one of the method of assessing if CRM is up to its expectation and productive, is to effectively translate customer information into customer knowledge (Plessis & Broon, 2004; String fellow, Winter & Brown 2004). In this link, we can say that the ability to manage acquired knowledge suitably can amazingly help the firm's relationship. This will support successful and better customer relationship which will result to positive impact on performance (Abdulateef et al, 2010; Akroush et al 2011; Sin et al 2005, Yim et al 2005). In fact, it is imperative to remain competitive, this objective is impossible without broad information concerning the market, researching and optimizing the usage of existing data about the customers. In this manner, Lo, Stalcup & Lee (2010) recommend looking at the impact of knowledge management on hotel sector in future research. In this circumstance, researchers, concludes that there is need to further investigate knowledge management in hotel sector. However, while, hotels and any other organization that have a grasp of customer knowledge distributed amidst their departments among various departments are better off in terms of successful CRM implementation and marketing activities. In a nutshell, it has been established that improving the processes of acquiring, integrating and usage of customer knowledge is a goal organizations should pursue. Knowledge management is business strategies that create and accumulate organizational performance. Interestingly when emphasis are placed on knowledge management, Yueh, Lee & Barnes (2010) argue that

organizations can only survive competition when they have adequate knowledge about market situation, the customer and make use of them (Schierholz, Kolbe, & Brenner, 2007).

3.1.3 CRM-Based Technology a Dimension of CRM

Interestingly, several studies, conducted concerning information technology on organizational marketing outcomes are not too divergent one from another though with some exceptions about positive role IT plays on a firm's CRM strategy. In other words, these studies demonstrated that many customer centric strategies cannot be realistic without the help of IT (Abdullateef, Mokhrar & Yusoff et al., 2010, Eid 2007; Ozgener & Iraz 2006; Sigala, 2005; Sin et al 2005; Yeh et al, 2010). Consequently, CRM based technology enables and enhances organizational plan and successful implementation of marketing decisions geared towards retaining customers and make them more profitable, owing to availability of customer data base and every other information-storing, retrieval and usage systems (Roberts, Liu & Hazard, 2005). Additionally, Chang, Park & Chaiy (2010) empirically confirm that CRM technology improves marketing performance by providing valuable information about customers, which, in turn, will help both managers and employees to achieve specific marketing goals much more effectively. The term CRM technology can also be seen broadly as a suitable information technology put together to support the CRM processes (Jayachandram, Shamarma, Kaufman & Ramein 2005). CRM technology is used to track clients and respond promptly to their needs. Numerous investigation have been carried out on how and why sales representatives adopt and utilize such technologies (Chang, Park, & Chaiy, 2010). Research however, is yet to establish the factors at the institutional level that leads to effective use of CRM technologies. Therefore, there is ample need to clearly understand what firms can do to optimize the deployment of CRM technology. Similar to earlier work in the area (Kim, Suh & Hwang, 2002, Trainor, Andulis, Rapp & Agnihots 2003), CRM technology effectiveness should be seen as a firm's competence in utilizing CRM technologies to establish and sustain relationships with customers. In the context of CRM, customers refer to both individuals who are engaged in an active exchange relationship with the firm as well as prospective customer (prospects).

CRM execution depends to a large extent on organizational technological status and application, in fact CRM orientation can hardly be implemented in 21st century without state of the art technology especially in an iconic 5 star hotels (Sin et al., 2005; Yim et al., 2005). CRM activities rotates around technology applications in updating database programs to better understand and respond to changing customer needs and establishing sustainable relationships (Kotler & Keller, 2009; Mohammed & Rashid, 2012). CRM strategy implementation will amount to a failure if there is no adequate technological support (Danu & Halmaja, 2011). Studies conducted on the effect of

organizational information technology on overall performance pointed to the fact that adopting customer centric strategy by organization can hardly achieve expected result with absence of adequate information technology (Kunsik & Varblane, 2009, Mohammed & Rashid, 2012). Firms that merge CRM with information technology application improve on their efficiency and customer satisfaction, and impacts on their overall profitability. Notwithstanding, the cure reason for incorporating technology base-CRM is in its ability to enhance customer satisfaction, increased loyalty and most importantly facilitating long term relationships (Becker, Greve & Alberts 2009). It is of our interest to note that a good number of organizations (telecommunications, insurance, pensions etc) are optimizing the use of IT as a platform for efficient service delivery to customers. Customers trust and believe in the organization is reinstated by means of training and further organizational changes (Eid 2007).

3.2 CRM Organization a Dimension of CRM

Apparently, most scholars argue that CRM cannot be successful even if the organizations enjoy the most advanced technology and adapt a customer-orientated approach, unless the processes is completely immersed in the organizational system (Sin et al 2005; Yim et al, 2005). Furthermore, CRM success does not only need technological quality or systems, but it also requires an effective service concept as well as superior organizational driven procedures. Thus, the success of CRM implementation relies on the active involvement of the employee in the organization itself (Boulding, Stachin Ehret & Johnston, 2005; Poyie, 2006). It follows that CRM organization has to be an essential means through which firms effect fundamental changes in the way they organize their actual business processes for employees and customers (Sin et al, 2005; Yim et al, 2005).

