Customer Relationship Management and Its Effect on Business Growth: A Focus on Microfinance Banks in Delta State, Nigeria

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Abstract: The study examined customer relationship management and its effect on business growth with a focus on microfinance subsector of the economy. The specific objectives are (i) to find out if customer relationship upgrading has effect on business growth, (ii) to determine customer knowledge management and its effect on business growth, (iii) to ascertain if customer interaction management has any effect on business growth, (iv) to establish a positive and significant relationship, between customer relationship management and business growth. The researcher successfully gathered the data needed in conducting the research; the primary data and secondary data were used to address the study problem. The primary data involved the use of questionnaire instrument which were designed to elicit information from respondents. The secondary data sources were gotten from textbooks, journals, publications and internet relating to the topic. The data were analyzed using simple percentage and multiple regression (version 23) statistical tools respectively. The result revealed that customer relationship management has significant relationship with business growth. In conclusion, customer relationship management practices with its unique concepts, measure and tools such as customer relationship upgrading, customer knowledge management and customer interaction management, if properly communicated, could have great influence on business growth. It was recommended that service organizations should invest and spend more on developing their customer relationship measures in other to enhance business growth.

Keywords: customer relationship, customer knowledge, business growth, customer interaction.

INTRODUCTION

The importance of retaining existing customers and expanding business is critical in the commercial world. Due to the high costs of acquiring new customers, each existing customer may be critical. The more ways a customer has to do business with your company, the better, and one way to do so is to open up channels like direct sales, online sales, franchises, and the use of agents. However, the more channels you have, the more important it is to manage your customer interactions. Customer relationship management (CRM) enables businesses to gain insight into their customers' behavior and modify their business operations in order to provide the best possible service to those customers. CRM, in essence, aids a company in recognizing the value of its customers and capitalizing on better customer relations. You can be more responsive to your customers' needs if you have a better understanding of their needs.

Customer relationship management (CRM) is more than just a technology implementation; it's a strategy for learning more about customers' needs and behaviors in order to build stronger bonds with them. As a result, it's more of a business philosophy than a technical solution for effectively and efficiently dealing with customers. Nonetheless, CRM success is dependent on the use of technology. Customer relationship management could be referred to as the art of managing good customer relationships and prospective customers. It is all about understanding who your customers and potential customers are, and nurturing the relationships you have with them. It is about identifying client expectations and how you meet or go beyond their expectations (Snigdha, 2021).

Today, Customer Relationship Management is becoming popular rapidly and organizations are investing in the implementation of Customer Relationship Management system. In 2006, 3.6-billion-dollar worth licensed global Customer Relationship Management software were purchased and it was increasing by 10.5 percent per year (Haenlein& Kaplan, 2019). According to study from 2000 to 2005 organizations invest 220 billion dollar in CRM (Payne, 2016). Organizations are more concerned about their customers and it increased the importance of customer relationship management. Customer relationship management Capabilities were collection of different activities such as identification, acquisition and retention of customers through customer interaction management capability.

Up-selling and cross-selling were activities aimed at improving customer relationships. Other activities such as re-engaging and rebuilding relationships with dissatisfied or lost customers in order to bring them back to the organization are also critical for customer win-back capability (Wang &Feng, 2012). The biggest opportunity for organizations to directly interact with their customers, customize their needs, and provide solutions to build, nurture, and retain a strong long-term relationship with them was the technological revolution, particularly the World Wide Web.

Firms provide high-quality services through web-based interaction. Organizational growth is a continuous process of various activities, not just an end result.

Customer relationship management also helps to build and maintain customer-company trust. This trust will result in two things: customer satisfaction, loyalty, cross- and up-selling, repeat purchases, fewer customer complaints, a larger market share, lower costs, and profitability (Rapp, Trainor, &Agnihotri, 2018). The issue here is that most businesses fail to recognize that customer value, care, and concern are far more important than product quality. In the presence of dynamic and aggressive competition in the business environment, it was also observed that customer relationship management concepts have not been fully implemented by most firms.

