ST. MARY'S UNIVERSITY COLLEGE

SCHOOL OF GRADUATE STUDIES

The Application of Customer Relationship Management Practice and its Effect on Customer Loyalty: The Case of Dashen Bank S.C Addis Abeba Branches

BY

WEGENE TENI

ADVISOR: MESFIN WORKINEH (PHD)

JUNE, 2018

ADDIS ABABA, ETHIOPIA

The Application of Customer Relationship Management Practice and Its Effect On Customer loyalty: The Case Of Dashen Bank S.C Addis Abeba branches

BY

WEGENE TENI

A Thesis Submitted To St.Mary's University, School Of Graduate Studies In Partial Fulfillment Of The Requirements For The Degree Of Master Of Business Administration (General Management)

JUNE, 2018

ADDIS ABABA, ETHIOPIA

ST. MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

FACULTY OF BUSINESS

The Application of Customer Relationship Management Practice and Its Effect on Customer loyalty: the Case of Dashen Bank S.C Addis Abeba Branches

BY

WEGENE TENI

APPROVED BY BOARD OF EXAMINERS

_____   _____

Dean, Graduate Studies   **Signature**

_____   _____

Advisor   **Signature**

_____   _____

External Examiner   **Signature**

_____   _____

Internal Examiner   **Signature**

DECLARATION

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of **MESFIN WORKINEH (PHD)**. All sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

_____   _____

              Name   Signature

St. Mary's University, Addis Ababa   **JUNE, 2018**

ENDORSEMENT

This thesis has been submitted to St. Mary's University, School of Graduate Studies for examination with my approval as a university advisor.

_____   _____

Advisor   Signature

St. Mary's University, Addis Ababa   JUNE, 2018

AKNOWLEDGEMENT

ABSTRACT

The purpose of the study was to examine the effect of CRM on customer loyalty. And the study will have significance for Dashen Bank S.C to identify the dimensions of CRM which are done properly and which need further improvement to a successful implementation of CRM. Accordingly the study investigates four determinant variables by collecting data from 308 customers using structured questionnaire and convincing sampling technique to select the sample. Both descriptive and inferential statistics methods used to analyze the data. And the analysis has two parts, the first part deals with descriptive data using mean and standard deviation ,while the second part were test of dependent and independent variable relation using correlation and regression analysis. And the study was presented in quantitative approach. In overall, the results of the correlation analysis revealed that all of the identified determinant factors affect loyalty negatively except technology based CRM practice of the bank. Furthermore, multiple regressions also identify which determinant variable more affect CRM practice of the bank in creating loyal customer; accordingly, Organizational culture of CRM, CRM related to customer Knowledge management and CRM based on Focusing on key customers highly and negatively affect customer loyalty. Based on the findings the study recommend, that, overall CRM of organizational culture should consider providing effective rule and regulation how CRM practiced in the bank, specifically, the bank should improve key customer management practice for instance, increasing its ability to meet its promises, fulfilling obligation, providing consistent quality services and finally the study recommend that, the bank should improve knowledge management practice.

Key Words: Customer Relationship management, key customer focus, CRM organization, knowledge management, technology based CRM.

ACRONYMS

DB S.C**:** Dashen Bank Share Company

ATM**:** Automatic Teller Machine

CRM **:** Customer Relationship Management

SPSS**:** Statistical Package for Social Science

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

CHAPTER ONE

1.1 Introduction

"Effective customer relationship is a base for customer value. In order to support relationship marketing, it is obvious that customer relationship management plays a crucial role". Payne and Frow (2005) gave a definition as CRM is a strategic approach that is concerned with creating improved shareholder value through development of appropriate relationships with key customers and customer segments. CRM unites the potential of relationship marketing strategies and IT to create profitable, long-term relationships with customers and other key stakeholders. CRM provides enhanced opportunities to use data and information to both understand customers and co-create value with them. Companies are more conscious to manage customer relationships in the long term.

There has been a shift from a transaction to relationship focus in marketing. Customers become partner & the firm must make long- term commitments to maintaining those relationships with quality, service & innovation. Relationship marketing essentially represents a paradigm shift with in marketing- away from an acquisition/transaction focus toward a retention/relationships focus. Relationship marketing (relationship management) is a philosophy of doing business, a strategic orientation, which focuses on keeping & improving current customers rather than on acquiring new customers. This philosophy assumes that many consumers & business customers prefer to have an ongoing relationship with one organization than to switch continually among providers in their search for value. Building on this assumption & the fact that it is usually much cheaper to keep a current customer than to attract a new one, successful marketer are working on effective strategies for retaining customers (Valarie A.Zeithaml, Mary Jo Bitner, 2003)

The first three steps in the marketing process—understanding the marketplace and customer needs, designing a customer-driven marketing strategy, and constructing a marketing program-all lead up to the fourth and most important step: building profitable customer relationships. Customer relationship managements perhaps are the most important concept of modern marketing. Some marketers define it narrowly as a customer data management activity (a practice called CRM). By this definition, it involves managing detailed information about individual customers and carefully managing customer "touch points" to maximize customer

loyalty. Most marketers, however, give the concept of customer relationship management a broader meaning. In this broader sense, customer relationship management is the overall process of building and maintaining profitable customer relationships by delivering superior customer value and satisfaction. It deals with all aspects of acquiring, keeping, and growing customers. (Philip kotler, Garyarmstrong, 2012).

Understanding customers is the key to success of any organization. The aim of CRM systems is to help improve and/or handle sales development, customer retention and interactions with customers more efficiently (Schulze, 2000). The performance of a company highly depends up on the understanding of its customers. Companies with better information about their customers are in a better position than those that lack information about their customers. Acquiring new customers is important. However, retaining them is much more important to firms that engaged in a severe competition like the banking industry. Since the competition among commercial banks in Ethiopia is getting stronger, the adoption of customer relationship management is one of the major activities that must be performed in order to understand the present as well as future needs of their customers.

Customer relationship management is more important to banks as they need to get detailed information and understanding regarding their customers. This information allows them for developing and improving their services better than their competitors as per needs and wants of their customers. Technological advancements have made even the customer relationship management activities more simple and more valuable to both firms and customers. Banks and financial institutions are recognizing that they can no longer look at a consumer from a specific product or snapshot perspective but must encompass the entire customer relationship to fully understand a client's profitability (Christoph Ako-Nai 2011)

Today's intensely competitive, rapidly changing and highly complex business environment is characterized by diminishing customer loyalty, the need to be market focused and customer centered is more critical than any other time for any organization. With increased knowledge of customers, globalization, presence of large number of competitors providing comparable service to customers is demanding more than just core service or product. Firms specially the financial sectors are deploying Customer Relationship Management (CRM) to customize their service to

capture new customers, retain the existing ones and win back lost customers by building relationship and maximize customers life time value (Onut, Erdem and Hosver, 2006). The importance of Customer relationship management (CRM) is highly increasing to firms as they seek to improve their profits through long-term relationships with customers. Customer Relationship Management is a vital and an essential business strategy for the banking sector. Therefore banks, with the need to be more customer-centric have taken efforts to design and implement CRM as a step towards success and achievement in their business.

1.2 Background of the Study

Dashen bank is one of the private owned banks in Ethiopia established on September 20, 1995 as a share company according to the commercial code of Ethiopia 1960 and the licensing and supervision of Banking Business proclamation No 84/1994. Dashen came into existence with an authorized and subscribed capital of Birr 50 million. The first founding members were 11 business man and professionals that agreed to combine their financial resources and expertise. Presently its capital and reserve has recorded around 3.5 billion Birr and the number of share holders has reached to 904 as of June 30 2016. By the end of June 30, 2016, the bank has a total asset of 28.6 billion birr. (Annual report 2016).

Dashen Bank like other financial institution is managed by eight board of directors. The president is accountable to the board of directors. The organization has sixteen departments headed by directors and they are directly accountable to the four vice presidents of the bank, i.e. under the V/P marketing and business development, has − research and development, marketing and corporate communication department, under V/P IT and e-banking, has e-banking services, IT infrastructure and network, application support and development department, under V/P resources and facilities management, has human resource management, human resource development, finance and accounts, facilities management and engineering service department, and, Under V/P operations management- trade service, customer accounts & cash management, credit analysis & appraisal and customer relationship department. The remaining two departments and four other divisions namely, risk management and compliance, legal service and credit recovery departments, Chief internal auditor, program management office, office of strategy management and Advisor to the president respectively, are directly responsible to the president.

The Bank started operation on January 1996 with 230 staff and 10 branches has now reached 5,630 staffs and more than 340 branches by the end of June 30 2016. The bank is spreading its branches all over the country aggressively to reach the unbanked society. to keep the leading position in the sector and to increase the market share DB S.C besides opening branches in different parts of the city and the country as a whole to be near to customers, is also adopted CRM and customizing its service to satisfy the customers. As the bank is implementing CRM, it is essential to assess the activity from customer perspective to know how they perceive the bank's effort and its effect on customer loyalty. Banking is an industry that has a huge opportunity to engage people in experiences that build lasting and mutually rewarding relationships (Doherty, 2012). Therefore the study was assessing the application of the CRM and its effect on loyalty.

1.3 Statement of the Problem

In the financial services sector the use of Customer Relationship Management systems is seen as promising with high potential. Sufficient customer knowledge can be accumulated as a result of sound Customer Relationship Management in order to support customization effectively. The information gathered through interaction with the customers offer great potential for developing appropriate marketing strategies which help to create and maintain strong relationship with customers. In retail banking, a large number of customer relationships are maintained and a large number of services provided, making it possible to reliably classify customer relationships and derive (and utilize) reference solutions. For these reasons, growth in the level of investments in CRM systems in the financial services sector is disproportionately high.

Banks in Ethiopia are implementing the Customer Relationship Management program in order to achieve their objectives regarding the understanding of their customers' needs and behaviors. However, the continuing struggle to adopt Customer Relationship Management practice brings several challenges and issues which may limit the success of the program. In order to overcome high competition in the banking industry, adopting effective Customer Relationship Management program is an important task.

Customers are the engine of any organization moving towards winning and becoming a Profitable business. What customers feel and think about a company and/or its offering is key

aspects of its success. Banks have realized that managing customer relationship is an essential factor for their success as CRM is one of the best strategies that can help them build long lasting relationships with their customers and increase their profits through efficient management system and application of customer focused strategies (Nyarku, Kwamena M,2013).However for the success of these efforts besides the organization commitment on implementing CRM, bank must win the competition through creating loyal customers and to become more profitable these banks must be customer centric and apply full dimensions of CRM in their business activities.

Therefore this study have the purpose of assessing to what extent CRM is being applied in Dashen Bank S.C in its full dimension (Key customer focus, knowledge management, CRM organization & technology based CRM). In addition, the effect of these dimensions on loyalty of customers has been measured in this study. Any gap between what the application of CRM should be and what it actually is identified in the study. Then by identifying the effect of CRM dimensions on loyalty, the bank can focus on the CRM areas which have the strongest effect on loyalty and prioritize its efforts.

1.4 Basic research Questions

Main Question

 How do CRM dimensions affect Customer Loyalty in Dashen Bank?

Sub-questions

1. How does key customer focus dimension affect customer loyalty?

2. How does knowledge management dimension affect customer loyalty?

3. How does CRM organization dimension have affect customer loyalty?

4. How does technology based CRM dimension affect customer loyalty?

1.5 Objectives of the Study

1.5.1 General objective

The general objective of this study is to determine the extent of application of CRM dimensions and measure their effect on loyalty.

1.5.2 Specific objectives

The specific objectives of the study are:

- ➢ To examine the extent of the application of the CRM dimensions (Key customer focus, knowledge management, CRM organization & technology based CRM) in Dashen bank S.C.

- ➢ To examine the effect of Key customer focus dimension on loyalty.

- ➢ To examine the effect of knowledge management dimension on loyalty.

- ➢ To examine the effect of CRM organization dimension on loyalty.

- ➢ To examine the effect of technology based CRM dimension on loyalty.

1.6 Scope of the study

The scope of the study was focus only on the effect of CRM Dimensions (Key customer focus, knowledge management, CRM organization & technology based CRM) on customer loyalty and it assess branches of Dashen bank s.c that are found only in Addis Ababa having higher grade (Grade I) per the Bank`s branch rating scheme. This limits the area of the study by discriminating those branches of the Bank found in outlying areas and those in Addis Ababa but with lower grades. In order to make the study focused only account holder customers were deliberately taken in to account.

1.7 Significance of the study

The study will contribute for Dashen Bank S.C to identify the dimensions of CRM which are done properly and which need further improvement to a successful implementation of CRM across the four dimensions and their effect on customer loyalty. Accordingly, it can provide practical significance though valuable inputs and directions regarding CRM processes related activities and utilization of assisting IT technologies towards building effective CRM guided business relationship with customers. Besides, it may help them to learn more about their customers' feedbacks, which might be used as an important ingredient to assess and revise their service quality. In addition this paper will give insights to other researchers who want to assess the level of the application of CRM and its effect on loyalty in the banking industry or other related businesses

1.8 Limitations of the study

The research is limited to Dashen bank among the many due to cost and other constraints. The different ways of Customer Relationship Management adoption used by other commercial banks in Ethiopia may result in different challenges of Customer Relationship Management which may again make the findings of this research not to be generalized. However, if commercial banks adopt Customer Relationship Management in similar way with Dashen bank, the findings and recommendations provided could help them in tracing Customer Relationship Management related challenges and make them to adopt their Customer Relationship Management programs effectively to know their customers well so that they can develop a competitive marketing strategy.