Inevitably, all corporate resources (such as marketing capabilities, policies, norm, culture and organizational structure) have to be blended together in order to implement CRM successfully and, and on other hand, improve organizations' performance. Previous studies also affirm the positive impact of CRM organization on customer retention (Yim et al, 2005), marketing performance, vis-à-vis corporate performance (Akrouch et al., 2011; Sin et al 2005). Moreover, Richards & Jones (2008) posited that CRM organization influences future marketing decisions, such as brand differentiation, price, marketing communication and distribution in this regard. It follows that knowledge about customers plays a vital role in CRM, taking into consideration the fact that the main essence of collecting data about the customer is to get a clear image about them from different perspectives and stand point (Sin et al 2005). Therefore, firms can make use of such data to enable them establish beneficial relationship with their customers (Zahay & Griffin, 2004).

More importantly, customer orientated philosophy needs to be fully infused in a well structured corporate system. Mohammed & Rashid (2012) argue that to enhance service delivery employees

need to exhibit customer oriented behaviors; also firms need to develop a friendly and appropriate environment for service in work place. Researchers have shown that irrespective of sophisticated corporate technology and customer oriented strategy implemented successful CRM without being properly integrated within the organizational system performance will remain a mirage (Yim et al., 2005). Effective efficient CRM organization is the brain for a meaningful transformation of how firms order its conduct and operations within and around customers (Want et al, 2010). Inevitably, CRM execution lies on combination of factors such as technological mechanism and systems, operational procedures, employee's participation, commitment of management and favorable environment (Payne & Frow, 2005). Obviously firms at the present tries put into consideration improvement on their customer expectations via precise CRM organizational structure and also commitment on workers responsibilities (Sin, et al., 2005).

3.2.1 Market Shares

Market share can be defined as the percentage measure of the share obtained by an individual company from the total market available. Market share can refer to entire industries, narrow segments or a particular geographic area and also can apply to the past, present or future time periods. In this study market share will be represented by the percentage share of each firm's market against the total market. Market share is the portion percentage of sales of a particular product of services in a given region that are controlled by a company. Market share is used by businesses to determine the strength of an organization compared to others in the same sector. It also allows us to accurately assess organizations from year to year. Managing market share therefore, is a very important aspect of managing a business. For an organization to objectively measure its input against output, measurement of market share becomes cardinal. The measurement of market share provides a platform for assessment of organizational pricing strategies perception of customers over a new product, the impact of its promotional strategies, it is also a measure applied to assess performance of the marketing function (Morgan & Rego, 2006); it is a better and more accurate measure of the firm in that its indicators have direct bearing to the entire industry (Nwokah & Maclayton, 2006). Nwokah & Didia (2015) argues that it is the portion of the market attained and sustained through satisfied and retained customership. Therefore, it follows that to enhance the market share of a firm; we have to reinforce customer retention (Ateke & Iruka 2015) and provide the cardinal point of differentiation and maximize media presence (Mack, 1996) as in Didia & Nwokah (2015). Consequently, in 21st century businesses, to ascertain the health of the business is not only cardinal but well-founded in principle and practice. The most surer way to establish the quotient of a total market that a firm serves and capture is through the market share, it assesses how well customers patronize a give firm (Nwokah & Didia 2015; Bell, Keeney, & Little 2008; Gunasekaran, Williams & McCanghey, 2005). Most importantly, it denotes

the proportion of a market a firm controls in relation to its competitors in the industry. Based these we propose the following hypotheses;

H₁: Dynamic capability processes mediates the relationship between customer orientation and market share.

H₂: Dynamic capability processes mediates the relationship between knowledge management and market share.

H₃: Dynamic capability processes mediates the relationship between CRM-based technology and market share.

H₄: Dynamic capability processes mediates the relationship between CRM organization and market share.

3.2.2 Sales Growth

Sales growth is the quantity or number of goods sold or services sold in the normal operations of a company in a specific period. Sales growth is one of the indices used to measure performance. Business dictionary.com, (2002) stated that sales growth is influenced by many factors, such as features, price and availability as well as competitor's actions. Sales growth is generated by increasing brand awareness and brand preferences. Kotler & Keller (2008) is of the view that sales growth is the output or total quantity of products, sold by the manufacturer at any period of time. Sales growth is an increase witnessed in a firm's product over a given time interval and is often expressed and/or represented in percentages. It is useful in expressing the healthiness and wellbeing of a business and it is one of the matric associated with marketing performance and business performance as a whole (Morgan & Rego 2006; Ambler 2003). The wellness of any organization can be evaluated by the rate to which its sales grow (Didia & Nwokah, 2015). Successful new product contribution to a firm's profit through sales growth, sales growth is thus an essential parameter of business wellness (Nwokah 2008). Sales growth describes the rate which a firm's sales revenue increases. It is a paramount metric that firms should track and monitor over succeeding accounting intervals in order to have a fair grasp of trends because it is an essential component and instrument for forecast and aids decision making. Sales growth as a metric of business wellness provides executives and sales directors with an assessment of the firm's performance (Klipfolio, 2015). In fact, it is a matrix that is the most useful in determine sales people performance vis-à-vis their individual contribution to the organizational goals. Based on this we propose the following hypotheses;