It should also be noted that customer relationship management is a combination of human, technology, and process, not just technology. At the same time, some businesses believe that customer relationship management is only about salespeople or technologically driven software, and they fail to implement 6 customer relationship management because they don't fully comprehend it. Through a literature review, a gap in customer relationship management elements was identified in this study, which previous studies had not addressed. As a result, this study looked into 1 the impact of customer relationship management on business growth in a highly competitive business environment, focusing on the microfinance banking sector.

The study's overall goal is to look into the impact of customer relationship management on business growth. As a result, the specific objectives are as follows: determine the impact of customer relationship upgrading on business growth; determine the impact of customer knowledge management on business growth; determine the impact of customer interaction management on business growth; and establish a positive relationship between customer relationship management and business growth.
The following are the research hypotheses:
H01: upgrading customer relationships has no positive correlation with business growth.
H02: Customer knowledge management has a negative relationship with business expansion.
H03: customer interaction management has a negative correlation with business expansion.
H04: There is no link between customer relationship management and business growth.

The results of the study will be helpful in different dimensions especially for personnel involved in customer relationship management in the banking, telecommunications, agriculture, and education industries to improve on their organizational growth. It will as well be helpful to future researchers.

REVIEW OF RELATED LITREATURE
Conceptual Review
Concept of Customer Relationship Management
Customer relationship management is the chain process to identify, create knowledge, build relationship and shape customer perceptions of the firm and its products solution. "A comprehensive strategy and process of acquiring, retaining, and partnering with selective customers to create superior value for the company and the customer" was one strategic definition of Customer relationship management offered by Parvatiyar and Sheth (2016). Capabilities are the competencies of organizations which is based on technology and knowledge (Plakoyiannaki&Tzokas, 2012). Customer relationship management includes several subcomponents, including customer interaction management, customer relationship improvement, and customer winback capability (Sofi, Bhat, & Rather, 2013). Only two capabilities—customer interaction management and customer relationship upgrading—are the focus of the current research. Customer relationship management capability included customer interaction management, customer relationship upgrading, and customer win-back capability (Sofi et al, 2013). Organizations that are able to manage customer interactions and improve customer relations tend to perform better financially (Krasnikov&Jayachandran, 2018).
Conceptual Framework
The study consists of three independent variables such as; customer relationship upgrading, customer knowledge management and customer interaction management or effect on dependent variable (business growth). Whether the effect of customer relationship management on business growth has some backing for positive relationship between CRM concepts like customer relationship upgrading, customer knowledge management and customer interaction management on business growth was the intent of the study.
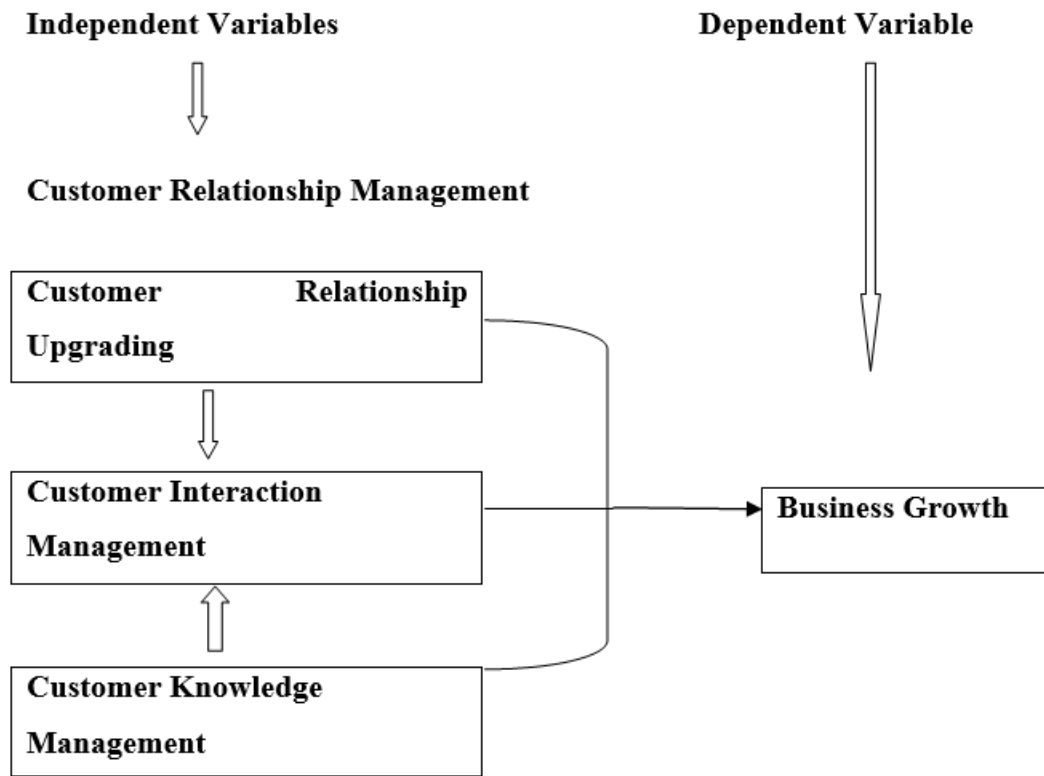
Source: Researcher's Model (2021)