As the research is specific to customers of the DB.S.C and is geographically confined to the capital city (Addis Ababa), it might affect the generalizability of the research output. As the sampling technique of the study used to select sample branches and respondents is limited Non-probability; convenience sampling technique, this could affect the reliability of the study. It would have been better and more effective if sample branches and customers were selected randomly which creates equal chance to be included in the sample.

CHAPTER TWO

REVIEW OF RELATED LITRATURE

2.1 The Concept of Customer Relationship Management

"CRM is born from relationship marketing and is simply the practical application of long standing relationship marketing principles which have existed since the dawn of business itself" (Gummesson, 2004). Most marketers view the concept of customer relationship management in a broader sense. Although CRM has become widely recognized as an important business approach,there is no universally accepted definition of CRM (Rigby et al., 2002; Yim et al., 2004; Zabhalet al., 2004; Sin et al., 2005).

As such, there is still much debate over exactly what constitutes CRM. Broader perspectives began to emerge in a number of definitions that started to focus on considering CRM as an organization-wide effort that centered on building and maintaining profitable customer relationships (Akroush et al., 2011). Broader Customer relationship management is the overall process of building and maintaining profitable customer relationships by delivering superior customer value and satisfaction. It deals with all aspects of acquiring, keeping, and growing customers (Koteler and Armstrong, 2012, p.12). Hence, CRM tools are activities by business organizations to manage customer interactions across channels and department, including marketing, sales, customer service and technical support (Chaney, 2013).often do not judge values and costs "accurately" or "objectively." They act on *perceived* value(Kotler and Armstrong, 2012, p.12-13).

Though the competitive advantage for any enterprise can be gained only by leveraging Knowledge of customers' expectations, preferences and behavior which involve creating an ongoing dialog with customers and exploiting the information and insight obtained at every customers touch points as argued by Payne (2005). Kotler and Armstrong (2012) indicated that mostly companies try to increase customer satisfaction by lowering price or increasing the service which results in lower profit. However, firms through effective CRM tools can generate customer value profitably without giving away their profit. The philosophical rationale behind the importance of and the need for CRM lies in the importance of cooperative and collaborative relationship between buyers and sellers (Akroush et al., 2011).

Another view of CRM is that it is technologically orientated. Sandoe, Corbitt and Boykin (2001) argue that advances in database technologies such as data warehousing and data mining, are crucial to the functionality and effectiveness of CRM systems. Recent developments in Internet technology have given the Internet a new role to facilitate the link between CRM and customer loyalty (Body and Limayem, 2004). It is common knowledge that a dissatisfied and unhappy customer will share his unfortunate experience more than a satisfied customer. It is also observed that a fraction of unhappy customers choose to complain while others simply switch their loyalty to others service providers. Loss of customer is loss of business along with the opportunity for business growth and profitability. Feedback collection from the customer is essential for the supplier to ascertain customer satisfaction and scope for improvisation (Sugandhi, 2002).

It is worth noting that the concept of CRM can be defined in different ways. It also means different things to different people; depending on the working environment it has been used in. (Baran et al., 2008; Dimitriadis and Steven, 2008; Piskar and Faganel, 2009). Therefore, there is no single correct definition of CRM (Abdullatif et al., 2010; Hamid, 2009; Nagi, 2005). However, to enrich the literature about CRM, this study will define it as " a strategic approach that enables organizations to use internal resources (i.e. Technology, people, and process) to manage the relationship with customers for the whole of their lives cycles, in order to create a competitive advantage and improve an organization's performance"

As indicated by Winer (2001), "CRM means different things to different people." In fact, some even say that "there is little doubt that CRM as a field of study and practice suffers from a lack of scope and definition" (Tanner, 2005). Zablah et al. (2004), in their evaluation of perspectives on CRM, identified more than forty distinct definitions of CRM in literature. They indicate that "CRM literature appears to be inconsistent and is highly fragmented due, primarily, to the lack of a common conceptualization." Based on their evaluation, they propose that "the phenomenon is best conceptualized as an ongoing process that involves the development and leveraging of market intelligence for the purpose of building and maintaining a profit-maximizing portfolio of customer relationships." Similar conclusions, although formulated in various different ways, about the contents and focus of CRM can be found in recent literature. For instance, Mitussis et al. (2006) indicate that the focus of CRM is on managing relationships with the end consumer. Or, as Kamakura et al. (2005) formulate it: "Customer relationship management (CRM) typically

involves tracking individual customer behavior over time, and using this knowledge to configure solutions precisely tailored to the customers' and vendors' needs." Overall, the key words seem to be: maximizing profit by recognizing, knowing, addressing and serving your customers. As such, CRM is usually seen as a process. However, as indicated by Zablah et al. (2004), "when viewed as a process, CRM has been defined at two different levels of aggregation." These two levels refer to either CRM as a strategy, or CRM as a philosophy.

2.2 Customer Loyalty

Customer loyalty has been defined and measured in many various ways over the past decades. Oliver (1997) defines customer loyalty as "a deeply held commitment to re-buy or re-patronize a preferred product or service consistently in the future, despite situation influences and marketing efforts having the potential to cause switching behaviors".

According to the literature on loyalty, customer loyalty has several distinct dimensions. The two most important dimensions are the behavioral and attitudinal components Yi (1991). Earlier research conceptualized customer loyalty as a behavior (Dick and Basu 1994). Behavioral loyalty signifies actual repeat purchasing behavior, or the likelihood of repeat product/service purchases from the same supplier. Yet, recent research seems to measure loyalty attitudinally (including cognitive and/or affective components). Using this perspective, customer loyalty is perceived as future intention-to-repurchase or commitment that reflects the cognitive and emotional attachment associated with customer loyalty.

Each of these dimensions has pros and cons. Academics find fault with the behavior-based loyalty measure, so far as it can fail to distinguish between true and spurious loyalty. Dick and Basu (1994) assert that if behaviorally loyal customers with spurious loyalty locate a superior alternative, they will probably switch to the alternative. Shankar and his colleagues (2003) also maintain that attitudinally loyal customers are not likely to change to an incrementally more attractive alternative, in that they have a certain degree of attachment or commitment to the product or service. Hence, attitudinal loyalty (or true loyalty) signifies both higher repurchase intention and refusal to consider counter-persuasion and negative expert opinion.

Hence, this study will adopt loyalty by combine both behavior and attitude.Dick and Basu (1994) suggest that relative attitude drives repeat patronage, subject to antecedent and situational constraints, and that an attitude-behavior association leads to further loyalty behaviors. "Customer loyalty is viewed as the strength of the relationship between an individual's relative attitude (liking) and their repeat patronage". (By relative they mean compared with available alternatives because it is the contrast between alternatives that is likely to motivate behavior such as recommendation) .two behavioral dimension of customer loyalty identified by relation marketing literature are repeat purchase/use and positive word of communication. Henning-Tharaugh et al, (2003) customers who perceive high quality with service provider are likely to repeat usage and likely will communicate their experience to others within social network. Dick and Basu (1994) Customer loyalty is one of the most important customer metrics in marketing due to the profit impact of maintaining a loyal customer base (Oliver 1997). The literature points out that customer loyalty leads to firm profitability because customer loyalty positively influences firm product-marketplace performance and financial performance and creates shareholder wealth. The literature explains this positive loyalty-firm profitability link for several reasons. First of all, according to Pfeifer (2005), loyalty reduces customer acquisition costs, which in turn, reduces firm costs or expenses. Second, customer loyalty indicates customer retention, the most important customer metric for firm profitability, because loyalty measures customers' intention to repurchase a product or service.

2.3 The effect of CRM on Customer Loyality

Today the most important thing to do about the reduced customer satisfaction is the customer-centered practices adapted to each customer's needs and values. By treating different customers in different manners, firms can achieve customer loyalty (Tarhan, 2004: 77). Customer loyalty is the long and uninterrupted retention of the relationship by offering service that meets and even goes beyond the customer needs (Acuner, 2001: 89).

Customer loyalty is defined with consideration paid to the amount of buying for a given trademark. The level of loyalty is measured by the watching of the frequency of buying (Javalgi and Moberg, 1997: 165). With the increase in the amount of accessible information in recent years, the conscious level of customers has improved continually. Today's customers are aware of the power they have on the market and that every activity is realized for them. It is now easier

to reach the products and services. Before choosing a given trademark, consumers look at the price, newness, accessibility of the product and the additional services offered. As the alternatives increased, consumers' loyalty to the products and services decreased (Tekinay, 2002: 129). Today firms have entered into an effort to present at a lower cost than their rivals the products and services that can meet the customer wishes and expectations fully, so that they can render customers more loyal.

2.4 The Drivers to Attract and Retain Customers

Rootman, Tait & Sharp, (2011) describes that companies are developing relationship marketing strategies so as to retain their customers and to increase profit per user through customer retention, process enhancement and product innovation. Companies are looking to derive value through effective customer relationship management, value chain and cost reduction strategies, which can provide highest level of customer service. The main objective of retention strategy is to keep existing customers of an organization, increase brand loyalty and talk positive word of mouth for other customers (Petzer, 2009). Retention drivers are promotional strategies that increase the life time value of customers.

2.4.1 Customer Retention

According to Christiana and Amy ,(2011) customer retention is define as holding and maintaining customers to maximize customer life time value by creating effective relationship with the firm. There are different variables that can influence companies' relationship marketing and customer retention such as communication, customer information, empowerment, customization, loyalty programs, ethical behavior and technology of the firm. According to Buttle, (2006) described that when customers are loyal, the volumes of purchased items will increase and reduces costs of relationship because both organizations and customers know each other better than past, these loyal customers pay higher prices than the new ones, and are not claim for discounts which the organization offer to new customers in order to attract and acquire them. Therefore, to maximize the share of these customers, all of the necessary conditions for CRM programs should be integrated effectively. However some organizations perform different activities that can be associated with retaining the customers like the processes for planning, customer satisfaction measurement, complaint handling mechanism and quality assurance

processes. Generally, to be successful implementing this program, companies should consider the related issues such as the type of customers to be retained and the nature of product or services provided to them (Ahmad and Buttle, 2002).

2.4.2 Customer Acquisition

According to Abbasi,. and Turkamani, (2010) Customer acquisition is a starting point in building customer relationship. Targeting, attracting and retaining the right customers require a consideration of fit with current firm providing, future profitability, and contribution to the overall success and risks of business. Many firms do not use appropriate criteria to identify and attract profitable customers and their marketing strategy is widely communicated to potential customers who may or may not be profitable. Subsequently, customer acquisition can be a costly and risky process because new customers may not represent a good fit for the organization's value proposition. Inadequate focus during acquisition activities result in adverse selection and make firms less profitable Ahmad,. and Buttle, (2002) describes that solving the problem of adverse selection by using data from firm's CRM system helps to target prospects and respond for the problem. This approach improves customers who are approved while reducing the number of "bad" customers. This method can be expanded to new customer attraction and better targeting of promotions to migrate customers to higher levels of life time value.

2.5 CRM and Banking Industry

Globalization and technology improvements have exposed companies to a situation with tough competition. In this new era companies are focusing on managing customer relationships in order to efficiently maximize revenues. Today marketing is not just developing, delivering and selling, it is moving towards developing and maintaining long term relationships with customers. Relationship marketing is becoming important in financial services. Managers really need to look at areas where opportunities lie, because industry consolidation, virtual delivery channels and the ability to move money around with a click of a mouse are making it easier for customers to leave one bank for another. In this situation CRM (Customer Relationship Management) is an opportunity that banks can avail to rise above minor advantages by developing actual relationships with their customers.

CRM in banking industry entirely different from other sectors, because banking industry purely related to financial services, which needs to create the trust among the people.

Establishing customer care support during on and off official hours, making timely information about interest payments, maturity of time deposit, issuing credit and debit ATM card, creatingawareness regarding online and e-banking, adopting mobile request etc are required to keep regular relationship with customers.

Customer relationship management in financial services industry is a cyclical process which starts with definition of customer actions (Panda T, 2003). Panda T described customer expectations are difficult to manage but are often the cause of dissonance which results in loss of existing customer base. So understanding of customer expectations with regard to service delivery levels and product quality is essential for establishing a long term symbolic value relationship.

CRM, which is becoming a topic of increasing importance in marketing, is concerned with using information technology in implementing relationship marketing strategies (Ryals L, et al, 2001).

Customer service is the primary end of any bank. A customer always wants something and expects that the bank should come up to the level to fulfill those needs. Again, the more you provide, still more the consumer needs. Service quality is about meeting customer needs and requirements, and how well the service level delivered matches customer expectations.

In today's competition in Indian banking industry, customers have to make a choice among various service providers by making a trade-off between relationships and economies, trust and products, or service and efficiency (Sachdev et al, 2004). Hallowell Roger (1996) conducted a research on customer satisfaction, loyalty, and profitability and found that as compared to public sector, private sector bank customers' level of satisfaction is comparatively higher.

2.6 Dimensions of CRM

Undoubtedly, CRM has recently become one of the most controversial issues and a focal-point in the business field (Balaram and Adhikari, 2010; Becker et al., (2009); Dimitriadis and Steven, (2008); Ozgener and Iraz, (2006). It is worth mentioning that CRM is mainly based on the belief

that establishing a sustainable relationship with customers as a cornerstone for obtaining loyal customers who are much more profitable than non -loyal ones (Dowling, 2002).