H₅: Continuous innovation mediates the relationship between customer orientation and sales growth

H₆: Continuous innovation mediates the relationship between knowledge management and sales growth

H₇: Continuous innovation mediates the relationship between CRM-based technology and sales growth.

H₈: Continuous innovation mediates the relationship between CRM organization and sales growth.

3.2.3 Profitability

This is a measure of volume to show if the company is doing well or not. It is the excess of total income over total expenses during a given period of time. Profitability is one of the indices used to measure corporate performance. The task of any business is to deliver customer value at a profit, (Kotler, et al., 2007). Profitability is ability of a firm to generate net income on a consistent basis. It is often measured by price to earnings ratio (businessdictionary.com, 2010). Profit is financial benefit that is realized when the amount of revenue gained from a business activity exceeds the expenses, costs and taxes needed to sustain the activity. However, managers are now paying more attention to profit not just sales, profit and profitability appraisal, will touch virtually every aspect of marketing and is the thread which runs right through the corporate and marketing planning organization. Profitability which is key financial measure can hardly be outdated; it is more precise and comprehensive measure accommodating both inputs and outputs to a particular currency. There is no doubt that financial gains are the cardinal objective of every profit making venture, and most times business decisions are financially based. Financial evaluations have in it the capacity to drive change than any other measure. Woodburn (2004) as cited in Nwokah (2009) suggest that marketing also has an impact as financial performance through its income generating capacity, in reality financial assessment entails income as well as expenditure. Ambler (2000) argues that profitability metrics are usually the first type to be employed to evaluate marketing performance. In fact, profit as we all know is the monetary earning a business organization achieves after deducting associated cost, that is, cost of operations, raw materials and related ones such as salaries, wages, expenses rents etc (Nickels, McHush 2011). Therefore, profitability is the ability of a business undertaking to make profit put similarly, the degree to which a business is profitable. For our sister discipline accountancy profitability is the most viable matric and, it is said to be quantitative method of assessing a firm's ability to generate earning in excess of the combination of all the expenses incurred on a particular investment during a specific accounting period. Scholarly investigations have revealed that Return on Equity (ROE) and Return on Assets (ROA) are indicators of profitability. These and many more are the basis we propose the following hypotheses;

H₉: Marketing capability mediates the relationship between customer orientation and profitability

H₁₀: Marketing capability mediates the relationship between knowledge management and profitability.

H₁₁: Marketing capability mediates the relationship between CRM-based technology and profitability

H₁₂: Marketing capability mediates the relationship between CRM organization and profitability

3.3 Study Conceptual Framework

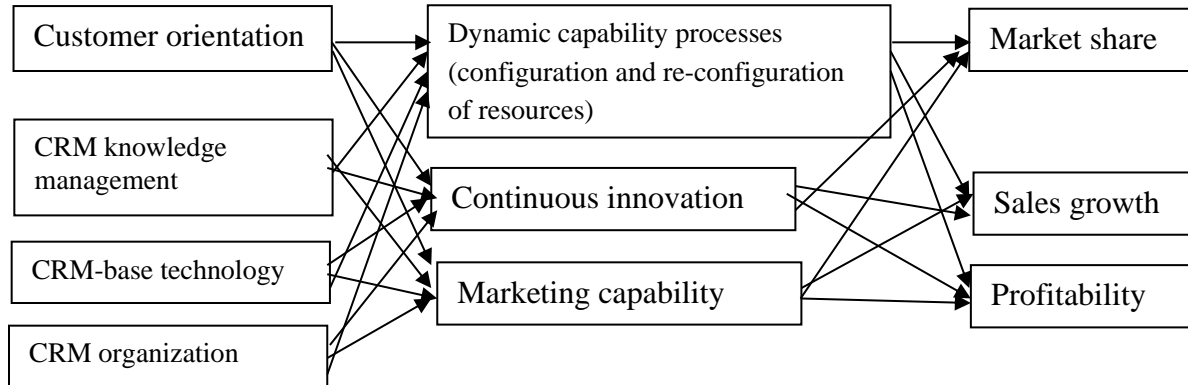


Fig 1: Framework of CRM dynamic capability impact on marketing performance

Source: Researchers’ review of literature

As seen in figure 1, our proposed model consists of three elements, independent (co), CRM knowledge management (km), CRM-based technology (CRM-BT) and CRM organization (CRMO), the mediating variables are CRM dynamic capability processes (DCS), continuous innovation (CO) and marketing capability (MC) and lastly dependent variables market share (MS) sales growth (SG) and profitability. The relationship is based. The model is based on mediating effect of dynamic capability on the relationship between CRM and marketing performance.