Business Growth

Service organizations can attain sustainable competitiveness by an engaged flock of customers. The statistical process control model (SPC model) proposes that revenue growth and profitability are derived from loyal customers who are completely satisfied with the perceived value of the service they receive (Iman&Norizan, 2019). The quality of customer relationship management provided by the service firm will create service value (Conway &Briner, 2015). The quality of customer relationship management is influenced by the favorable conditions and environments of an organization to promote customer satisfaction. Product/service information, recognition, development, and meaningful relationship enhance the level of business growth (Hogreve, 2017). Stanescu, Danila and Horga (2018), indicated that service firms having more engaged customers could generate higher service revenue in business. In the previous research studies, employee retention has a significant positive effect on revenue. Investments in customer relationship management might pay off double by enhancing revenues and profit on one hand and enhancing customer satisfaction and retention on the other.

Moreover, customer relationship management is the ultimate source of increased sales and repeats business and key to providing a competitive advantage and differentiation for service firms in an increasingly competitive business environment (Ghahfarokhi&Zakaria, 2009). A service firm using CRM can enhance customer satisfaction and retention to increase the added value of service revenue, ensuring its sustainable development (Strenitzerova&Gana, 2018). Hence, there was a significant relationship between customer relationship management and business growth (Adewole, 2018). Upon attaining the revenue growth, the firm also needs to manage the service revenue to improve the internal service quality and service value serving back to the customers. Therefore, customer relationship management (CRM) is required to identify revenue-generating opportunities and to optimize revenue and profit generation. CRM is the application of information systems and firm-customer interaction strategies to allocate the right capacity to the right customer with the right information at the right time. Customers are valuable intangible assets of a firm that need to be valued and managed (Bauman & Shaw, 2018). CRM involves the integrated management of profitable customer relationships to identify and retain the most profitable customers by the utilization of resources (i.e., information technology, employees, service processes) to maximize customer value to the company (SoltaniMillani&Navimipour, 2016).

Customer Relationship Management and Business Growth

Customer relationship management is the chain process to identify, create knowledge, build relationship and shape customer perceptions of the firm and its products solution. Customer relationship management as a comprehensive strategy and process of

acquiring, training and partnering with selective customers to create superior value for the company and the customer capabilities were the competencies of the organization. Customer relationship management capabilities is based on technology and knowledge (Chaming, 2010). Business growth is a complex and complicated concept. Business growth can accessed when all the efforts are put together to achieve the business goals. Different dimensions can measure business growth (market share); market share of the organization as compared to competitors and the other dimension is of profitability. It is shown that organizational financial condition is compared to competitors business performance is a vital issue in this competitive environment as immeasurable factors cannot be controlled and uncontrolled factors cannot be measured. So, criteria to measure the business performance is required to evaluate the business goals. Business growth can be measured through qualitative or quantitative criteria. Customer relationship management play an important role in enhancing organizational growth and competition advantage organization possess the capabilities of customer interaction (Emperger, 2014).

Customer relationship management usually have the superior financial performance; thus, customer relationship management capabilities and business performance had the positive relationship with each other. If customer relationship management is enhanced, then business performance is automatically increased and outstanding customer relationship management leads to customer loyalty and gives superior competition advantage to the firm. Customer relationship management capabilities capture customer pertaining needs at accurate time, successful implementation of customer relationship management will increase business profit (King & Burgess, 2017).