In this regard, the successful implementation of CRM strategy will be of great benefit to the organizations, adopting it, as such organizations can reap the benefit of increasing sales through better market segmentation, customizing products and services, obtaining higher quality products, gaining access to information and employee satisfaction, and above all, ensuring long-lasting customer-retention and loyalty (Alomtairi, 2009; Ozgener and Iraz, 2006; Stockdale, 2007; Verma and Chandhuri, (2009). Moreover, we have to bear in mind that recent studies on the CRM selectively focus on some service sectors , such as banking (e.g. Akroush et al., 2011; Becker , Greve, and Albers 2009; Eid, 2007; Hussain et al., 2009; Krasnikov et al., 2009; Sin, Tse and Yim 2005), telecommunication (e.g. Almotairi, 2009; Beldi et al., 2010), healthcare (e.g. Bunthuwun et al., 2011; Hung et al., 2010), and contact center (Abdullatif et al., 2010).

It is a proven fact that the multi- dimensions concept of CRM can be considered relatively new, because of the only few studies, which are made on the CRM dimensions of some service sectors such as banking (Akroush et al., 2011; Sadek et al., 2011; Sin et al., 2005; Yim, Anderson, and Swaminathan, 2005) and contact centers (Abdullateef et al., 2010), thus the range of information on this concept is quite limited. To drive the point home, it can be said that CRM consists of four broad behavioral dimensions (Sin et al., 2005; Yim et al., 2005).

These behavioral dimensions are: key customer focus, CRM organizations, Knowledge management and technology -based CRM. It is essential that all of these dimensions must work systematically in an organization to guarantee its improved performance (Fox and stead, 2001; Sin et al., 2005).

2.6.1 Key customer focus (Customer Orientation)

It is important in the first instance to confirm that the main purpose behind customer -oriented behaviors is to increase customer long-lasting satisfaction and to create customer-loyalty. Therefore, studies have demonstrated that good customer-oriented behaviors, in an organization, definitely ensures a tremendously positive impact on its performance (Kim, 2008;Yilmaz et al.,

2005). Similarly, King and Burgess (2008) reach the conclusion that customer orientation is a crucial factor in the successful implementation of CRM.

Research has supported that customer orientation leads to increase organizational performance (Asikhia, 2010; Liu et al., 2003; Zhou et al, 2009). Furthermore customer orientation is also one of the market beneficial sources, it helps organization to understand customer, and hence it helps in delivering an appropriate plan to satisfy customer needs (Liu et al., 2003) Furthermore, several studies revealed that there is a relationship between customer orientation and marketing planning capabilities (Morgan, Vorhies, and Mason, 2009; Pulendran and Speed, 1996). Besides this, the beneficial influence of customer orientation strategy on marketing-planning capabilities, this strategy also influences the successful implementations of marketing actions or innovations (Slater and Narver, 1998).

2.6.2 CRM Organization

First and foremost, to enhance service employees to conduct customer- oriented behaviors, organizations have to develop an appropriate working environment for service in work, for instance, providing staff with the modern tools, and technology, customer-satisfaction tracking and complaints management systems, inspirational leadership, and appropriate rewards systems. As a result of the previous supportive working conditions, organizations can ensure the required customer -oriented behaviors of their employees (Mechinda and Patterson, 2011).

The researchers also argue that CRM cannot be successful even if the organizations enjoy the most advanced technology and adapt a customer - oriented approach, unless the project is completely integrated by them (Sin et al., 2005; Yim et al., 2005). Further, as a confirmation for this point Ku (2010) stress that CRM success does not only require technological quality or systems, but it also requires an effective service concept as well as suitable operation procedures. Thus, the success of CRM implementation relies on the active involvement of the employees in the organization itself (Boulding, Staelin, Ehret, and Johnston, 2005; Payne, 2006; Tamilarasan, 2011). Therefore, we can say 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 the organization resources (such as marketing capabilities, policies, culture, and organization structure) have to be

integrated in order to implement CRM successfully and, in turn, to improve organizations performance. Previous studies also declare the positive impact of CRM organization on customer retention (Yim et al., 2005), financial and marketing performance (Akrouch et al., 2011; Sin et al., 2005).

Moreover, Richards and Jones (2008) argue that CRM organization may influence future marketing decisions, such as brand differentiation, price, communication, and distribution.

It goes without saying that Knowledge about customers plays a vital role in CRM, taking into our consideration the fact that the main purpose behind collecting data about customers is to get a clear image about them from different perspectives (Sin et al., 2005). Therefore, organizations can authenticate such data to be able to establish and develop beneficial relationship with their customers (Zahay and Griffin, 2004).

2.6.3 Knowledge Management

"Needless to say that useful information about customers can be gathered through interactions with them or from different touch points within the organization itself" (Brohman et al., 2003), and the criterion for deciding whether CRM is successful or not , is to effectively transform customer information into customer knowledge (Plessis and Boon, 2004; Stringfellow et al., 2004). In this connection, we can say that managing knowledge effectively can greatly help an organization to have success in building better customer relationship, resulting in a positive impact on organization performance (Abdulateef et al., 2010; Akroush et al., 2011; Sin et al., 2005; Yim et al., 2005). We have to take into our account that the success of relationship management is heavily dependent on collecting and analyzing customers' information, as such information is used for developing highly personalized offerings (Sigala, 2005). Moreover, Fan and Ku (2010) indicate that customer knowledge management is firmly associated with marketing capabilities, and it greatly enables organizations to take strategic managerial decisions for improving their performance.

2.6.4 Technology Based CRM

CRM based technology enables organizations to plan and implement successful marketing actions for retaining customers long-last and making them more profitable, because of the

customer database and other information-storing systems (Roberts, Liu, and Hazard, 2005). Additionally, Chang, Park, and Chaiy (2010) confirm that CRM technology improves marketing capabilities by providing valuable information about customers, which, in turn, will help both managers and employees to achieve specific marketing goals much more effectively. Furthermore, several studies, made about the impact of information technology on organization performance report similar findings about the positive role of information technology in CRM strategy. In other words, these studies revealed that many customer-centric strategies cannotachieve their goals, without the help of information technology (Abdullateef et al., 2010; Eid, 2007; Ozgener and Iraz, 2006; Sigala, 2005; Sin et al.,2005; Yeh et al., 2010).

2.7 Objective of CRM

The basic objective of the customer relationship management is to create customer loyalty. Besides, the objectives of customer relationship management can be listed as follows: to make the customer relationships profitable; to form and preserve long-term and profitable relationships with customers; to increase the productivity of the firm; to create differentiation; to meet the customer demands; to enable cost minimization and harmonious activities. (Ergunda, 2003: 2) As a result, customer relationship management is an approach that makes it necessary to form long-term relationships with customers for the purpose of increasing the profitability and productivity of the enterprise and to make use of technology for this purpose. (Holloway, 2002: 80)

The enterprise may be offering its customers a similar kind of consumption and interaction with its rivals. Since the enterprise will have better information about its customers through the learning relationship it has developed, it will differentiate the enterprise from its rivals. (Peppers, 1999: 152)

2.8 Benefits of CRM

The benefits of CRM practices and their motives stem from the establishment of aliment-oriented bank management that, in turn, leads to the achievement of market competitive advantages (Richards,. and Jones, (2008). Christiana B. and Amy ,(2011), mentioned some of the other benefits from the implementation of CRM are: it reduced costs (one supplier with a long-term relationship),decreased complexity (a common platform for all the all branches of the

organization, offered one contact point and decreased the need for technical support) and improved operations.

According to Buttle, (2009) the emphasis of CRM is to focuses on keeping and maintaining long-term relationship with customers, leading to customer satisfaction and hence creating business performance in the banking industry. However , Kotler and Gary Armstrong (2004) emphasize that the companies' objectives from using customer relationship management is to know their personalized customers and to offer tailored services, in order to intensify both customer satisfaction and their marketing performance in the long run through keeping customers loyal to them. Kuria, (2010), sustained that the customer relationship management if used appropriately, would develop a bank's ability to attain the ultimate goal of holding customers in order to improve a strategic advantage over its competitors.

According to Boris Milovic, due to the highly competitive market in the banking sector, it is very difficult for banks to differentiate themselves from the competition because the services that they offer are very similar, which leaves the customer interaction as a way to distinguish the bank from the competition and the same goes for insurance companies. Customers usually choose a bank based on its location or how close it is to the customer's home or work place. Competitive pressure and dynamic market have contributed to the of CRM in the financial sector. CRM solutions for Banking provide multi-channel communication with customers in a consistent and efficient manner. This distinguishes the bank from its competitors and provides the most efficient data collection, unified view of each client, enhanced decision making, product design and sales. Together this allows banks to know their clients and to make the most efficient use of customer interactions across multiple channels. CRM solution also allows the increase of revenue through customized sales and customer service interactions, which allows banks to respond to new customers, products and markets faster and easier. CRM will improve customer satisfaction and enable a better organization for banks with high quality services, better analytics, segmentation and targeting. All these results will not be achieved simply by purchasing and implementing CRM solutions.

2.9 Obstacles to CRM Implementation

As it is mentioned above in this paper, customer relationship management should certainly not be restricted to a single project that will soon after the completion fall into oblivion. On the contrary, success in this area can be ensured only by a continuous process, or better yet, a comprehensive strategy. Since each strategy has a duty to provide certain benefits to business subjects that will have a decisive influence on the final out-come of the market game, Customer Relationship Management is no exception as well.

Amongst numerous obstacles to the success of CRM system, the following can be stated: lack of skills - lack of skills in building and using the new IT-based CRM system is a major obstacle to implementation of CRM systems; analytical skills in asking the right questions for a CRM system are of special importance to investing in CRM.

2.10 Success Factors for CRM Implementation

The availability of updated information at the right place at the right time will bring many positive effects in the business. Hundreds of times each day employees will be in a position to easily upgrade their knowledge, share it with each other, interact and influence each other, solve problems, make business decisions and control their part of the business process.

While defining CRM it is necessary to face the dilemma of how to properly select the structural elements that will show the existence of the system and guarantee its implementation. First of all for a successful CRM project there must be a set of criteria.

Choosing a reliable and flexible solution is one of the key success factors. The recommendation is to focus on solutions that are highly acceptable for use. If the system is not accepted and used, there will not be a return on investment. Many small companies do not see CRM as a key criterion for the success of future operations, but CRM can play an important role in gaining competitive advantage of organizations of different activities. Very little attention is devoted to the study of these factors and deficiencies of CRM.

2.11 Empirical Review

There were a study by Rootman, Tait& Sharp, (2011) in banking industry of Greek and their CRM impact on customers expectation, and the major findings implied that, Banks must understand what drives both value and delight for their customers and adopting a customer centric vision that enables customers to understand their delight and drive for loyalty and retention. They also described that different customers have different requirements and will be delighted in different ways and appropriate monitoring of customers is important to ensure customer satisfaction. This is essential for the sustainable growth of an organization

A study Shahram (2009) conducted on the relationship between the components of relationship marketing and customer satisfaction in Iran Commercial Banks. The findings indicated that, there was a relation between relationship marketing components including trust, commitment, communication quality and competence on customer satisfaction and also on financial performance of a bank but did not confirm the relationship between the components of conflict management and customer satisfaction.

Christiana and Amy. (2011) have conducted a study on the practice of relationship marketing and customer retention and its impact on resource mobilization performance in the banking industry of Ghana. The finding implied that, the banking sector in Ghana has witnessed significant improvement in relationship marketing management. The study further implied that, relationship marketing practice in Ghana commercial banks affected by several factors specifically, lack of qualified employee and the study suggested that indeed, all the banks have reasons for adopting relationship marketing in customer retention.

Kuria, (2010) has investigated a study on relationship marketing practices among commercial banks in Kenya. The purpose of the study was to establish the nature of relationship marketing practices and to determine the extent to which relationship marketing practice affect commercial banks in Kenya. The finding of the study implied that, loyalty oriented CRM activities were not enhanced in the commercial banks of Kenya. The study recommends that that the Kenyan commercial banks need critically reconsider several aspect of the customer relationship marketing strategies especially on the areas of technology adoption and its interaction with CRM.

According to Huseyin, Salih and Salime (2005) study on Customer Retention of Banks in Nigeria, and their findings implied that, it is more expensive to find and attract new customers than to retain an existing one and banks need to redefine their corporate image to one that emphasizes service quality by introducing standards for service excellence to make customers loyal. The study also indicates that customers are looking to their service providers that keep their promises, confidence about the way they handle transactions, provide prompt service and have employees that are competent and always willing to help them. They also described that due to the highly interactive nature of the employee-customer relationship, including input from employees on what constitutes service excellence will be beneficial for industries and need to reassess what customers expect from them in terms of products and services and thus, provide client specific services is very important.

There were a study conducted by Seyyedeh (2011) on the relationship between relationship marketing and customer loyalty case study on Pasargad Bank in Mazandaran province. The main objective of the study was to add to understanding about the role of relationship marketing tactics in customers 'loyalty. The finding shows that there were a positive relationship between trust, commitment, communication, conflict management and competence with loyal customers of the studied banks. Furthermore the study implied that, the increase in relationship marketing enhances the customers' loyalty.

Shahram (2009) have concentrated on examination of the relationship between relationship marketing and customer satisfaction and effect on Iran banking sector. The main objective of this study is to investigate the relationship between the components of relationship marketing and customer satisfaction. In terms of implementation, this study has been a correlation and conducted as field. Statistical population of present study is all customers with an account in Tejarat Bank in the province of Guilan. Research findings indicate that there is a relation between relationship marketing components including trust, commitment, communication quality and competence on customer satisfaction and also on financial performance of a bank but did not confirm the relationship between the components of conflict management and customer satisfaction and also to regression testing that all variables were examined simultaneously on customer satisfaction and financial performance of a bank; results showed that all components have an impact on customer satisfaction

Kosile and Ajala (2006) have conducted a study on relationship marketing and bank performance in South western Nigeria. This paper examines the effect of relationship marketing process on Banks performance and the study was conducted based on selected Commercial Banks in Southwestern Nigeria. It examines the management and performance of marketing relationships from the perspectives of bonding, commitment, communication, conflict management, direct marketing, banks relationship quality and customer's relation benefits and the finding implied performance of managements of each studied commercial banks were affected by high rate of experienced employee shift to other sectors and management of each banks were lead by less experienced employee.