4.0 Methodology

A quantitative research technique was adopted, since it is based on research philosophy that makes use of collected (sourced information) by the researcher either to support or reject stated hypotheses. The data from deductive approach can be computed numerically and thus calculated. The deductive approach was adopted since it enhances conclusion being drawn in line with the philosophy of positivism which includes hypotheses and to prove assumptions (Anderson, 2009). The study population is the hotels industry specifically five-star hotels while the context of the research rests on dynamic capability of CRM and marketing performance. 20 firms constituted the sample size. The respondents were drawn from principal officers’ or rather key officers in these firms that handle customers on daily basis, made up of the General Manager (GM), Director of

Sales and Marketing (DSM), Sales Manager (SM), Reservation Officer (RO) and Customer Complain Manager (CCM) of these firms. Preliminary investigation revealed that all of them handle customers (guests) on daily basis. It will not be out of place to assume that they have best vantage point for viewing the entire organization basically because of their exposure and thus in position to provide the most accurate responses. The researchers administered 90 copies of the questionnaire to respondents and 75copies returned. The instrument for data collection was structured in four (4) sections. Sixty seven items questionnaire was used to elicit information for the study. Section A, contains the demographic variables while section B, contains information on the predictor variable and section C, contain information on criterion variable of the study.

4.1 Reliability and Validity

In scaling validity has to do with the accuracy of measurement power of the research instruments similarly, the extent to which conclusions are true. Firstly, the instrument were subjected to face validity involving the scrutiny of supervisors, colleagues and also other informed persons to ensure that the instrument is able to represent the property of the measure. Secondly, pilot testing was employed measurement on selected sampling units to enhance correction of inconsistencies. On the other hand, reliability measure how empirical the results is, it is the ability of the same set of items to be measured generating similar results if replicated in similar setting. It therefore connotes less measurement error and improved consistency. Scientifically, Cronbach's Alpha (α) was used to measure reliability of research instrument that describe the factors/constructs SPSS output (table 3.2 is very instructive) shows that the instruments were reliable, at least it did not fall below the benchmark.

Table 3.2: Reliability statistics

S/n	Construct	Number of cases	No of items	Cronbach's Alpha
1.	Customer orientation	75	16	.820
2.	CRM processes/knowledge management	75	17	.885
3.	CRM based technology	75	16	.927
4.	CRM organization	75	16	.844
5.	Technical efficiency	75	4	.753
6.	Sales growth	75	5	.939
7.	Market share	75	5	.832
8.	Profitability	75	5	.882

Source: SPSS output version 20

Thus, we tested the validity of the criteria employed in the study by deploying alpha coefficient and the coefficient of validity. According to the stability coefficient Croubach’s Alpha (which measures the consistency and internal stability of elements that measure the independent and dependant variables of the study), if the coefficient is less than 0.60, the consistency and internal stability is considered to be weak, if the coefficient varies between 0.60 and less than 0.80, it is considered acceptable. But, if the coefficient varies between 0.80 to 0.85 it is considered good. In case the coefficient is higher 0.85 to one it is considered excellent. Statistically, the close it is to one (alpha coefficient) the more it is considered consistent and internally stable (Soliman 2011 quoting Sekaran, 1992).

5.0 Hypothesis Testing and Analysis

H₁: Dynamic capability processes mediates the relationship between customer orientation and market share

Table 4.11: Correlation between Customer Orientation and Market Share

		CUSTOMER ORIENTATION	MARKET SHARES
Spearman's rho	Correlation Coefficient	1.000	.518**
	CUSTOMER ORIENTATION		
	Sig. (2-tailed)	.	.000
	N	75	75
	Correlation Coefficient	.518**	1.000
	MARKET SHARES		
	Sig. (2-tailed)	.000	.
	N	75	75

** . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS 20.0 output (based on 2019 field survey data)

Research hypothesis one stated that CRM customer orientation does not significantly influence market share. Our finding resulted from the test of H₀₁ and it showed that customer orientation attracted a significant positive correlation coefficient $r=0.518$, testing the hypothesis at 0.01 level of significant. Findings therefore revealed that these organizations are customer oriented; the study demonstrates that customer orientation contributes to marketing performances. This is not divergent, neither vary from existing literature, the five point measurement items has validated or cross validated existing literature and empirical works. It is base on this that we argue that customer orientation drives performance. Since the coefficient of determination ($r^2=0.27$) is 27, it follows that 27% of market share could be accounted for or vis-à-vis increased with improvement on customer orientation measures. Therefore, it is the position of this finding that customer orientation affects market share. This finding is in consonance with Elkordy (2014) the study admitted that

the four dimensions of CRM Dynamic Capability exhibited a link to performance, went on to illustrate that CRMC orientation has a significant positive influence on performance with a part coefficient of 0.39, the variable in that study explain 28% of performance. In Coltman (2007) there was a positive relation between CRM customer orientation and market share when the result find out $r=0.39$.