Customer Relationship Upgrading and Business Growth

Customer relationship upgrading capability is measured through Up-Selling and Cross Selling of the products. When the relationship with customer is upgraded then customers frequently visit the organization. It enhances organizational capacity of selling more and different product to the customer (Up-Selling and Cross Selling). Up-selling is the process of encouraging customers to upgrade their current purchase with added extras which are meant to enhance their purchase experience. This typically involves purchasing a product which offers different level or model. One way to accomplish this is to compare similar products and convince the customer that the more expensive option is better for them long term. It helps them to understand that a long-term approach to product or service is better. On the other hand, cross selling is a battle-ready strategy to sell products related to the one a customer already owns or is buying. Such products generally belong to different product categories but will be complimentary. The objective of customer relationship upgrading capability is satisfaction, retention, commitment and loyalty of the customer for cross selling and long-term purchasing yield. Different techniques can be used for customer relationship upgrading. Cross buying analysis is a technique which was helpful to understand the products which is bought together. Cross tabulation form is designed to know about cross buying of different products to understand the customer needs and customer retention. Cross tabulation is useful when a company discount on a product, they know the customer need and offer less discount on the most liked and important product by customer (Muhammad, Naveed, Haider&Alamdar, 2019).

Customer Interaction Management and Business Growth

The customer interaction management is the critical factor in service work. Customers may also be company's employees (Cogin, Sanders & Williamson, 2018). Organization and customers can share the same values because interactions between employees and customers generate value-added to the company. The ability of company stakeholders to share company values is unique, intangible, valuable, rare, and costly for competitors to imitate. Consequently, the good relationship between the firm and customers will create a unique customer experience. When customers are more satisfied, the benefits of customer loyalty, for instance, customer retention, revenue growth, will increase. High customer interaction management will result in positive business performance and generate positive effects to enhance customer retention (Jones &Ragothaman, 2019). Therefore, under pressures of economic downturns, a service firm should maintain high levels of customer satisfaction to reduce customer retention costs and low customer turnover (Jones &Ragothaman, 2019). Customer interaction management is a primary result of customer satisfaction (Strenitzerova&Gana, 2018). Improving customer interaction management thus appears to be instrumental in increasing customer retention. The customer satisfaction measurement can be used to measure satisfaction and business growth (Hussein &Goel, 2016). Customer relationship management is an important determinant of customer satisfaction, which in turn increases business growth. Customer interaction management is use to measure the level of customer satisfaction and retention, leading to business growth which results in increasing service revenue for success in sustainable development (Strenitzerova&Gana, 2018).

Customer Knowledge Management and Business Growth

Today the customer is known to be the most important source of knowledge for companies. Researchers believe when customers use a service or a product, they get plenty of knowledge and experience. This knowledge has become an important resource for organizations and acquiring it has become a new competitive advantage for companies. On the other hand, customers need knowledge in order to buy and this must be provided by companies. Customer Customer knowledge management encompasses processes such as customer identification and acquisition, as well as the creation and operation of customer knowledge. Such information is outside the company's boundaries, and the knowledge gleaned can be used to add value to the company and its customers (Paquette, 2006). As a kind of external knowledge, customer knowledge is viewed as an important resource that can be managed to support new product development, to facilitate the sensing of emerging market opportunities, and to improve long-term customer relationships. As such, customer knowledge management is concerned with the management and exploitation of customer-

related knowledge (Jiebing, Guo&Yougjiang, 2019). Create shared customer knowledge with organization in order to create value for both parties can achieve better products.

Theoretical Review

This study is anchored on The Commitment-Trust theory of relationship.

The Commitment Trust Theory of Relationship

This theory was postulated by Stan Mack in 1942. The commitment-trust theory of relationship says that two fundamental factors, trust and commitment must exist for a relationship to be successful. Relationship marketing involves forming bonds with customers by meeting their needs and honouring commitments. Rather than chasing short-term profit, businesses following the principles of relationship marketing forge long-lasting bonds with their customers. This theory involves a long-term desire to maintain a valued partnership, according to the propounder. Because of this, the company makes a point of continually investing in its customers' relationships development and maintenance. When two people are committed to each other and trust each other, they are more likely to work together to achieve their goals. Customers are not only satisfied with the goods or services they receive, but they also feel that their money is well spent. It is hypothesized that the company might give the customer a refund or a discount on her subsequent purchases if she follows this theory. As a result of this information, other customers will not have the same negative experience. So, the company shows its dedication to the customer through a series of activities aimed at strengthening the relationship. According to the author, this theory is relevant to the study because commitment is necessary for a relationship to succeed. As a result, customers have confidence in these companies, and the shared commitment helps both parties meet their goals (Bergeron, 2011).