There were a study conducted by Yonas, (2013) on the relationship marketing and customer loyalty in the case of CBE of Addis Ababa Branches. The finding implied that, customer satisfaction towards the bank services in CBE was significantly influenced by reliability, responsiveness, assurance and empathy. The study furthermore, found out that reliability assurance, empathy and responsiveness are the most significant determinates of customer satisfaction. Tangibility indicated insignificant effect on customer's satisfaction. From the finding, it is clear that the customer expectation exceeds the service quality provided by CBE.

There were another study conducted by Shefera (2011), on the CRM and its effect on customers satisfaction in CBE of Jimma Branches, the result indicate that, customer of the bank were not get the expected help from employee of the bank, as indicated in the finding there were a lot of customers who need help from employee at different situations such as, some of the customers need technical help like how to write, to save money and transfer, while some of the customers were in need of help on ATM using, however, the result of the study indicate some of the branches banks were not helping customers at a times. Therefore, employee lack responsiveness to help customers need significantly affect customer's satisfaction of Jimma branch banks of CBE.

As indicated by the above empirical studies, specifically, a research studies that were conducted in Ethiopia were not assessed specific to this topic of the study, the application of customer relation management and its effect on loyal customer regarding private commercial banks. Some of the studies assessed on the above empirical literatures were tried to assess CRM and its impact

on loyal customers of CBE, in addition they were more focused on the effect of service quality than the effect of CRM on loyal customers. Therefore, there is a research gap and there need a research study to fill the research gap on the area and these researches were proposed to fill the research gap of the area.

2.12 The Conceptual Framework

The researcher explores the conceptual foundations of CRM by examining the literature on relationship marketing that contributes to the knowledge of CRM. A CRM process framework is proposed that builds on other relationship development process models. Developing close, cooperative relationship with customers is more important in the current era of intense competition and demanding customers, than it has ever been before.

They are interested in strategies and processes for customer classification and selectivity; one-to-one relationships with individual customers; key account management and customer business development processes; frequency marketing, loyalty programs, cross-selling and up-selling opportunities; and various forms of partnering with customers including co-branding, joint-marketing, co-development and other forms of strategic alliances (Sheth and Parvatiyar 2000).

The overall objective of relationship in marketing is providing higher level customer service than similar companies do. Therefore, Commercial Banks must measure their customers' satisfaction level and improve their relationship marketing which help to deliver services beyond customer expectation to retain the existing customers (Winer, 2001). The conceptual frame work for the study is developed from the literature reviewed by Crosby and Johnson, (2001); CRM was hypothesized as a multi-dimensional construct consisting of four broad behavioral components: Key customer focus, CRM organization, Knowledge management, and technology-based CRM. Therefore the researcher set the conceptual framework to guide the study as follows

Figure 2.1: Conceptual Frame-work for the study

Key Customer Focused

CRM Organization

Knowledge Management

Technology based CRM

Loyalty
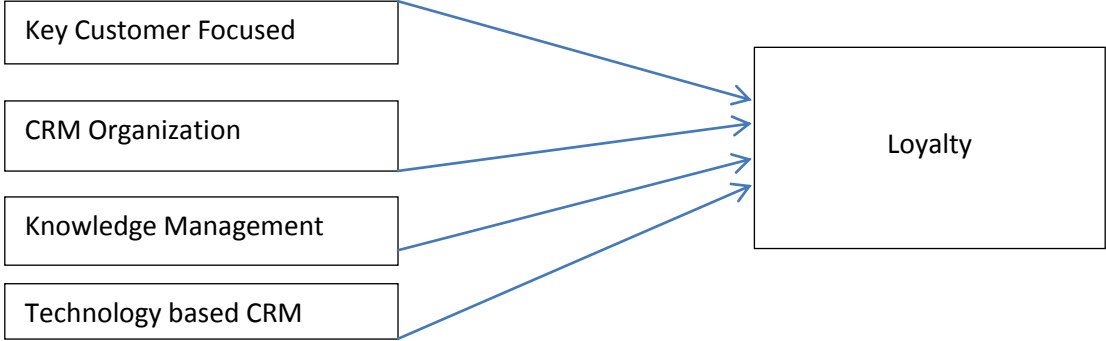
Sources, Crosby and Johnson, 2001

RESEARCH METHODOLOGY

3.1 Research approach

Research methods, such as quantitative and qualitative methods, are used to ensure new knowledge from research processes are convinced Sedmak & Longhurst (2010).

Qualitative research involves studies that do not attempt to quantify their results through statistical summary or analysis. It seeks to describe various aspects about behavior and other factors in the social sciences and humanities. In this kinds of research data are often in the form of descriptions, not numbers. It typically involves in-depth interviews, group discussions, and observations without formal measurement. (Kent, 2007, p. 10, 570) as cited in (Jenet, 2011)

Quantitative research is the systematic and scientific investigation of quantitative properties and phenomena and relationships. The objective of quantitative research is to develop and employ mathematical models, theories and hypotheses pertaining to natural phenomena. It usually starts with a theory or a general statement proposing a general relationship between variables. Quantitative researchers favor methods such as surveys and experiments, and will attempt to test hypotheses or statements with a view to infer from the particular to the general.

Therefore the researcher chose quantitative research to describe CRM application in dashen Bank by collecting quantitative data from customers of the bank. In addition the effect of the independent variables (CRM dimensions) on the dependent variable customer loyalty is quantitatively measured by this study.

3.2 Research type

Research can be classified in to three as descriptive, explanatory and descriptive exploratory. Most research projects designed in the fields of social sciences and business are based on descriptive research studies. In descriptive research you have no control over the variables but you can only report what has happened or what is happening. (Kothari,2004; and Bhattacherjee, 2012)

Exploratory research is conducted when there are few or no earlier studies to which references can be made for information. It provides insights into and comprehension of an issue or situation for more rigorous investigation later. Exploratory research is a type of research conducted because a problem has not been clearly defined. Its purpose is to gain background information and better understand and clarify a problem.

This researcher collects data on four dimensions of CRM from customers of dashen Bank to describe the present condition of CRM application on this bank across four dimensions. So the researcher has used descriptive research for his purpose. In addition the researcher has analyzed the casual relations between the dependent variable (loyalty) and the independent variables (CRM dimensions) using correlation and regression, which makes the research explanatory. Therefore this study is both descriptive and explanatory.

3.3 Population and Sampling Techniques

3.3.1 Target population

The target population of study comprises of all personal and/or commercial customers of Dashen Bank in Addis Abeba who have registered on customer data base (in this case target customers have been account holders) and who experience the service of the bank .

3.3.2 Sampling Techniques

The selection of the sample was through non-probabilistic sampling technique of convenience sampling because all the population of the bank cannot be available at the same time. Convenience sampling also called accidental or opportunity sampling is a technique in which a sample is drawn from that part of the population that is close to hand, readily available, or convenient. The questionnaires are distributed to customers of the bank.

The researcher prefers Dashen bank because of its accessibility. And the necessary data was collected from first grade branches which are located in Addis Ababa because of finance and time constraint. Collection of data only from first class branches located in Addis Ababa has not significant effect on the data collected because the bank use the same CRM strategies for all branches which have the same grade.

3.3.3 Sample size

The sample size for this study is determined by using the formula developed by Cochran (1963:75).Sample size from the customers is calculated as follows:

$$n_0 = \frac{z^2 pqn}{e^2}$$

Where: n_0 = the sample size

Z^2 = the abscissa of the normal curve that cuts off an area α at the tails ($1 - \alpha$ equals the desired confidence level, i.e. 95%)

e = the desired level of precision

p = the estimated proportion (standard deviation) of an attribute that is present in the population, and q is 1-p.

The value for Z is found in statistical tables which contain the area under the normal curve.

$$n_0 = \frac{(1.96)^2 (0.5)(0.5)^2}{(0.05)^2}$$

The above sample size is the representative sample proportion at 95% confidence level and ±5% precision when the population is large and unknown.

If the population is small, then the sample size can be reduced slightly. This is because a given sample size provides proportionately more information for a small population than for a large population. As a result, the sample size (n_0) can be adjusted (Cochran 1963:75).

Since the population for this study is finite, the sample size (n_0) can be adjusted as follows:

$$n = \frac{n^2}{1 + \frac{n^0 - 1}{N}}$$

Where n is the sample size and N is population of the study.

$$N = \frac{385}{1 + \frac{(385-1)}{901.367}}$$

$$n = \frac{385}{1+0.000458292} = n = 384.836052 \approx \mathbf{385}$$

3.4 Source of data collection

The researcher used both primary and secondary data sources. Primary data, directly related to the purpose, collected through an empirical study. The empirical study was made through conducting a questionnaire regarding CRM. Secondary data, indirectly relating to the purpose is collected through a theoretical study comprised of; research thesis, articles, internet, manuals and annual reports.

3.5 Data collection Instrument

The questionnaire contains statements that are specifically designed to measure CRM practices of the bank in relation to the four behavioral dimensions of CRM – Key Customer focus, CRM organization, Knowledge Management and Technology-based CRM

The questionnaires are composed of three sections. The first section contains questionnaire items used to collect demographic data of respondents and the second section on five point Likert scale to assess the CRM practices of Dashen Bank s.c . The third section measures the loyalty of customers of dashen bank s.c.

The Structured questionnaires are used to collect primary data from customers of the bank. The questionnaire handed to customer has translated in to Amharic for those who may not understand the English version. As a secondary sources of data published journal articles, publications, annual report, websites and others used as an appropriate to solidify the premises of the study.

3.6 Procedure of Data Collection

After getting permission from the managers of the five selected branches to conduct the survey,

The survey questionnaires have been distributed during business hour to those in the waiting area upon willingness to participate. It was collected immediately once it is completed.

For the purpose of this study the completed questionnaires has required to attain 100% response rate. Hence the questionnaire was distributed to each branch proportionally based on the number of customers each branch has.

3.7 Validity of the study

The CRM best practices scale comprises best practices that are limited to the domain of CRM as explained by well- known researchers such as Sin L.Y.M., Tse A.C.B., Yim F.H.K. (2005), each of which is different from any other. Since the statements have been generated from an extensive review of academic and practitioner`s literatures, it is assumed that the construct validity has hold.

3.8 Data analysis

The survey is designed to examine the extent of the application of CRM in Dashen Bank s.c and its effect on loyalty. The data was analyzed using the Statistical Package for Social Science (SPSS) version 20.0 software using graphs, tables and other descriptive statistics (Mean, standard deviation) as found appropriate. Then correlation and regression analysis will be performed to determine the relationship and effect of the independent variables (CRM dimensions) and dependent variable (loyalty).

3.9 Model specification

$Y = \alpha_0 + B_1x_1 + B_2x_2 + B_3x_3 + B_4x_4$

Where,

Y = Loyalty; X_1 = Key Customer Focus; X_2 =CRM Organization; X_3 = Knowledge Management; X_4 = Technology Based CRM; e= error term

3.10 Reliability

Reliability refers to the degree to which the data collection tools or analysis procedures were yield consistent findings. (Saunders,lewis& Thornhill, 2009) Reliability analysis measures the internal consistency of a group of items which is used in questionnaire construction. Reliability analysis examines the homogeneity or cohesion of the items that comprise each scale. Cronbach's alpha coefficient is the most frequently used index of reliability. Cronbach's alpha

coefficient is the most common way to assess reliability. A value of Cronbach's alpha coefficient above 0.70 is regarded as acceptable (Saunders,lewis & Thornhill, 2009). For the purpose of this study, the Cronbach's alpha coefficient was calculated by distributing questionnaires. According to George and Mallery (2003) a Cronbach's alpha coefficient greater than 0.9 implies excellent, greater than 0.8 is good, greater than 0.6 is acceptable, greater than 0.5 is poor, and less than 0.5 is unacceptable". Based on the principle in order to establish the degree of reliability, consistency, and accuracy of the instrument, a pilot study was conducted. Accordingly the reliability of the Cronbach's alpha result indicates that;

Table 3.1 Reliability Statistics

Questionnaire Scale	Cronbach's Alpha	N of Items	N of respondents
Key customer focus	0.862	26	385
knowledge management	0.812	26	385
CRM organization	0.929	26	385
Technology based CRM	0.824	26	385
Loyalty	0.934	26	385

Source: *Survey SPSS Out Put (2018)*

As indicated from the reliability scale measurement of the above table the scale of reliability test is acceptable and show good internal consistency.

3.11 Ethical Consideration of the Research

During the course of administering the questionnaires, names and any identifying remarks were not use. The confidentiality of the respondents is kept and any data received for the study kept at

the hands of the researcher and the advisor. The data's analyzed based on the questionnaires rather than using the researcher opinion and input. The researcher stays truth full to responses of the respondents and free from any personal assessment. Results depicted will only from out puts of truth full inputs.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

Introduction

This chapter deals with the discussion and analysis of data collected from customers of Dashen Bank. As indicated in the methodology part the study conducted basically using questionnaires filled by respondents. The study totally distributes 385 questionnaires however, the analysis was done based on 308 correctly filled questioners, and the rest sample questioners were omitted due to their errors and some are not returned. Based on this the study were analyzed in two major sections. The first section of analyses were done using descriptive data analysis method while the second part the cause effect correlation between dependent and independent variables analyzed using explanatory data analysis method.

4.1 Background of respondents

The study discussed background of respondent's such as, gender, types of service used by most customers, and customer's year of service in the bank.