H₂: Dynamic capability processes mediates the relationship between knowledge management and market share

Correlation between Customer Orientation and Sales Growth

			CUSTOMER ORIENTATION	SALES GROWTH
Spearman's rho	CUSTOMER ORIENTATION	Correlation Coefficient	1.000	.471**
		Sig. (2-tailed)	.	.000
		N	75	75
	SALES GROWTH	Correlation Coefficient	.471**	1.000
		Sig. (2-tailed)	.000	.
		N	75	75

** . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS 20.0 output (based on 2019 field survey data) detail in appendices

Furthermore, for the second test, i.e., orientation sales growth CRM customer orientation attracts moderate correlation coefficient ($r = 0.471$ $p<0.05$) thus, put in its clearest terms customer orientation account for 22% of sales growth. Our findings established a strong and positive relationship between customer orientation and market share. The findings revealed that these firms with their management practice customer orientation, which in turn leads to a positive result and improves their market share. Precisely, it follows that these firms having understood the importance of customer orientation and have applied them to enhance and improve their marketing performance. As can be deduced from the result, increase in customer orientation lead to increase on sales growth. This is agreement with previous studies Elkordy (2014). In Weng and Eldesonki (2018) customer orientation was tested to prove 37% of customer retention in Egyptian hotels.

H₃: Dynamic capability processes mediates the relationship between CRM-based technology and market share

Correlation between Customer Orientation and Profitability

Correlations

		CUSTOMER ORIENTATION	PROFITABILITY
Spearman's rho	Correlation Coefficient	1.000	.439**
	CUSTOMER ORIENTATION		
	Sig. (2-tailed)	.	.000
	N	75	75
	PROFITABILITY		
	Sig. (2-tailed)	.439**	1.000
	N	75	75

** . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS 20.0 output (based on 2019 field survey data)

This study argue that organizations that adopt a customer oriented behavior having understood customer needs and developing applicable strategies to satisfy then will likely influence its marketing capabilities, this do not in any way vary with the findings of Richards and Jones (2008), Stockdale (2007), Akroush *et. al.*, (2011), Lee, Naylor & Chen, (2010). The third test on CRM orientation on profitability, having accepted the alternate hypothesis; it therefore means that there is a significant relationship between CRM customer orientation and profitability. It implies that managers of these firms have inbuilt system of customer centrist in their system. Therefore, it is trite to posit that the entire organization is immersed in customer orientation. These findings reflect practical reality and can find its place in literature and theoretical postulations, when put into consideration the prominent role and place customer orientation plays in any organization, in that it is the life wire of any organization. The interaction between CRM customer orientation and profitability looking into our findings is significantly positive with correlation coefficient ($r = 0.439$ $p > 0.05$), from the result it can be argued that these variables can or moves in the same direction which means that increase in one will lead to a reactionary or subsequent increase in the other. The result shows that customer orientation will account for at least 19% of profitability since $R^2 = 0.19$. This agrees with (Narver & Slater 20002003) findings.

H4: Dynamic capability processes mediates the relationship between CRM organization and market share

Correlation between CRM Processes or Knowledge Management and Market Share

Correlations

			PROCESS/KNOWLEDGE MANAGEMENT	MARKET SHARES
Spearman's rho	PROCESS/KNOWLEDGE MANAGEMENT	Correlation Coefficient	1.000	.564**
		Sig. (2-tailed)	.	.000
		N	75	75
	MARKET SHARES	Correlation Coefficient	.564**	1.000
		Sig. (2-tailed)	.000	.
		N	75	75

** . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS 20.0 output (based on 2019 field survey data)

These firms for long recognize the fact that a seamless process with minimal complications is a plus to their market share. Take for instance the impact a lengthy procedure before recovering a failed service can have on customer satisfaction. Putting up a seamless processes is a must do for these firms especially putting into consideration the intensity of 21st century competition. The interaction between CRM processes and market share is statistically significant (see $r=0.564$ $p<0.05$), buttressing the fact that improved processes increases its effects on market share by increasing it, arguably the result indicate improved processes accounts for 32% of market share. Perhaps improved processes will reduce customer switch and increase repurchase also spread positive word-of-mouth which positively affects and also improve performance. It agrees with Coltman (2007), Elkordy (2014) Mohammed, Rashid & Tuhor (2016). The result reveals that CRM is stronger on market share when CRM is best aligned with a strategy that puts more attention on market sensing and customer analysis. The result also prove that there will be an enhanced performance, as management move from expressed needs of its target customers to proactive strategy base on modeling latent customer needs.