Empirical Review

Najme, Masoud and Nour (2019), conducted a study on the effect of customer knowledge management on organizational agility and effectiveness. In terms of purpose, this is an "applied" research and due to the nature of the research, descriptive survey was applied. A total of 130 bank employees in Sirjan are included in this study's sample. Using Krejcie& Morgan Table (1970) and the cluster sampling method, the sample size was estimated to be 97 people. Likert's five-option spectrum is used to collect data in a closed questionnaire. Over 100 surveys were distributed and collected, with 97 of them being considered valid. Cronbach's alpha was used to measure reliability, and the coefficients for each component were greater than 0.7, indicating validity. Smart PLS 3 software was used to test hypotheses using structural equation modeling. When it comes to organizational agility and organizational effectiveness, customer knowledge management has a significant positive impact on the effectiveness of an organization. This section concludes with some practical advice, future research ideas, and research limitations, which were equally presented.

Naveed, Haider, and Alamdar (2018) conducted a study to identify the problem of enhancing the organizational performance through customer relationship management capabilities (Customer interaction management Capability and Customer 2 relationship upgrading Capability) in the face of competition. The study's population was made up of Pakistani telecom workers. The expected number of participants was 300 telecom workers. Customer relationship management capability (Customer Interaction management capability, and Customer Relationship upgrading capability), organizational performance, and the intensity of competition were assessed using an adopted questionnaire. The results of several logistic regression tests were analyzed further. Companies were able to build a long-term, mutually beneficial relationship with their customers thanks to the findings of this study. Organizations will be able to better understand and utilize their capabilities as a result of this research.

Piccolo (2013) conducted a descriptive survey in order to study about how customer relationship management can increase customer satisfaction. The study was conducted on agriculture banks in Asian Journal of Management sciences and Education. As per the result it was concluded that customer relationship management has a positive relationship with the customer satisfaction. Picolo (2013), stated that CRM has its origin in the basic paradigm of marketing i.e. to satisfy customers with the best possible in the market through a relational exchange process. This is possible through the integration of four important components i.e. people, process, technology and data.

Researches in customer relations management seemed to be focused more on agricultural and commercial banking, hotel and tourism businesses, and telecommunication industries thereby neglecting microfinance banking subsector which is the focal point of this study. This is the gap this study filled.

METHODOLOGY

This study used a cross-sectional survey research technique to obtain data. The survey included workers from all 33 Central Bank of Nigeria regulated microfinance banks in Delta State. The researcher chose 100 personnel from Delta State's three senatorial districts at random. This was done to ensure a regional spread of results. The researcher used primary data sources and created structured questionnaires for marketing managers, customer service agents, and business development agents of selected microfinance institutions. This researcher targeted these employees because he believed they could better answer questions about

the impact of CRM on business success. Secondary data came from textbooks and periodicals. To determine the link between independent and dependent variables, multiple regression (version 23) was used to test the hypotheses.

Analysis of other Research Data
This section focuses on the analysis of responses to the major research questions which were broken down into sixteen (16) sub questions using the Likert scale of point 5. Specifically, they are analyzed using descriptive statistics.

Table 1.1: Customer Relationship Upgrading and Business Growth

S/N	Statement	Scale				
		SA 5	A 4	U 3	D 2	SD 1
1.	Up-selling encourages customers to make higher demand	20	40	20	10	10
2.	Your relationship upgrading system enhances the capacity of selling more	30	40	10	10	10
3.	Customer relationship differentiate different services to the customers	40	40	5	5	10
4.	Customer relationship upgrading facilitate the sensing of emerging market opportunities and to improve long-term customer relationships	25	45	10	10	10

Source: Field Work, 2021

Up-selling promotes clients to make larger subscriptions, as seen in Table 1.1. Statement 1 shows that 60% of respondents agreed, 20% were indecisive, and 20% disagreed. In statement 2, your relationship upgrading system increases your ability to sell more, 70% agreed, 10% disagreed, and 20% disagreed. Statement 3: Customer relationship separates different services to customers: 80% agreed, 5% disagreed, and 15% disagreed. In statement 4, Customer relationship upgrading helps detect developing market opportunities and improves long-term customer connections, 70% agreed, 10% were hesitant, and 20% disagreed.