Table 4.1 Characteristic of respondents

Item	Category	Frequency	Percentage (%)
Gender	Male	169	54.9
	Female	139	45.1
	Total	308	100
Use of bank service	Personal	237	76.9
	Commercial	38	13.3
	Both	33	10.7
	Total	308	100
Period of customers using service of the bank	<5 years	163	52.9
	5-10 years	92	29.9
	>10 years	52	16.9
	Total	308	100
Customers Preference of service	Saving Account	272	45.2
	Current Account	47	7.8
	Loan	66	11
	Remittance	159	26.4
	ATM	58	9.6
	Total	602	100

Source: *Survey SPSS Out Put (2018)*

Based on the table 4.1 above from total of 308 sample respondents 169 (54.9%) of them were male while 139 (45.1%) of them were female. This data enables to understand there is almost equal participation of both genders to avoid response bias.

Based on the table 4.1 above from total of 308 sample respondents 76.9% of the sampled respondents used the bank for their personal service, while, 13.3% sample customer used for commercial purpose and the rest 10.7% used for both. This data enables to know customers used the account for personal purpose, so that, their frequency of saving and withdrawing cash may increase in compare that commercial purpose.

Referring to table 4.1 above from total of 308 sample respondents 52.9% of the respondents stayed in the bank service less five years, while, 29.9% of between 5 – 10 years, and the rest 16.9% stayed long period that is more than 10 years. This data enables us to understand more than half of the bank customers are not build long term relationship with the bank.

Referring to table 4.1 above from total of 308 sample respondents, saving account and remittance service user take the highest share that is 45.2% and 26.4% respectively. Other service of the bank used by the respondent constitute 28.4%, this implies that most of respondent uses saving account and remittance service of the bank.

4.2 Descriptive Statistics Analysis

In line with the objectives articulated under chapter three here effort was made to describe customers view regarding the application of customer relation management in Dashen Bank. To achieve the overall objective of the study were tried to assess related areas using questioner such as, the study assesses how management focuses on key customers, assess organizational working environment, organizational knowledge management, assess CRM regarding technology application. In this regard the study were analysed in to two section in the first section discussed and analysed variables in the form of descriptive data analysis method using mean and standard deviation, while in the second section the study test the causal relationship between dependant and independent variables using multiple regression and correlation analysis.

4.2.1 Key customer focus

Key customer focus involves an overall customer-centric focus and continuously delivering superior and added value through customized offers to the key customers. In today's business environment of banks industry the ultimate goal of any key customer focus is to achieve a deep customer relationship that makes an organization a necessary partner to its most profitable customers. The overall company understanding and support for key customer focus encourage sales force to foster long-term customer relationships by offering more personalized services. In this regard the study were assessed the proposed Dashen Bank key customer relation management system, by providing related questions such as, how its provide customized service for key customers, how the organization Strive to constantly surprise and delight its key customers, how the organization, Strengthen emotional bonds with key customers by wishing them on important occasions, and assessed relationship Pricing in pricing different services.

The study provided the questions using Five scale Likert types. A calculated mean value represented based on rule of thumb pertaining to the intervals for breaking the range in measuring variables that are captured with five point scale (that ranges from strongly disagree to strongly agree) is 0.8, which is actually found by dividing the difference between the maximum and minimum scores to the maximum score (Kidane, 2012). Hence, a calculated composite mean value that ranges from 1 to 1.80 implies strong disagreement, whereas the remaining ranges of 1.81 to 2.6, 2.61 to 3.4, 3.41 to 4.2 and 4.21 to 5.00 representing respondents" perceptions of disagreement, neutrality, agreement and strong agreement respectively. Based on the rule the finding of the study analyzed as follow:

Table 4.2 Customers view on Dashen Bank CRM of Key Customer

Questions	N	Mean	Std. Deviation
Provides customized service to key customers	308	3.69	.962
Strive to constantly surprise and delight its key customers	307	2.53	1.370
Strengthen emotional bonds with key customers by wishing them on important occasions	308	2.72	1.446
Relationship Pricing in pricing different services.	308	3.40	.920

Sources: Survey SPSS Out Put (2018)

Today's customer expects banks to deliver personalized services and the bank need to deliver them, if they want to do well in their business CRM practice. They will have to use both physical and virtual channels to deliver banking services as well as financial advices to their key customers in the most convenient manner. The approach they need to follow should be a combination of cost – reduction as well as improved Key customer experience. Related to this concept, the study were assesses customers view on several issues of Key customers CRM practice of the studied bank, such as, whether the bank provide customized service to key customers or not, accordingly, a mean value 3.69 with .962 Std. deviation implied customer's agreement on the bank customized service effectiveness. Similarly, customers indicate their positive response at a mean value 3.40 with .920 Std. deviation that the bank provide different types of pricing services for key customers. However, respondents at a lowest mean value of 2.53 with 1.370 Std. deviations implied their disagreement, that the bank didn't strive constantly to surprise and delight its key customers. Similarly, respondents at a mean value of 2.72 with 1.446 Std. deviations also implied their disagreement on the bank activities to strength emotional bonds with key customers. These implied that, still the bank CRM management challenged through lack of consistent surprise and delight interaction with key customers. However, as implied, by customer respondents the bank employee still are not consistent to manage customers, through consistent surprise and delight welcoming behavior.

4.2.2 CRM of Organization

First and foremost, to build customer-oriented behaviors, and create loyal customers, organizations have to develop an appropriate working environment for service. For example, providing staff with the modern tools, clear rule and regulation such as, how employee worked, responsibility and other necessary facilities that, need as input to facilities the organization CRM practice. In this regard the study provide of the related question to assess organizational practice and facilities. Below the table implied customers view on the provided questions.

Table 4.3 Customers view regarding CRM of the organization

Questions	N	Mean	Std. Deviation
Employees encourage customers to use more service of the bank	308	4.08	.837
Top Management accepts and provide leadership	308	2.56	1.360
The bank commits time and resource in managing customer relationship	308	2.78	1.357
Bank Policy is fast & reliable	308	3.03	1.345
The bank gives all the needed services	308	3.27	1.239
Employees are professionals	308	4.01	.938
Employees go beyond their responsibility	308	3.88	1.040
CRM responsibilities of employees are clearly defined	308	2.45	1.240

Sources: Survey SPSS Out Put (2018)

As implied from the above response customers at a highest mean value 4.08 with lowest std. deviation .837 implied employee of the bank encouraged customers to use several types of the bank service, however as implied by a low mean value of 2.56 with 1.360 std. deviation, there is a problem that customers observed on top level of management to accepts and implement the program appropriately. Regarding to these customers respondents accounted for a mean value of 2.78 with a std. value of 1.345 still doubts that the bank managements are committed to use their time and resources to establish the system in a good manner. As implied by 3.03 mean valve with 1.345 std. deviation customer respondents still implied that, one of the challenges that the organization didn't use CRM application in efficient ways is, lack of effective and reliable bank policy.

Regarding the question where the bank gives all the needed services or not, respondents at a mean value 3.27 with 1.345 Std. implied the bank give almost all service given by private banks of Ethiopia. The mean value 4.01, with the lowest Std.938 also implied respondent's strong agreement that the bank have professional employees and also respondents implied at a mean

value 3.88 with 1.040 Std. employees also cooperative beyond their responsibility. However, respond at a lowest mean value of 2.45 and high disparity std. 1.240 implied their strong disagreement that employee didn't have clearly defined CRM responsibility.

Generally, the study can deduced that, even though employee of the bank are effort full to implement customer relation management practice, however, still the organization didn't fulfill materials needed to implement the strategy, lack of strict rules and regulations, lack of time and resources investment from the top management.

4.2.3 CRM Knowledge management

Customer knowledge has been considered as a critical organizational resource, this resource allows banks to strengthen its link with the customers, and achieve sustainable competitive advantage.

Consequently, customers' knowledge plays a crucial role in CRM. Organizations can use it to construct and improve their relationship with customers and it enables organizations to achieve a competitive advantage in the market. Moreover, successful CRM in the banks industry is based on effectively transforming customer information into customer knowledge. Created customer knowledge needs to be public and shared throughout the organization, because the potential of knowledge happens when it is shared within diverse functions of the organization in order to meet present customers and their predictable needs. Knowledge management helps an organization to succeed by building better customer relationships and it has a positive effect on creating loyal customers and better organizational performance. In this regard attempt were tried to assess related areas that can affect knowledge management practice of the bank sectors, such as, taking customers feedback, use customers information to design and improve services, and providing up-to-date information for customers.

Table 4.4 Customers view on knowledge management practice of the bank

Questions	N	Mean	Std. Deviation
Effective recovery strategies	308	2.72	1.204
Takes customer feedback seriously	308	2.38	1.341
Use information from customers to design or improve its services	308	3.24	1.294
The bank ensure confidentiality	308	3.97	.903
The bank has reward system for customers	308	3.51	.983
The bank analyzes causes of customer defection through exit interview	308	2.60	1.362

Sources :Survey SPSS Out Put (2018)

There may happened service failure and other challenges on the banking industry, however, banks should, establish an effective strategies of recovery of the challenges. Service recovery is one of the important activities in CRM of customer Knowledge management, some of the banks customers have no well knowledge about failure of service and other difficulties, therefore, unless the bank employee and management critically built up their knowledge and told them their recovery strategies, they may lose trust on the bank and the bank can lose loyal customers. In this regard the study were assessed customers level of knowledge regarding the bank recovery strategies, however, their response at a mean value of 2.72 with std. value 1.204 implied their neutrality, which implied they have no knowledge related the recovery strategies when challenges happened and /or the organization didn't aware them of the process.

Similarly the study were also assess customers view whether the bank take seriously their feedback or not, accordingly, customers at the lowest mean value 2.38 and std. 1.294 implied unless they put some feedback on the box as usual they were not asked serous feedback from the bank management or employee, respondents at mean value of 3.24 also implied their neutrality whether the bank collect information from customers and consider it to improve future service or not.

Regarding the bank confidentiality the highest mean value 3.97 with the lowest Std .903 implied customers agreement on the confidentiality of the bank service. Similarly, customer respondents at a mean value 3.51 and .983 Std. implied the bank provide several types of reward or promotion system such as, lottery, and give priories for loyal customers such as, to receive loan and other services. However, customers at a mean value 2.60 with 1.362 std. implied that, the bank didn't analyze causes of customer defection through exit interview or other mechanism.

Generally, from the organization CRM of customer Knowledge the study implied that, the organization didn't strictly tried to build up customers knowledge through designing strict organizational Customer based CRM Knowledge management, as a results, most of the assessed respondents have some knowledge on some service area while not on the others. l

4.2.4 Technology-Based CRM

Due to advances in information communication technology (ICT), a modern system has come about to reduce internal costs and better interact with the environment also to increase economic profit in the long term. Nowadays, all banks system are computing in creating several types of technologies, application, to create loyal customers. Regarding technological based CRM system of Dashen bank the study were assessed customers view and their response indicated below in the table below

Table 4.5 Customers view on Technological based CRM management system

Questions	N	Mean	Std. Deviation
The bank gives technology based service	308	3.84	.979
Information system designed to give comprehensive data	308	3.57	.915

Sources Survey SPSS Out Put (2018)

As implied above respondents at the mean value 3.84 and 3.57 respectively implied their agreement i.e., the bank CRM management related with technology is better. However, the rest respondents scattered at std. value of .979 and .915 implied still the bank shouldn't satisfied them interims of ultimate technological use.

4.2.5 Customer Loyalty

Loyal customers help the organization in determining the expected increase in sales and profit. In addition, customers who are familiar with the brand are likely to recommend it to their friends and relatives and affect the feedback and evaluation cycle of the product and these issues are critical in today's business environment. To create loyal customers, service provider CRM should focused on several CRM dimension. Accordingly, in this study attempts are tried to assess CRM management based on organizational environment, knowledge based CRM, key customer based, as well as technology based CRM, and in this section the study assessed whether customers are satisfied with the provided service or not. Below the table implied customers view regarding the provided question.

Table 4.6 Customers view on CRM loyalty management practice of the bank

Questions	N	Mean	Std. Deviation
the bank comes first to my mind when making service decision	308	3.74	1.059
I am loyal customer to the bank	308	3.85	.996
I recommend the bank to someone who seek my advice	308	3.81	.951
even if I recommended another bank my preference will not change	308	2.28	1.351
I have a strong r/ship with the bank	308	2.98	1.463

Sources: Survey SPSS Out Put (2018)

To feel as loyal customer banks require managing customer in several dimensions, and fulfilling the required facilities that facilitate service of the bank in terms of technology, strategy, knowledge transferring method, and focusing on key customers. When the prerequisite meet consumer expectations for service, they become satisfied and loyal customer. If not, banks lose loyal customer, In premises the concept in this section of the study were tried to analyzed

whether customers of the banks feel as loyal customer or not providing several loyalty measurement questions.

As it can be seen from the table respondents at a mean value 3.47 implied their agreement and implied that, the bank is their first choice, similarly respondents at highest mean value of 3.85 and 3.81 respectively implied as they are loyal customers of the bank, and they are also ready to recommend for others the services. However, respondents at, a mean value of 2.98 and 2.28 respectively implied that, still they haven't ultimately strong relationship so that, if they received other compliant banks they may change.

4.3 Correlation Analysis of the study

Correlations are the measure of the linear relationship between two or more variables. As described by Kothari (2004), a Coefficient of correlation has the value of 'r' lies between ± 1. Positive values of r indicate positive correlation between the two variables, whereas negative values of 'r' indicate negative correlation. A zero value of 'r' indicates that there is no association between the two variables.