H₅: Continuous innovation mediates the relationship between customer orientation and sales growth

Correlation between CRM Processes and Sales Growth

Correlations

			PROCESS/KNOWLEDGE MANAGEMENT	SALES GROWTH
Spearman's rho	PROCESS/KNOWLEDGE MANAGEMENT	Correlation Coefficient	1.000	.379**
		Sig. (2-tailed)	.	.001
		N	75	75
	SALES GROWTH	Correlation Coefficient	.379**	1.000
		Sig. (2-tailed)	.001	.
		N	75	75

** . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS 20.0 output (based on 2019 field survey data)

For test of H₀₅ the result showed that CRM processes attracts weak but positive correlation coefficient ($r = 0.379$ $p < 0.05$). It can be explain that the relationship between the two variables were on the same direction. Experience in the real business world explains and supports this, it follows that as these organizations improve their processes at least there will be a corresponding increase on sales growth of 14%, and this is in agreement with (Nyo et al, 2018). Few extrapolated knowledge and discussion with some experts in the sector also suggest and support same, improved processes positively impacts on word-of-mouth and increase repurchase intention. Looking in words through improved processes turns to corporate competence and capability which within a given time will turn to a source of sustained competitive advantage. Another study Basha, et al., (2018) also supports this.

H₆: Continuous innovation mediates the relationship between knowledge management and sales growth

Correlation between CRM Processes and Profitability

Correlations

			PROCESS/KNOWLE DGE MANAGEMENT	PROFITABILITY
Spearman's rho	PROCESS/KNOWLEDGE MANAGEMENT	Correlation Coefficient	1.000	.390**
		Sig. (2-tailed)	.	.001
		N	75	75
	PROFITABILITY	Correlation Coefficient	.390**	1.000
		Sig. (2-tailed)	.001	.
		N	75	75

** . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS 20.0 output (based on 2019 field survey data)

For test of H_{06} CRM processes and profitability attracts moderate and positive correlation coefficient ($r=0.390$ $p>0.05$) as processes improves, its impact on profitability increases vis-à-vis, it accounts for at least 15% increase in profitability as demonstrated in our result. This finding is consistent with previous studies (Elkord 2014, Kim and Kim 2019 etc). The explanation of this finding is that relationship initiation retention and termination if properly managed will lead to higher profit margin as the entire processes have both direct and indirect impact on profitability.

H7: Continuous innovation mediates the relationship between CRM-based technology and sales growth

Correlation between CRM Based Technology and Market share

Correlations

			BASED TECHNOLOGY AND MARKETING PERFORMANCE	MARKET SHARES
Spearman's rho	BASED TECHNOLOGY AND MARKETING PERFORMANCE	Correlation Coefficient	1.000	.474**
		Sig. (2-tailed)	.	.000
		N	75	75
	MARKET SHARES	Correlation Coefficient	.474**	1.000
		Sig. (2-tailed)	.000	.
		N	75	75

** . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS 20.0 output (based on 2019 field survey data)

Test of H_{07} reveal that CRM-based technology attracts significant, moderate and positive correlation coefficient ($r = 0.474$) between CRM-based technology and sales growth, there is express, positive and strong relationship. Thus, since $r^2 = 0.22$ shows that CRM based technology accounts for 22% of sales, it equally follows that if there is improvement in technology there is going to be a corresponding increase in sales since both are moving in the same direction. This finding is in agreement with previous once (Eldesonki, & Wen, 2018; Salimen, 2011). Firms position themselves and stand out of the crowd doing things better than the way its contemporaries or competitors do them. Arguably, technology seems to be a major tool for 21st century businesses especially in five-star hotels.

H₈: Continuous innovation mediates the relationship between CRM organization and sales growth.
Correlation between CRM Based Technology and Sales Growth

Correlations			BASED TECHNOLOGY AND MARKETING PERFORMANCE	SALES GROWTH
Spearman's rho	BASED TECHNOLOGY AND MARKETING PERFORMANCE	Correlation Coefficient	1.000	.536**
		Sig. (2-tailed)	.	.000
		N	75	75
	SALES GROWTH	Correlation Coefficient	.536**	1.000
		Sig. (2-tailed)	.000	.
		N	75	75

** . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS 20.0 output (based on 2019 field survey data)

Test of H₀₈ reveal that CRM-based technology attracts significant moderate and positive correlation coefficient ($r = 0.536$) between CRM-based technology and sales growth, there is express, positive and strong relationship. Thus, since $r^2 = 0.29$ shows that CRM based technology accounts for 29% of sales, it equally follows that if there is improvement in technology there is going to be a corresponding increase in sales since both are moving in the same direction. This finding is in agreement with previous once (Eldesonki, & Wen, 2018; Salimen, 2011). Firms position themselves and stand out of the crowd doing things better than the way its contemporaries or competitors do them. Arguably, technology seems to be a major tool for 21st century businesses especially in five-star hotels.