Table 1.2: Customer Knowledge Management and Business Growth

S/N	Statement	Scale				
		SA 5	A 4	U 3	D 2	SD 1
5.	CRM map the process of knowledge creation; the knowledge is about business markets, business processes, customers, and competitors.	30	35	15	10	10
6.	CRM procedures instill knowledge into our organization.	45	35	10	5	5
7.	CRM ensure that our employees increase their knowledge through continuous learning about customers	25	35	10	20	10
8.	CRM apply and re-use knowledge to accelerate learning processes about customers.	25	25	15	15	20

Source: Field Work, 2021

When it comes to customer knowledge management and customer relationship management (CRM), Table 1.2 shows how these two processes are intertwined. Of those polled, 65 percent said they agreed, 15 percent said they had an opinion but weren't sure, and 20 percent said they disagreed. According to statement 6, CRM methods inculcate knowledge into our organization, 80 (80%) agreed, 10 (10) were undecided, and 10 (10) were disagreeing. Sixty (60%) of the respondents agreed with the statement that CRM ensures that our workers learn about our consumers on a constant basis, ten (10) were undecided, and thirty (30%) voted against it. Among those polled on CRM's application and re-use of knowledge to speed customer-learning, 50 percent expressed agreement with statement 8, while 15 percent were unsure and 35 percent disagreed.

Table 1.3: Customer Interaction Management and Business Growth

S/N	Statement	Scale				
		SA 5	A 4	U 3	D 2	SD 1
9.	Your firm captures customer feedback regarding services by conducting customer satisfaction surveys to identify and eliminate process failures	20	50	10	10	10
10.	Your bank ensures that customers increase their awareness about new services.	40	35	15	5	5
11.	Your bank provides data that customer can identify sources that generate information and knowledge about new developments	25	35	15	15	10
12.	CRM is a measure to create unique customer experience	45	25	10	10	10

Source: Field work, 2021

Companies conduct customer satisfaction surveys to gather input on the quality of its services, as shown in Table 1.3, in order to detect and correct process flaws. Among those polled, 70 percent said they agreed, 10 percent said they weren't sure, and 10 percent said they disagreed with statement 9. In response to statement 10, your company ensures that customers are made aware of new services, with 75% of respondents agreeing, 15% disagreeing, and 10% disagreeing. The majority of respondents (60 percent) agreed with this statement, while 15 percent were unsure and the remaining 25 percent were in disagreement with it. Your company delivers data that customers can use to locate information and knowledge sources that drive new advances. The majority of respondents (70%) agreed with the statement "CRM is a measure to generate distinctive customer experiences," whereas 10 (10%) disagreed..

Table 1.4: Customer Relationship Management and Business Growth

S/N	Statement	Scale				
		SA 5	A 4	U 3	D 2	SD 1
13.	CRM systems have ensured personalized attention provided by the bank to the customers	35	35	10	10	10
14.	With CRM systems there is promptness in handling customer complains / grievances	20	35	15	10	20
15.	CRM systems have enabled the bank to understand and serve customers better than their competitors.	25	25	15	15	20
16.	Use of CRM systems has resulted to new improved/variety of services for customers	35	30	15	10	10

Source: Field work, 2021

Table 1.4 Customer Relationship Management and Business Growth, CRM systems have assured that the bank provides personalized attention to its customers. According to Statement 13, 70(70%) of respondents agreed, 10(10%) were undecided, and 20(10%) disagreed. In statement 14, there is promptness in handling client complaints/grievances with CRM systems. The agreement rate was 55 percent, the undecided rate was 15 percent, and the disagreement rate was 30 percent. Statement 15, CRM systems have enabled the bank to understand and serve clients better than their competitors, 50(50%) of respondents agreed, 15(15%) were undecided, and 35(35%) were disagreed. In statement 16, use of CRM systems has resulted in new improved/variety of products for customers, 70(70%) agreed, 10(10%) were undecided, and 20(20%) disagreed.