According to Evan's (1996), the strength of the correlation can be described as, the absolute value of r namely 0.00-0.19 (Very Weak), 0.20-0.39 (Weak), 0.40-0.59 (Moderate), 0.60-0.79 (Strong) and 0.80-1.00 (Very Strong).

In this section, the researcher conducted correlation analysis in the light of each research objectives and research question developed. The researcher used Karl Pearson's coefficient of correlation (or simple correlation) analysis as it is the most widely used method of measuring the degree of relationship between two or more variables such as, the relationship between the independent variables those factor affecting consumers purchasing decision and consumer level satisfaction.

Table 4.7 Correlation Analysis

		Customer Loyalty
CRM of Key Customer Focus	Pearson Correlation	.831**
	Sig. (2-tailed)	.000
	N	308
CRM of Organization	Pearson Correlation	.931**
	Sig. (2-tailed)	.000
	N	308
CRM Knowledge	Pearson Correlation	.922**
	Sig. (2-tailed)	.000
	N	308
Technology-Based CRM	Pearson Correlation	.780**
	Sig. (2-tailed)	.000
	N	308

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

As it is clearly indicated in the above table, a strong positive relationship was found between CRM Organization and customer loyalty (r =931, p < 0.01), followed by and CRM Knowledge Management and customer loyalty (r = .922, p < 0.01), and CRM of Key Customer and loyalty (r = .831, p < 0.01), Technology-Based CRM and loyalty (r = .780, P < 0.01) which are statistically significant at 99% confidence level. The result further implied that, all of the independent variables are strongly and positively correlated with the dependent variable which implies that a change made in one of the variables can change CRM management positively. Hence any improvement in one of the dimensions will positively contribute in enhancing the progress of the studied bank application of CRM management.

4.4 Multicollinearity Analysis

According to (Dillon, 1993) when independent variables are highly correlated, there is overlap or sharing of predictive power. This may lead to the paradoxical effect, whereby the regression model fits the data well, but none of the predictor variables has a significant impact in predicting the dependent variable (Robert, 2006). This is because when the predictor variables are highly correlated, they share essentially the same information. Thus, together, they may explain a great deal of the dependent variable, but may not individually contribute significantly to the model.

The impact of multicollinearity is, therefore, to reduce any individual independent variable"s predictive power by the extent to which it is associated with the other independent variables (Beyan, 2014). Before conducting the regression analysis Tolerance and Variance Inflation Factor (VIF) values were calculated to check multicollinearity. According to (Robert, 2006) Tolerance value is an indication of the percentage of variance in the predictor that cannot be accounted for by the other

| Table 4.8 Multicollinearity Test			
Model		Collinearity Statistics	
		Tolerance	VIF
1	Constant		
	CRM of Key Customer Focus	.934	1.071
	CRM of Organization	.715	1.398
	CRM Knowledge	.578	1.730
	Technology-Based CRM	.568	1.762

a. Dependent Variable: CRM loyalty
Sources: Survey SPSS Out Put (2018)

The calculated Tolerance value of the dimensions of the independent variable is ranging from 0.568 up to 0.934 indicate all the Tolerance values are within the acceptable level of greater than 0.1, whereas the VIF values are also less than the cut of value of 10. The fact that the Tolerance and VIF values are falling within the acceptable limit entails in this particular study multicollinearity is not a serious problem and it is possible testing multiple regression analysis.

4.5 Linearity

The relationship between the variables should be linear and it is a problem if the dispersion of points indicates otherwise (Burns & Burns 2008). The study checks for patterns in scatter plots of CRM against customer loyalty weather they have linear relation and the assumption have met. From the graph below the customer loyalty and CRM have linear relation.

Figure 4.1 Linearity
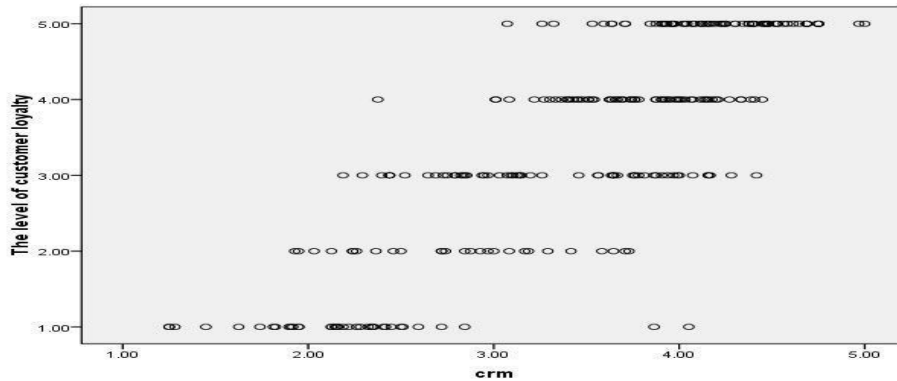
4.6 Homoscedasticity

There should be homoscedasticity before running multiple regression analysis, this means that the residuals (the differences between the values of the observed and predicted dependent variable) are normally distributed, and that the residuals have constant variance (Burns and Burns 2008). If the assumption of homoscedasticity is violated (i.e. there is heteroscedasticity). The graph has demonstrated homoscedasticity of the study.

Figure 4.2 Homoscedasticity
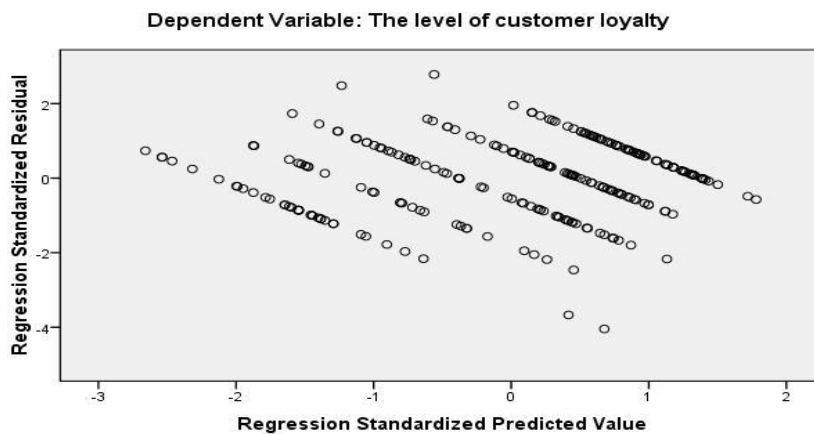
4.5 Multiple Regression Analysis

Multiple regression analysis was employed to examine the effect of the predicators (independent variables) on the application of CRM management of the studied bank. The result also helps us to understand which variables among the four independent variables are more determinate

Customer loyalty. Based on these below the regression analysis of the study summarized as follow:

Table 4.9 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.941[a]	.886	.883	.37805

a. Predictors: (Constant), CRM of Key Customer Focus CRM of Organization
CRM Knowledge and Technology-Based CRM

As shown from the table there is a positive and statistically significant Relationship between the independent variables and the dependent variable. In overall, the results revealed that all independent variables accounted for 88.3% of the variance of factors that affect CRM management application of   Dashen Bank (R^2 = .886). Thus, 88.3% of the variation of Application of CRM and its effect on customer loyalty can be explained by the provided four dimension independent questions however, the rest 12.7% not assessed in this study.

Table 4.10 : ANOVA Analyses

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	204.865	5	40.973	286.674	.000[b]
	Residual	26.298	184	.143		
	Total	231.163	189			

a. Dependent Variable: Customer Loyalty
b. Predictors: (Constant), CRM of Key Customer Focus CRM of Organization CRM Knowledge and Technology-Based CRM

The result in the ANOVA table confirmed the significance of the overall model by p- value of 0.000 which is below the alpha level, i.e. 0.05, which means, the independent variables taken together have statistically significant relationship with the dependent variable under study.

4.6 Coefficient analysis

The coefficient analysis was employed to measure which independent variable more affect Customer loyalty. Accordingly, the result of the coefficient summarized below in the table.

Table 4.11: Coefficient value of multiple regression analysis

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	.176	.105		1.684	.094
CRM of Key Customer Focus	.996	.911	.877	.606	.001
CRM Organization	.764	.745	.932	2.401	.017
CRM knowledge	.865	.114	.785	3.930	.001
Technology Based CRM	.507	.096	.546	5.266	.000

a. Dependent Variable: Customer Loyalty

In the above table the coefficients analysis indicates how much the dependent variable varies with an independent variable, when all other independent variables are held constant. The beta coefficients indicated that how and to what extent independent negatively affect customer loyalty such as, Lack of CRM organization, (beta = .932, t = .2.401, p = < .017), Lack of CRM of Key Customer Focus (beta = .877, t= .606, p = < .001) and lack of CRM knowledge management, (beta = .785, t = 3.930, p = < .001) and Challenges of technology based CRM (beta = .546, t= 5.266, p= .000) respectively indicated respect effect customer Loyalty.

4.7 Discussion of results

In this part the study were discussed results obtained from descriptive analysis, as well as correlation and regressions results, through compare and contrasting results similarities, differences and justification:

From the regression results of (model summary) table 4.9 indicates that, the value of adjusted R squared 0.883 was an indication that there was variation of 88.3% on loyal customer due to application of CRM (Knowledge base management, Key customers focused, Technology base

management as well as facilitating organization strategies) at 95 percent confidence interval. This shows that 88.3% the organization activity in creating loyal customers can be done based on the applied CRM components, however, 11.7% may be explained by other explanatory variables that were not included by this model. This judgment also supported by arguments (kaaya & pastony, 2013) said that, "to made reasonable judgment on adjusted R squared of above 50% have ability to influence the dependent variable."

Additionally, the adequacy of the model as predicting was also validated by the F-test. As indicated in the ANOVA table 4.15, which is the population parameters, had a significance

Level of 0%, which shows that the data is ideal for making a conclusion on the population's parameter as the value of significance (p-value=0.000) is less than 5%. The F critical at 5% level of significance was 40.973 since F calculated is greater than the F critical (value = 286.67), this shows that the overall model was significant and CRM management practice were significantly influencing creating Loyal customer in Dashen bank s.c. This finding results also supported by as study, value of F-statistics above is 18.86543 with p-value of 0.000000 which is used to measure the overall significance of the model used to measure CRM practice of an organization.

To this end, the meaning of above Effect of CRM components application on creating Loyal customers, regression results supported and described in detail with theories and empirical studies done before. As many of stake holders, Financial economic, ERM and institutional economic theory was used describe the findings in better way; this theory predicts that CR management practices may be determined by institutions or accepted and provides top management all employee to create loyal customers David (1992). Accordingly each of the determinates variables discussed as follow:

CRM of Key Customer Focus: One of the determinist variable of customer loyalty was managing customers focusing of key and loyal customers need, accordingly the results regression analysis in table 4.12 implied that, Dashsn Bank key customer focus management has significant influence on creating loyal customer (p<0.01). This implies that a one percent increase in key customer focus results in 8.77% increase loyal customers. The result is supported by Chung and Shin (2010) in which key customer focus has a positive and significant influence

on creating loyal customers. Besides, the study of Ndubisi (2007) showed that the more key customer focuses the banks have, the more they will be market leaders.

CRM Organization: the other predicator variable of loyal customer creating activities were organization environment focus CRM practice, accordingly, the results of regression value implied that, the overall CRM management strategies of affect creating loyal customers accordingly, the sign value $p < 0.017$ with beta 0.932 implied that, 17% increase in improving CRM management of organization bank would to lead increase 0.932 Unit of loyal customers. The above result is supported by Swaminathan, (2004), whereby organizing around CRM affects market performance through customer retention, customer satisfaction and customer attraction. In addition the results with accordance with efficiency theory of CRM management Athanasoglou (2006) indicated, that increasing management efficiency of CRM knowledge positively increase loyal customers of Firms.

CRM knowledge: One of the predictor of good CRM is Knowledge based CRM practice of the banks, accordingly the results regression implied Sign 0.001 with beta 0.785 which implied improving 1% of Knowledge's management practice increase loyal customer by 0.785% of loyal customer. Likewise, aforementioned sharing of timely and reliable information in a formal or informal relationship between bank and customers build up awareness, develop customer's preference, convince interested customers, resolving the differences and unite perceptions and expectations , which promoted confidence and build knowledge of customers of banks and it increase creating loyal customer Thus, this finding is consistent with empirical study in South Africa, Canada and UK banks by Rootman C. (2010), in Kenya banks by Kuria, E. (2010) and in Nigeria banks by Kosile B. and Ajala O. (2006), which revealed that the increasing CRM of Customer knowledge has a positive effect on creating loyal customer.

CRM technology: Regarding the CRM predictors of technology Dahsen bank is very good accordingly, the regression results sign p.000 implied the organization didn't have that much challenges regarding Technology based CRM management challenges. Therefore; the result contradicted with the study of Swaminathan, (2004), that there is direct relationship between technology based customer management with creating loyal customers. Accordingly, the study Kotler (1998), implied most banks of technology based CRM negatively affect loyal customer

creation, however, Dashen bank positively attract loyal customers through appropriate using of banks technology.

From the discussed results of the study we can conclude that Dashen Bank has good habit of doing and application habit of CRM major components of Focusing on key customer, and technology driven CRM management , however, there is a challenges regarding building compressive CRM environment as well as creating knowledge full customers through awareness creating practice.

CHAPTER FIVE

SAMMARY OF FINDINGS, CONCLUSIN AND RECOMENDATION

Introduction

The study generally assesses application of customer relationships management dimension on customer loyalty. Accordingly the study assess major four determinate variables of loyalty CRM such as, managing customers based on technology, focusing on Key customers, improving knowledge of customers as well as providing comprehensive governing environment of CRM. Accordingly, the study had found positive activities of the banks on some of the predictors, while weak on some of the predictors as implied by customers. Based on this the study summarize main points of the finding, conclude how dependent variables affect loyal customers and recommend some of the points based on the major challenges.