H₉: Marketing capability mediates the relationship between customer orientation and profitability
Correlation between CRM Based Technology and Profitability

Correlations			BASED TECHNOLOGY AND MARKETING PERFORMANCE	PROFITABILITY
Spearman's rho	BASED TECHNOLOGY AND MARKETING PERFORMANCE	Correlation Coefficient	1.000	.425**
		Sig. (2-tailed)	.	.000
		N	75	75
	PROFITABILITY	Correlation Coefficient	.425**	1.000
		Sig. (2-tailed)	.000	.
		N	75	75

** . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS 20.0 output (based on 2019 field survey data)

Test of H₀₉ showed that CRM based technology attracts significant, moderate and positive interaction with profitability (0.425, $p < 0.05$), the nexus between profitability and CRM-based technology is strong accounting for at least 18% of profit. It equally follows that improvement or increase in technology will lead to increase in profit with the coefficient of determination ($r^2 =$

0.18). To lend support to this finding previous studies such as (Wu & Lu 2012; Adul Alem et al 2013; Elkordy 2014; Eldesonk, & Wen, 2018), all support the notion that state-of-the-art technology impacts on corporate performance vis-à-vis profitability.

H₁₀: Marketing capability mediates the relationship between knowledge management and profitability.

Correlation between CRM Organization and Market share

			Correlation	
			ORGANISATION AND MARKETING PERFORMANCE	MARKET SHARES
Spearman's rho	ORGANISATION AND MARKETING PERFORMANCE	Correlation Coefficient	1.000	.510**
		Sig. (2-tailed)	.	.000
		N	75	75
	MARKET SHARES	Correlation Coefficient	.510**	1.000
		Sig. (2-tailed)	.000	.
		N	75	75

Test of H₀₁₀ revealed that CRM organization significantly influenced market share with a correlation coefficient ($r = 0.510$), and weighted average impact of ($r^2 = 0.26$) indicating that CRM organization accounts for 26% of market share showing a direct relationship. This finding can better be appreciated when we understand the fact that the tourism industry is a competitive one and as such requires management of these organization to live up to responsibility, when the organization put in appropriate measures and supports that leads to performance it stands chance of superior performance with its competitors. Studies (Akrough et al 2018; Abudul Alem et al 2013) reveal that firms position themselves for better performance when it internalizes problem solving and complain handling mechanism within itself. Sin et al (2005) , Yin et al (2005) argue from their finding that CRM cannot be successful even if the organization enjoys the most advanced technology and adapt customer-oriented approach, unless the project completely integrated by then.

H₁₁: Marketing capability mediates the relationship between CRM-based technology and profitability

Correction between CRM Organization and Sales Growth

Correlations

			ORGANISATION AND MARKETING PERFORMANCE	SALES GROWTH
Spearman's rho	ORGANISATION AND MARKETING PERFORMANCE	Correlation Coefficient	1.000	.618**
		Sig. (2-tailed)	.	.000
		N	75	75
	SALES GROWTH	Correlation Coefficient	.618**	1.000
		Sig. (2-tailed)	.000	.
		N	75	75

** . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS 20.0 output (based on 2019 field survey data)

Test of H₀₁₁ found that CRM organization attracts significant, strong and positive interaction with sales growth. With (0.618, p<0.05) and a direct weighted average impact of (0.38) showing that the two variables moves on the same direction. The explanation to this finding is that where there is a good working environment for service at work, for instance providing staff with modern tools and technology that aids their work, will be a corresponding improvement on sales growth, were the service personnel are motivated and provided a conducive working environment the reflection of that can visibly be seen in positive interaction with guests. Several studies supports this (Mohammed & Rashid 2012; Elkordi 2014), obviously it is the organization that determines and defines service concept and provide suitable operational procedure all these directly impacts on sales growth.

H₁₂: Marketing capability mediates the relationship between CRM organization and profitability

Correlation between CRM Organization and Profitability

Correlations

			ORGANISATION AND MARKETING PERFORMANCE	PROFITABILITY
Spearman's rho	ORGANISATION AND MARKETING PERFORMANCE	Correlation Coefficient	1.000	.498**
		Sig. (2-tailed)	.	.000
		N	75	75
	PROFITABILITY	Correlation Coefficient	.498**	1.000
		Sig. (2-tailed)	.000	.
		N	75	75

** . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS 20.0 output (based on 2019 field survey data)

Test of H_{012} found that CRM organization attracts significant, moderate and positive interaction with profitability with ($r = 0.498$, $p < 0.05$) and a direct weighted average impact ($r^2 = 0.18$) which implies that improved organizational system account for at least 18% of profitability. There is a clear evidence that the two variables moves towards one direction, the relationship is a positive one, the finding does not as much vary from previous once (Cheng, 2007; Birshir et al 2014).