Table 1.5: Correlation Matrix between Studied Variables

		Customer relationship upgrading	Customer knowledge management	Customer interaction management	Customer relationship management
Customer Relationship Upgrading	Pearson correlation	1			
	Sig. (2-tailed)				
	N	100			
Customer Knowledge Management	Pearson correlation	.234**	1		
	Sig. (2-tailed)	.000			
	N	100	100		
Customer Interaction Management	Pearson correlation	.743**	.356**	1	
	Sig. (2-tailed)	.000	.000		
	N	100	100	100	
Sales Performance	Pearson correlation	.622**	.517**	.463**	.246**
	Sig. (2-tailed)	.000	.000	.000	.000
	N	100	100	100	100

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

The result in table 1.5 shows that the tested variables showed an overwhelming positive correlation ranging from (.234 to .743.) Implying that, there is a significant positive association between the variables of marketing practices and sales performance.

Regression Analysis
As shown in Table 4.8, the three items of independent variables that were studied explain .914 (91.4%) of the business as represented by the R^2. This therefore means that other factors not studied in this research contribute 11.7% to the business growth. Therefore, further research should be conducted to investigate the other factors (8.6%) that affect business growth.

Table 1.6: Model Summary

Model	R	R^2	Adjusted R2	Std. Error of the Estimate	Sig. F Change (P-value)
1	0.978a	0.956	0.914	0.478	0.000

a. **Predictors:** (Constant), Customer Relationship Upgrading, Customer Knowledge Management and Customer Interaction Management

b. **Dependent Variable: Business Growth**

Source: Research Data (2021)

The P-value of 0.000 (Less than 0.05) implies that the model of Customer Relationship Upgrading, Customer Knowledge Management and Customer Interaction Management are significant at the 5 percent level of significance. As illustrated in the table, the significance value is 0.000 which is less than 0.05 thus the model is statistically significance.

Table 1.7: Regression Analysis of Customer Relationship Management and Business Growth

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.892	.565		5.116	.000

Customer Relationship Upgrading	.104	.053	.134	1.951	.002
Customer Knowledge Management	.228	.043	.261	5.355	.000
Customer Interaction Management	.215	.048	.257	4.491	.000

a. Dependent Variable: Sales Business Growth

Source: Analysis of field Survey, 2021

Table 1.7 above reported the regression analysis result for Customer Relationship Management and Business Growth. The table exhibited that Customer Relationship Upgrading which is the first variable has positive effect on business Growth (ß = .134, P<0.01). It reported thatCustomer Knowledge Management which is the second variable has positive effect on business growth (ß = .261, P<0.01). It was reported that Customer Interaction Management which is the third variable has positive effect on business growth (ß = .257, P<0.01).

Hypothesis One

H0₁ :customer relationship upgrading does not have a positive relationship on business growth.

Since the P value calculated in table 1.6 is lesser than the critical level of significance (.000<0.05). The null hypothesis was rejected and alternate hypothesis was accepted. This implies that customer relationship upgrading has a significant relationship on business growth.

Hypothesis Two

H0₂ : customer relationship knowledge does not have positive relationship with business growth.

Since the P value calculated in table 1.6 is greater than the critical level of significance (,002<0.05), the null hypothesis was rejected while the alternate was accepted. This shows that there is significant relationship between customer knowledge and business growth.

Hypothesis Three

H0₃ : customer interaction management does not have a positive relationship with business growth.
Since the P value calculated in table 1.6 is less than critical level of significance (.000<0.05), there was need to reject the null hypothesis and accept the alternate implying that there is significant relationship between customer knowledge and business growth.

Hypothesis Four
H04: there is no positive relationship between customer relationship management and business growth.
The P value calculated in table 1.6 is less than critical level of significance (.000<0.05). Therefore, null hypothesis was rejected and the alternate was accepted implying that customer relationship management has significant relationship with business growth.