5.1 Summary of Findings

The study was analyzed in to two parts; in the first part the study was analyzed variables using descriptive approach and in the second part the study tried to analyze using inferential statistics such as, testing correlation between dependent and independent variables as well as regression analysis. Based on these the study summarized major findings as follow:

Regarding Key customer Focusing CRM practice of the organization the study implied that, the study at a mean value 3.69 with homogeneity Std. Deviation .962 implied the bank provide relatively good customized service for key customers. In addition customers implication at 3.40 mean value also implied the bank were effective on focusing key customers CRM such as, providing different types of pricing service. However, the finding implied by a mean value 2.53 and 1.72 respectively the bank employee were not effective in providing delight service and strengthen emotional bondage with customers.

The study were assessed overall organization facilities and strategy to apply CRM in the bank, accordingly, respondents at a mean value of 4.08 implied employee of the banks encouraged customers to use several types of the bank service, however as implied by a low mean value of 2.78, and 2.56, there were a problem on the side of top to use their time and organization resources and implement the program appropriately.

In relation to the bank CRM regarding customers knowledge management practice, customer at a mean value 3.51 implied, they have a good knowledge on the bank confidentiality practice, however, respondents at a mean value, 2.72 implied they have no idea whether the bank have recovery strategies or not, and similarly respondents at a mean value 2.38 implied the organization didn't seriously follow their feedback.

With relation to the organization technology based CRM the study implied at mean value 3.84 and 3.57 respectively CRM management related with technology is better.

5.2 Conclusion

The general conclusion of this study is "the applications of Customer Relationship Management have effect in customer loyalty in the studied bank. Specifically, the study measures major for areas of predictors of customer loyalty management practice, these are, and CRM of Key customers, CRM of organization, CRM of Knowledge Management and technology based CRM practice of the organization. And their effect in creating loyal customers discussed and concludes as follow:

➢ The finding implied that, key customer focus has a significant effect on customer loyalty. however, CRM of the bank is challenged with lack of consistent surprise practice on customer satisfaction, sufficient CRM and relationship building with customers

➢ The finding shows the effect of CRM environment such as organizational design, lack of effective policies, clear rule and regulation that provide employee job confidence, management timely and proper resource allocation are among other that needs the attention of the bank management to improve their service excellence.

➢ The study finds out that knowledge management components such as creating awareness about bank Service recovery strategies, taking customer feedback and include in its service improvement activities, and creating discussion mechanism on service give are not properly carried out, as a result of this customer loyalty of the bank is negatively affected.

➤ The finding implied that ,due to using updated technology and information system designed to give comprehensive data ,as well as giving technology based service have significant and positive effect on creating loyal customer.

5.3 Recommendation of the Study

➤ As implied from the study, the bank has shown relatively less effort on having customer knowledge base practice, therefore it has to work hard to create awareness and train it's employee to fill this gap.

➤ The bank should follow up the status of employee practices to increase customer knowledge and have to test this knowledge through action research so as to apply knowledge management dimension in effective way.

➤ The bank should craft clear rule and regulation plus effective policy that provide employee with individual responsibility in order to apply CRM organization dimension fully.

➤ Dashen bank S.C should work to provide consistent quality services and continuously delivering superior service to customers to ensure loyalty.

➤ Finally the researcher recommend that the bank need to apply comprehensive organizational strategy on CRM practice to make sure an improved position effect on customer loyalty, so Dashen bank S.C should give priority for the application of these dimension for institutional success.

Reference

Abbasi, M.R. and Turkamani, M. (2010). Theoretical Models of Customer Relationship Management, Journal of Commerce Reviews, No. 41, pp. 34-39.

Abdullateef, A.O., Mokhtar, S.S., Yusoff, R.Z. (2010), the impact of CRM Dimensions on Call Center Performance. International Journal of Computer Science and Network Security, 10(12), 184-195.

Acuner, Ş. (2001), Müşteri MemnuniyetiveÖlçümü, Mert Matbaası, 2.Basım, Ankara.

Ahmad, R. and Buttle, F. (2002). Customer retention management: a reflection of theory and practice, Marketing Intelligence and planning 20(3): pp: 149-161.

Almotairi, M. (2009), A Framework for CRM Success. Proceedings of the European and Mediterranean Conference on Information Systems 2009.Izmir, Turkey, 13-14 July. An internal /external gap model. Managing Service Quality, 18(5), 496-511

Andersen, P.R. (2001), "Relationship development and marketing communication: an integrative Model", Journal of Business & Industrial Marketing in Greek, Vol.16, no.2: 167-82. August 16. http://www.bankdirector.com. Accessed December 18, 2017

Athanasoglou et al. (2006), Bank-specific, industry specific and macroeconomic determinants of bank profitability', Journal of international financial markets, institutions and money, Vol. 18, pp. 121-136.

Balaram, A., Adhikari, B. (2010), Managing Customer Relationships in Service Organizations. Administration and Management Review, 21(2), 65-78.

Body, L. and Limayem, M. (2004), "The Impact of Customer Relationship Management on Customer Loyalty: The Moderating Role of Web Site Characteristics", Journal of Computer-Mediated Communication, 9(4)

Boulding, W., Staelin, R., Ehret, M., Johnston, W. J. (2005), A customer relationship management roadmap: what is known, potential pitfalls, and where to go. Journal of Marketing, 69(4), 155–66.

Brown, S.A. (2000), Customer Relationship Management: *strategic imperative in the World of E-Business* .Canada: John Wiley and Sons.

Buttle, F. (2004). Customer Relationship Management: Concepts & Tools. Amsterdam: Elsevier.

Chaney, P. (2013). 5 Social CRM Tools for Small Business. Available from:

http://www.practicalecommerce.com [Accessed: 21 December 2017].

Christiana B. and Amy E.,(2011), the practice of relationship marketing and customerretention and its impact on resource mobilization performance in the banking industryin Ghana., page 4- 6

Christoph Ako-Nai (2011) Customer Relationship Management as a Competitive Tool in the Ghanaian banking industry: a case study of Zenith Bank Ghana Ltd, Kumasi

Crosby, L. A., & Johnson, S.L. (2001).High performance marketing in the CRM era.*Marketing Management,* (September/October), 10-11.

Dick, Alan S. and KunalBasu (1994), "Customer Loyalty: Toward an Integrated Conceptual Framework," Journal of the Academy of Marketing Science, 22 (2), 99- 113.

Dimitriadis, S., Stevens, E. (2008), Integrated customer relationship management for service activities. An internal /external gap model. Managing Service Quality, 18(5), 496-511.

Doherty, M. (2012) Five Ways Banks Can Build Mutually Rewarding Customer Relationships.

Dowling, G. (2002), Customer Relationship Management: In B2C Markets, Often Less is More. California Management Review, 44 (3), 87–104.

Ergunda, H. İ. (2003), "MüşteriİlişkileriYönetimi", http://www.danismend.com

Fan, Y., Ku, E. (2010), Customer focus, service process fit and customer relationship
Management profitability: the effect of knowledge sharing. The Service Industries Journal,
30(2), 203–222

Fox, T. Stead, S. (2001), Customer Relationship Management: Delivering the Benefits, White
Paper, CRM (UK) and SECOR Consulting, New Malden. Retrieved July
24,2011fromhttp://www.iseing.org/emcis/EMCISWebsite/EMCIS2011%20Proceedings/S
CI10.pdf.

Graham, R.K ,Evangelos, T., Simmy, M., &. (2004). Quality improvement in Nigerian Banking
industries regarding employee performance improvement. Archives of Economic History,
16 (2), pp. 93-116.

Gummesson (2004). From One-to-One to Many-to-Many Marketing in Edvardsson, B. et al.
(Eds.), Proceedings from QUIS 9. Karlstad, Sweden: Karlstad University.

Hamid, H. (2009), Toward unfolding CRM implementation in Pakistan: A case study. 17th
European Conference on Information Systems. Islamabad, Pakistan. Retrieved June
28,2011,fromhttp://is2.lse.ac.uk/asp/aspecis/20090249.pdf

Holloway, A. (2002), It's All About Relationships", Database: Business Source Premier,
Canadian Business, Vol. 75, Issue 20.

Javalgı, R.G. and Moberg C.R. (1997), "Service Loyalty: Implications for Providers", The Journal
of Services Marketing, Vol. 11, No:3.

Kosile Betty Adejoke and AjalaOlufunmilayoAdekemi (2006)," Relationship Marketingand Bank
Performance: an Applied Study on Commercial Banks in Southwestern

Kidane, 2012*The Effect of Customer Relationship Marketing on Customer Retention in the
Banking sector of Ethiopia (A Case Study on Commercial Bank of Ethiopia)*", Masters
Project of Jimma University.

kaaya & pastony, (2013) Customer relationship management and its relationship to the marketing
Performance: International Journal of Business and Social Science 2 ,(10):-235.

Kotler, P., Keller, K. (2009), Marketing Management (14th Ed.) New Jersey: Pearson
International Edition.

Kothari R. 2004.'Research Methodology, Methods And Techiniques', 2nd Ed. New Delhi; New
Age International.

Kuria, E. (2010), relationship marketing practices among commercial banks in Kenya,
International Journal of bank marketing, Vol. 23, No. 7, pp. 321

Mechinda, P., Patterson, P.G. (2011), The impact of service climate and service provider
personality on employees' customer-oriented behavior in a high-contact setting. Journal of
Services Marketing, 25(2), 101 – 113.

Morgan, N.A., Vorhies, D.W., Mason, C.H. (2009), Market Orientation, Marketing Capabilities
and Firm Performance.Strategic Management Journal, 30(8), 909 -920.

Ndubisi (2007) Relationship marketing and customer loyalty. *Marketing Intelligence & Planning*,
25 (1) ;-98-106.

Nyarku, Kwamena M. (2013).Assessing Customer Relationship Management (CRM) Practices at
National Investment Bank Ghana Limited." www.managementjournal.info.International
Journal of Advances in Management and Economics.

Oliver, R. (1997), Satisfaction – A Behavioral Perspective on the Consumer, New York:
McGraw-Hill. Onut, S., Erdem, I. and Hosver, B. (2006) Customer Relationship
Management in Banking Sector and A Model Design for Banking Performance
Enhancement.Yildiz Technical University, Istanbul, Turkey

Ozgener, S., Iraz, R. (2006), Customer relationship management in small – medium enterprises:
The case of Turkish tourism industry. Tourism Management, 27(6), 1356-1363.

Payne, A. (2006), Handbook of CRM: Achieving Excellence in Customer Management.
Burlington,MA: Butterworth-Heinemann.

Petzer, D.J.,(2009). Customer retention practices of small, medium and large hotels In South
      Africa: An exploratory study. African Journal of Marketing Management.

Plessis, M.D., Boon, J. (2004), Knowledge management in e Business and customer relationship
      management: South African case study findings. International Journal of Knowledge
      Management, 24, 73-86.

Rootman C. et al, and Kuria (2010), *"The Impact of Relationship Marketing Underpinnings on*
      Customer's Loyalty (A Case Study of Bank of In Kenya)", Master's Thesis, pp. 20-29.

Roberts, M., Liu, R., Hazard, K. (2005), Strategy, technology and organizational alignment: key
      components of CRM success. Journal of Database Marketing and Customer
      StrategyManagement, 12(4), 315-26.

Rootman, M. Tait& G. Sharp, 2011, 'Relationship marketing and customer retentionlessons Greek
      Banks banks', Southern African Business Review Vol 15No.3

Seyyedeh M., HosseinAlipur, Mohammed Feizi(2011),"Surveying the RelationshipBetween
      Relationship Marketing and Customer Loyalty .Case Study: PasargadBank in Mazandaran
      province", International Journal of Management

ShahramGilaninia, SeyedYahyaSeyedDanesh, MaliheShahmohammadi (2009),"Examination of
      the Relationship between Relationship Marketing and CustomerSatisfaction ", Journal of
      Basic and Applied Scientific Research, volume 2, No.10

Shefera Bekele ,(2011).The impact of relationship marketing on customer loyalty in CBE JIMA
      branch

Slater, S.F., Narver, J. C. (1998), Customer-led and market-oriented: let's not confuse the
      two.Strategic Management Journal, 19(10), 1001-100

Sugandhi, R.K. (2002), "Customer Relationship Management", New Delhi: New age International
      Publishers

Swaminathan, (2004),*"building enduring relationship in the corporate banking sector",*
international conference on Applied Economics,

Tarhan, B. (2004), Marketing Türkiye, Editor, s.17.

Tekinay, N. (2002), "PazarlamaRönesansı", Capital, Yıl: 10, Temmuz (Çoban, 2002: 117).

Valarie A.Zeithaml, Mary Jo Bitner (2003), Service Marketing (3rd Ed), Integrating Customer
Focus across the Firm.

Winer, R.S. (2001). Customer Relationship Management: A Framework, Research Directions, and
the Future. Berkeley: Haas School of Business, University of California

Yim, F.H., Anderson, R.E., Swaminathan, S. (2005), Customer Relationship Management: Its
Dimensions and Effect on Customer Outcomes. Journal of Personal Selling and Sales
Management, 24(4), 265–280.

Yonas, B. (2013). Relationship marketing and customer loyalty, in banking sector; with
reference to Commercial Bank of Ethiopia, Addis Ababa

Zablah, A.R., Bellenger, D.N. and Johnston, W.J. (2004). An evaluation of divergent perspectives
oncustomer relationship management: Towards a common understanding of an emerging
phenomenon. Industrial Marketing Management, 33: 475-489.Zahay, D., Griffin, A.
(2004), Customer learning processes, strategy selection, and performance in business-to-
business service Firms. Decision Sciences, 35(2), 169-203.