5.1 Conclusion

Generally, all the dimensions of CRM exhibited and demonstrated a positive link to marketing performance. However, if we isolate the dimension and measure them simultaneously CRM organization out stood others as key determinant of marketing performance. Also, there are several other empirical evidence to attest and affirm this, the importance and impact of CRM organization on performance (Yim *et. al.*, 2004; Mohammed & Rashed, 2016). In Garrido- Moreno & Padilla-Melendez (2011) CRM organization demonstrated a direct antecedent to performance acting as a mediator to other determinants. Going by the resource base view (RBV), an organization competitive advantage lies on its ability to optimize its valuable resources in full; it therefore means that, with the best of CRM technologies, well rooted customer oriented culture and balanced CRM processes, not much progress will be recorded until the firm aligns organization with CRM to actualize its full potential.

From our analysis we conclude that the four dimensions of CRM when mediated by dynamic resources impacts positively on marketing performance, the result from our analysis indicates that a change in any of these dimensions leads to corresponding change on marketing performance. Thus, to increase and improve in marketing performance attention needs to be given to CRM since marketing performance finds its explanation on CRM. The tourism and hospitality sector of Nigerian economy is characterized with high competition, since the industry is characterized with well informed customers. CRM is now a buzzword of recent and like all new initiatives, suffers when it is poorly understood, improperly applied and not properly measured and managed. In this study we have demonstrated that CRM programs can be more successful if organization deploys it as a dynamic capability, when this is the case CRM programs will be directed towards express and latent customer value that competitors cannot match.

5.2 Implications of the Study

Based on the conclusions draw from the discussion, theoretical and practical implication were put forward to drive further scholarly inquiries and to enhance managerial decisions.

5.2.1 Theoretical Implications

Scholars and practitioners are still in pursuit of a better perception and understanding CRM to enhance its maximum input. The available literature on CRM has various perspectives, most researchers' talks about CRM from the perspective of IT infrastructure, other look at it from the underlining marketing philosophy. For us in this work, we view CRM as an organizational dynamic capability; this can only be practicable when profitability and long-term competitive edge is pursued via focusing, customizing offerings and modeling organizational behavior towards long term relationship with customers. This study postulates and identifies dynamic capability as the nexus between CRM and marketing performance, therefore, to enhance performance dynamic capability will find its way into continuous new product development to strengthening marketing capability in organizational quest for CRM (Wang, & Kin, 2017). As a dynamic capability the quest to pursue superior performance via CRM should keep the organization up and doing including creating and developing new products to strengthen its operations.

5.2.2 Practical Implication

Bearing in mind that the crux of this work was to validate and cross-validate the interaction between CRM as dynamic capability and marketing performance. Thus, based on the findings these practical implications are drawn.

- ❖ Result from this study suggests a tie of four dimensions of CRM to market share, sales growth and profitability since findings showed that the statistically significant relationship between them.
- ❖ The study also provides ample evidence to service delivery around three basic constructs: sound business architecture, seamless information technology system and human analytics for superior performance.
- ❖ Finding support the need for service delivery environment to enable the employees put in their best and also design a reward system that will acknowledge hard work and reward such.
- ❖ The result also suggests continuous training of service personnel's for effective service delivery.
- ❖ To remain strategic and competitive amidst varieties and well informed consumers management must anticipate latent customer need and design offerings around such.

5.3 Recommendations

This study conceptualized CRM as a distinctive capability, based on our findings we recommend thus:

1. Dynamic capability of CRM should be the basis to run these hotels vis-à-vis other business rather than a tool or a system to support its operations.
2. Internal processes should be harmonized to have an external focus and direction which is the customer.
3. Strategic planning should deploy CRM as its major tool based on our findings.
4. Since hotel product is generic in nature relying on traditional marketing strategies will yield little or no benefit, this is why dynamic capability CRM is emphasized so that firms in this sector will begin to provide customized services to improve customer loyalty.
5. Evidence aggregated from the review of extant literature suggest more emphases on configuration and re-configuration of resources.
6. Hotels should personalize their offerings based on the maxim “know your customer” (KYC).

5.4 Limitations and Suggestion for further Studies

Findings of this study do not automatically apply to every setting for obvious reasons, differences in industry demands that peculiarity of industries should be considered before generalization. Therefore, extended data and measures are required by replicating this study on other geographic locations and industries in order to ensure validity and reliability and possibly build theories. Secondly, some errors seemed to unavoidable in the course of converting data (e.g, from ordinal to interval scales) just as all measures used appear subjective and prone to common method bias. Thirdly, other geographic factors not captured in the study may be handled by future researchers. Future research can expand the dimensions of the independent variables and other measures of the dependent variables not captured in the study. This is why we suggest integration of other factors that may better predict market performance.

However, our limitations are also owing to the fact that our study focused on four dimension of CRM against three dimensions of marketing performance, further studies can expand either dimension of CRM or measures of marketing performance.. The findings of this study may not automatically apply to every industry and/or economy, since one sure way of building external validity is conducting similar surveys in other industries (Shian, Han & Wang 2009) and perhaps doing it repeatedly to take advantage of environmental changes, to control extraneous variables and build laws.

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