DISCUSSION OF RESULTS

Customer Relationship Upgrading

Based on frequency analysis results in table 1.1, it appears that the vast majority of survey takers strongly agreed with the numerous claims made about improving customer relationships. Customer connection upgrading has the greatest impact on business growth (ß =.352, P 0.01), according to the study. If the hypothesis in table 1.6 is correct, then customer relationship upgrading has a statistically significant effect on sales results (.000>0.05). A recent study by Muhammad, et al (2019) shown that when a company's relationship with its consumers is improved, customers are more likely to return. It improves the company's ability to sell a wider range of products to customers (Up-Selling and Cross Selling).

Customer Relationship Management and Profitability

As shown in table 1.2, the majority of respondents overwhelmingly agreed with the various claims regarding the relationship between customer knowledge management and business growth. E customer knowledge management has the least positive impact on business growth (ß =.134, P0.01) according to the findings. In addition, the hypothesis test shown in table 1.6 shows that customer knowledge management and business growth have a significant link (.0020.05). "Knowledge has become an important resource for organizations and the acquisition of it has become a new competitive advantage for businesses," according to Jiabing and colleagues (2019).

Management of customer interactions and business expansion

From the results of table 1.3, it is clear that most people were enthusiastic about customer interaction management and business growth, as shown by the frequency analysis results Business growth was positively correlated with customer interaction management (ß =.257, P0.01), according to the study. As shown in Table 1.6, the hypothesis test demonstrates that the association between customer knowledge management and business growth has a statistical significance (.002–0.05). Jiabing et al (2019) stated that knowledge appears to be a vital factor/important resource, for firms, and so collecting it would lead to an advantage over competitors in similar industries. This is in line with this statement.

The relationship between customer service and business success

As shown in the frequency analysis in table 1.3, the majority of respondents overwhelmingly agreed with the various assertions in regard to customers' interactions and business success. Managing customer interactions has a beneficial impact on business growth (ß =.257, P 0.01). Furthermore, the hypothesis test in table 1.6 shows a significant association between customer interaction management and business growth (.0000.05). According to (Jones and Ragothaman, 2019), when customers are satisfied, the benefits of customer loyalty, such as customer retention and revenue growth, increase, and that high customer interaction management results in positive business performance and generates positive effects to improve customer retention are both supported by this finding.

Customer management and business growth are linked.

Table 1.4 shows that the majority of respondents overwhelmingly agreed with the various assertions in regard to customer relationship management and business success, as shown by the frequency analysis results. Interactive technology has a beneficial impact on sales performance (ß =.261, P0.01), according to table 4.11. Table 1.6 shows that customer relationship management (CRM) has a statistically significant link with business growth (.0000.05). A recent study by King and Burges (2017) found that if customer relationship management is improved, business performance naturally improves and great customer relationship management results in customer loyalty, which provides superior competitive advantage to enterprises.

Conclusion

Findings on customer relationship management's impact on business growth allowed us to infer that customer relationship upgrading had a substantial impact on business growth. Because customer knowledge management has been effectively designed and conceptualized to alter corporate growth, this has occurred. Designing consumer engagement platforms or channels would be extremely helpful in establishing and maintaining customer-business interactions. In addition, customer relationship management has been demonstrated to have a major impact on business development. Managers and business owners may have realized the importance of maintaining excellent relationships with their customers.

Recommendations

In light of this lengthy investigation, the following is what the researcher recommends.

1. In order to increase client loyalty, organizations should implement customer relationship upgrading methods, such as upselling and cross-selling.
2. Organizations need to build a functional feedback mechanism so that customers may share their knowledge and experiences, both positive and negative, with the company.
3. A mutual relationship with consumers should be established through an interactive (customers help desk or stakeholders forum) management strategy that allows shareholders, employees, and customers to have a robust relationship that will offer value to all stakeholders.
4. A robust and long lasting capacity acquisition through training and retraining of workers for successful service delivery. This will lead to consumer happiness and business growth, which is a win-win situation.

Contributions

As outlined below, this research adds to our body of knowledge.

- An independent and business growth growth sub-variable model was built by the research.
- Secondly, the study found that a strong client base may be built through the use of customer relationship upgrading tactics that link them to complementary services such as insurance and pensions.
- They say knowledge is power, and it's true. The study also found that providing customers with timely and accurate information about an organization's current and future operations increases their loyalty and patronage, which in turn increases the value of all stakeholders.

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