APPENDIX

ST. MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

Questionnaire to be filled by Dashen Bank S.C (DB S.C) Customer's

Dear Respondents,

My name is Wegene Teni. I am postgraduate student at St.Mary's University School of Graduate studies. I am conducting a research study on "**The Application of Customer Relationship Management and its Effect on Loyalty: The Case of Dashen Bank S.C"** In partial fulfillment of Master of Arts Degree in general Management at st.mary's university. I request your help to spend some minutes by filing the provided questionnaire. The aim of this survey is to examine **the Level of Customer Relationship Management (CRM) Application in Dashen Bank** . The data will be used only for academic purpose. Also, I ensure you that the information provided will be kept confidential and will not be used for any other purpose. I thank you in advance for active participation and kind cooperation.

Part I. General and Demographic Information

Please put a tick (√) mark corresponding to your response

1. Gender.

Male ☐   Female ☐

2.Use the Bank service for

Personal ☐   Commercial ☐   Both ☐

3. For how many years you use the Bank?

< 5 year ☐   5-10 years ☐   >10years ☐

4. Which service you need from the Bank? (You can indicate more than one)

Saving Account ☐   Current account ☐   Loan ☐

Remittance ☐   ATM ☐   Credit Card ☐

Part II. Customer Relationship Management Best Practices for customers

Please indicate your level of agreement/disagreement with the following statements by making tick mark (√) as appropriate response categories against **each question.** Where**, (1= Strongly Disagree; 2= Disagree; 3= neither Agree nor Disagree; 4= Agree; 5= Strongly Agree)**

Code	Item	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
KCF1	The Bank provides customized services and products to its key customers.					
KCF2	The Bank strives to constantly surprise and delight its key customers.					
KCF3	The Bank strengthens the emotional bonds with its key customers by wishing them on important occasions.					
KCF4	The Bank uses the concept of 'Relationship Pricing' in pricing its services.					
CRMORG15	The Bank employees encourage customers to use more service of the bank.					
CRMORG6	The Bank top management accepts and provides leadership for building and maintaining customer relationships as a major goal of the Bank.					
CRMORG7	The Bank commits time and resources in managing customer relationships.					
CRMORG8	The Bank policy is fast & reliable.					

Code	Item	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
CRMORG9	The Bank gives all the needed services from the customer.					
CRMORG10	The Bank employees are professionals.					
CRMORG11	The Bank employees go beyond their responsibility to serve customers in a better way.					
CRMORG12	CRM responsibilities of customer contact employees are clearly defined, assigned and Understood.					
KM13	The Bank has effective customer recovery strategies including guarantees for service failures.					
KM14	The Bank takes customer feedback seriously and replies to them.					
KM15	The Bank use information from customers to design or improve its services.					
KM16	The Bank has a well-developed privacy policy to ensure confidentiality of data collected from customers.					
KM17	The Bank has a differential reward system that rewards customers based upon their profit/ revenue contribution.					

Code	Item	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
KM18	The Bank analyzes the causes of customer defection through exit interviews and lost customer surveys with the aim to win back customers who have strong profit potential that the Bank can be responsive to them.					
TBCRM19	The Bank gives technology based service to its customers.					
TBCRM20	The Bank information systems are designed to give comprehensive data about all aspects of its customers, so that the Bank can be responsive to them.					
CL21	DB s.c is the first to come to my mind when making Banking Service decision.					
CL22	I am a loyal customer to DB s.c.					
CL23	I would always recommend DB s.c to someone who seeks my advice.					
CL24	Even if close friends recommended another Bank, my preference for DB s.c would not change.					
CL25	I have a strong relationship with the Bank.					

በቅ/ሚያምዩኒቨርስቲ

የ ድህረ-ምረቃ ትምህርት ክፍል

ወድ የ ተከበራችሁ የ ባንኩ አገልግሎት ተጠቃሚዎች:

እኔ ወገነ ቴኒ በቅ/ሚያምዩኒቨርሲቲ የ 2ኛ ዲግሪ ተማሪ ስሆን የ ማስተርስ ዲግሪዬን በጅነ ራል ሜጅመ ንት ለማግኘት ጥናታዊ ጽሁፌን በ ማክናወን ላይ እገኛለሁ:: ስለሆን ም ይህ ማጠይቅ የ ተዘ ጋጀ ውለ ስራ አ ሜ ሪ ር ደ ህረ ም ሪ ቃ ት ም ህ ር ት ክፊ ል ማ ፃ ፀ ነ ት ለ ዳ ሸን ባን ክ ተ ጠ ቃ ሚ ዎ ች ሲ ሆን አ ላ ማ ም "የ ደን በ ኞ ች ግን ኙ ት አ ገ ል ግ ሎ ት አ ሰ ጣ ጡ ን" ለ መ መ ዛ ን ነ ው: :

የ ተከበራችሁ ደን በ ኞ ች በ እ ር ስዎ አ ጣ ካ ከት የ ባን ኩ ን የ ደን በ ኞ ች ግን ኙ ት አ ገ ል ግ ሎ ት አ ሰ ጣ ጡ ላ ይ ያ ለ ዎ ትን አ ስ ተ ያ የ ት በ ጣ ጡ የ በ ከ ሉ ዎ ን ት ብ በ ር ያ ደ ር ጉ ዘ ን ድ በ አ ክ ብ ሮ ት እ ጠ ይ ቃ ለ ሁ:: ከ ዚ ህ ማ ጠ ይ ቅ የ ማ ኙ ነ ው መ ሚ ጃ በ ጣ ጥ ራ ዊ ት የ ማ ፃ ዝ ሲ ሆን አ ገ ል ገ ሎ ቱ ም ለ ት ም ህ ር ታ ዊ አ ላ ማ ብ ቻ ነ ው:: ለ ማ ፃ ደ ር ጉ ል ኝ ት ብ በ ር በ ቅ ድ ም ፃ አ ጣ ግ ና ለ ሁ: :

እባክዎ ን ለ ጥ ያ ቄ ዎ ቹ በ ማ ስ ነ ት ከ ቀ ረ ቡ ት አ ማ ራ ጮ ች ማ ክ ለ ፃ ማ ክ ት (√) በ ማ ድ ረ ግ ፃ ማ ሸ ዎ ን ይ ስ ጡ:

ክፍል 1 - መ ሠ ረ ታ ዊ መ ረ ጃ ዎ ች

1. ፆ ታ፤

   ወንድ ☐   ሴት ☐

2. የ ባን ኩ ን አ ገ ል ግ ሎ ት የ ሚ ጠ ቀ ሙ ት፤

   ለ ግ ል ☐   ለ ን ግ ድ ስ ራ ☐   ለ ሁ ለ ቱ ም ☐

3. ከ ዚ ህ ባን ክ ጋ ር በ ደን በ ኝ ነ ት ም ን ያ ህ ል ዓ መ ት ቆ ይ ተ ዋ ል?

   < 5 ዓ መ ት ☐   ከ 5-10 ዓ መ ት ☐   10 ዓ መ ት ☐

4. በ ባን ኩ የ ሚ ጠ ቀ ሙ ት አ ገ ል ግ ሎ ት፤ (ከ አ ን ድ በ ላ ይ ማ ማ ክ ት ይ ች ላ ሉ::)

የ ተ ቀ ማ ጭ ሂ ሳ ብ ☐   ተ ን ቀ ሳ ቃ ሽ ሂ ሳ ብ ☐   ፅ ር አ ገ ል ግ ሎ ት ☐

የ ሃ ዋ ላ አ ገ ል ግ ሎ ት ☐   ኤ.ቲ.ኤ ም ☐   የ ክ ሬ ዲ ት ካ ር ድ አ ገ ል ግ ሎ ት ☐

ክፍል 2 የ ደ ን በ ኞ ች ግ ን ኙ ት አ ገ ል ግ ሎ ት ን ጉ ዳ ዮ ች ን በ ተ ማ ከ ተ

ከዚህ በመቀጠል የቀረቡ ዐረፍተ ነገሮች ስለባንኩ የደንበኞች ግንኙነት አገልግሎትን ጉዳዮችን በተመለከተ በእርስዎ አመለካከት ትክክለኛ ብለው የሚያስቡትን ከ 1 - 5 ከቀረበት አማራጮች መካከል በማሄጥ ምላሽ ይስጡ፡

1. በጣም አልስማማም   2. አልስማማም 3. አስተያየት የለኝም 4. እስማማሁ 5. በጣም እስማማሁ

	መገለጫ	በጣም አልስማማም (1)	አልስማማም (2)	አስተያየት የለኝም (3)	እስማማሁ (4)	በጣም እስማማሁ (5)
KCF1	ባንኩ ለተቀዳሚ ደንበኞቹ ከፍላጎታቸው ጋር የሚጣጣም አገልግሎት ይሰጣል፡ :					
KCF2	ባንኩ ተቀዳሚ ደንበኞቹን ለማርካት ሁል ግዜ ይጥራል፡ :					
KCF3	ባንኩ በህዝባዊ በዓላት ለተቀዳሚ ደንበኞቹ የመኪያም ምኞት መገለጫ ይሰጣል፡ :					
KCF4	ባንኩ ለሚጣቸው አገልግሎቶች ከደንበኛው ጋር ባለው ግንኙነት መሠረት በስምምነት የተለያየ የአገልግሎት ዋጋ ያስቀምጣል፡ :					
CRMORG5	የ ባንኩ ሠራተኞች ደንበኞች የባንኩን የተለያዩ አገልግሎቶች እንዲጠቀሙ ያበረታታሉ፡ :					
CRMORG6	የ ባንኩ አሜር ከደንበኞች ጋር መኪካም ግንኙነት መጠንባት አስፈላጊ እንደሆነ ያምናል፤ ለተግባራዊነ ተም ይሰራል፡ :					
	መገለጫ	በጣም አልስማማም (1)	አልስማማም (2)	አስተያየት የለኝም (3)	እስማማሁ (4)	በጣም እስማማሁ (5)
CRMORG7	ባንኩ ያለወጥ የገገንዘብና የ ሰውሃይል ተጠቅሞ ከደንበኞቹ ጋር መኪካም ግንኙነትን ለመፍጠር ይጥራል፡ :					
CRMORG8	የ ባንኩ አሰራር ቀልጣፉና ምቹ					

	ነ ው፡ ፡					
CRMORG9	ባንኩ በሁሉም የ ባንክ አገልግሎት ዘርፎች አስተማማኝ አገልግሎት ይሰጣል፡ ፡					
CRMORG10	የ ባንኩ ሠራተኞች ደንበኛን ለማ ልገል የ ሰለጠኑ ና ብቁ ናቸው፡ ፡					
CRMORG11	የ ባንኩ ሠራተኞች ከተሰጣቸው ኃላፊነ ት በተጨማሪ በግል ተነሳሽነ ት ደንበኛዎ የ በለጠ ለማ ልገል ይጥራሉ፡ ፡					
CRMORG12	የ ባንኩ የ ደንበኛ ግንኙነ ት ሠራተኞች ኃላፊ ታቸውን በሚ ባ ያ ወጡ፡ ፡					
KM13	ባንኩ ለአገልግሎት መዳደል /መቋረጥ ዋስትና ይሰጣል፡ ፡					
KM14	ባንኩ የ ደንበኞችን አስተያየ ት ተቀብሎ ተገ ቢ ወዣ ምላሽ ይሰጣል፡ ፡					
KM15	ባንኩ የ ደንበኞቹ አስተያየ ት እንደ ግብአት ተጠቅሞ የ ሚ ጠቀሟ አገ ልግሎት ያሻሽላል፣ አዳዲስ አገ ልግሎቶችንም ያስተዋውቃል፡ ፡					
KM16	ባንኩ የ ደንበኞቹን መሪጃ በሚ ስጥር ይይዛል፡ ፡					
	መገለጫ	በጣም አልስማማም (1)	አልስማማም (2)	አስተያየ ት የ ለኝም(3)	እስማማለሁ (4)	በጣም እስማማለሁ (5)
KM17	ባንኩ ለትርፋማ ቱ ከፍተኛ አስተዋፅዎ ላደረጉ ደንበኞች ሽልማት ይሰጣል፡ ፡					
KM18	ባንኩ ደንበኛነ ታቸውን ያቋረጡ ተቀዳሚ ደንበኞችን በማ ገገ ር ወደ ባንኩ እንዲመሱ ጥረት ያደርጋል፡ ፡					
CRMORG19	ባንኩ በዘመናዊ ቴክኖሎጂ የ ታገ ዘ አገልግሎት ይሰጣል፡ ፡					

CRMORG20	ባንኩ የደንበኞቹን ሚጃ ሁሉን ዓቀፍ በሆነ መልኩ ስለማዉዝ የደንበኞቹን ፍላጎት የበለጠ ሚዳት ይችላል፤					
CL21	የባንክ አገልግሎት ወላኔዎችን ስወስን ቅድሚያ ወደ ሀሳቤ የሚጣው ዳሽን ባንክ ነው ፤፤					
CL22	የ ዳሽን ባንክ ታማኝ ደንበኛ ነኝ፤፤					
CL23	ሁልግዜ ስለ ባንክ አገልግሎት የኔን አስተያየት ለሚጠይቁ ሁሉ ዳሽን ባንክን እጠቁማስሁ፤					
CL24	ሰዎች ሌሎች ባንኮችን ቢጠቁሙኝም እንኳን የኔ ምኞጫዉ ዳሽን ባንክ ነው፤					
CL25	ከ ዳሽን ባንክ ጋር ጠንካራ ግንኙነት አለኝ፤					