# CUSTOMER RELATIONSHIP MANAGEMENT AND CUSTOMER RETENTION IN THE NIGERIA BROADCAST INDUSTRY: A STUDY OF ANAMBRA STATE.

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***Abstract***
*Customer relationship management (CRM) is an emergent phenomenon that has attracted many researches over the past two decades. These studies have concentrated on hospitality, banking, and other service industries but not much in the broadcasting industry. There is a great deal of confusion among business operators as to what CRM is; while some see it just the technology, other see it as a process. Still others see the phenomenon just as one of firm strategies. Thus, the main objective of this study is the Influence of Customer Relationship Management on Customer retention in the broadcast Sub-Sector in Nigeria with emphasis on Anambra State. The variables/constructs used in the study are customer orientation, customer data, customer information processing and ease of use of website. All the staff of identified broadcast organisation in Anambra State: federal, state and private constitute the population which is unknown. The study was based on a sample of 140 respondents of which 117 responded and were analysed. Questionnaire was used to collect data which were analysed using multiple linear regression with the aid of Microsoft excel add-on 2019. The analysis show that all the four IVs were statistically significant. Recommendations were made especially on the ease of website for managing the customers and retaining them for enhanced operation of an organisation.*
***Key words:*** *Customer relationship management, customer satisfaction, customer orientation, customer data, customer information processing, and ease of use.*

## Introduction

Customer Relationship Management (CRM) is a wide-ranging application that encompasses many of the company's business, focuses on customers. It is a continuous effort and requires a redesign of core operations in the company's business, starting from the point of view of customers based on what the company receives from customer feedback (Faraj Aldaihani & Bin Ali, 2018). Therefore, the development of products and services based on this approach must necessarily match the needs of the customers (Al-Hawary & Aldaihani, 2016). Customer relationship management (CRM) is a new concept within businesses that has increased its importance dramatically over the last few years, and will continue to do so in the future. For Xevelonaki (2005), CRM exists to replace the traditional 'four Ps' of marketing (product, price, place and promotion). A number of authors propose that the 4Ps of marketing mix is no longer the dominant marketing logic and that Relationship Marketing may be a more appropriate new paradigm for marketing thought, theory and practice (Gura, 2003). CRM was born from relationship marketing and is simply the practical application of longstanding relationship marketing principles that have existed since the dawn of business itself (Gura, 2003). CRM provides management with the opportunity to implement

relationship marketing on a company wide basis effectively. CRM is a tool and process that allows an organization to identify, understand and serve customers to improve customer service, retain valuable customers, and help provide analytical capabilities (Dimitriades, 2006).

Customer Relationship Management (CRM) is an enterprise-wide initiative that belongs to all areas (like human resources, finance, and production, marketing and sales) of an organisation. It is a comprehensive strategy and process of acquiring, retaining and partnering with selective customers in order to create a superior value for the company and the customer (Sofi, 2015). The implementation of CRM brings both tangible and intangible benefits to the business organisations. The tangible benefits include increased revenue and profitability and reduced costs. The intangible benefit includes increased customer satisfaction, positive word-of-mouth and improved customer service (Chen & Chen, 2004). Customer Relationship Management (CRM) is increasingly becoming an essential strategy which allows organisations to improve their profits through long term relationships with customers (Coltman et al., 2011). CRM is considered as the most important benchmark of competitive advantage which impact positively on organisational performance (Sin et al. 2005). Therefore, the success of any organisation links to its CRM. Customer satisfaction and loyalty are the measures of CRM. True loyalty is based on a partnership, which is based on mutual interest and shared goals. Loyalty ensures that the relationship is retained at all times. For loyalty, it is not only how satisfied you keep your customers, but how many satisfied customers you keep (Reichheld, 2001). One of the objectives of the CRM strategy has been to institutionalize customer loyalty.

The customer retention results in numerous benefits which include increased profits and customer retention (Bennett & Durkin, 2002). Effective and efficient CRM creates competitive advantage and improves customer retention and the profitability of organisations (Sin et al. 2005). Marketing Scholars (eg. Richard & Jones, 2008) Management, Information Technology (IT) and practitioners in these fields make numerous references to the impact of customer relationship management on business orientation and performance. Richard and Jones (2008) attributed the rapid growth of CRM to three factors: (a) fierce business competition for valuable customers, (b) economics of customer retention (i.e., life-time value) and (c) technology advances. Hence CRM has been applied in organisations to amongst others: increase customer satisfaction, reduce costs of sales, service and marketing; increased sales revenues. From the last two decades, there has been an explosion of interest in CRM both in the academic and business world (Becker et al., 2009).

CRM is the driving force that enables the characterization of customer and increases the customer value. In addition, CRM helps companies to retain customer loyalty. It is not only for managing customers and for monitoring their behaviour; it also has the potential to change and improve customer relationship with the service provider and increase business revenue (Dekimpe et al., 1997). Almotairi (2008) indicates that CRM could bring many benefits for companies to enhance their ability in the competitive market, increase profits and profit rate, reduce costs, upgrade concentration of the market, reduce cycle times of implementation of new sales activities, increase times of small-sized target marketing and

increase knowledge. Whereas, Fournier et al. (1998) indicate that several benefits might be derived from CRM, namely; increase customer loyalty, more effective marketing, improve customer service and support, and greater efficiency and cost reduction.

A number of studies by different scholars in different countries and industries: telecommunications, banking, airline, tourism and automobile distribution, support the relationship between customer relationship management (CRM), satisfaction, loyalty and business performance. Rafiki (2019) investigated CRM practices in Indonesia using the variables: top management support, training orientation, customer orientation, customer data, customer information processing and integration of CRM. The first three are organisational factors while the last three are technological factors. Ibrahim and Abbas (2021) study relied among others on ease of use of tourist organisations website and information quality. Though Rafiki (2019) study employed only descriptive analyses, our study took customer orientation, customer data, ease of use of Broadcast organisation website and customer information processing to explore customer retention in the broadcast industry in Anambra State.

**Hypotheses**

The following hypotheses are formulated for the study and they are stated in alternate form:

**$H_1$.** There is a statistically significant positive relationship between customer orientation and customer retention in broadcast industry.

**$H_2$.** There is a statistically significant positive relationship between customer data and customer retention in broadcast industry.

**$H_3$.** There is a statistically significant positive relationship between customer information processing and customer retention in broadcast industry.

**$H_4$.** There is a statistically significant positive relationship between ease of use of website and customer retention in broadcast industry. This study is significant as it an attempt to confirm the importance of building close relationships and effective measures for customer retention and loyalty and shall contribute to the existing body of knowledge

**Review of Related Literature**

**Conceptual Review**

Customer Relationship Management (CRM) is a business strategy that is designed to reduce costs and increases the profitability by strengthening customer satisfaction and customer loyalty (Sofi, 2015). It is a technique that companies across industrial sectors have found useful in addressing business challenges and especially in improving their interaction with customers. It helps in understanding the customer better which enables organisations to effectively customize their products and service offerings according to the individual customer needs. In this age of competitiveness, the creation of positive customer relationship is not only a necessity but it is a key for differentiation (Sofi, 2015). Customer Relationship Management is one of the important business strategies to manage customer and it focuses on understanding customers as individuals instead of as part of a group (Lambert, 2010). The management of customer relationship is important and beneficial to the business organisations. The effective relationship between customer and organisation depends on understanding the different needs of customers at different stages. The ability of

organisations to respond towards the customer's need make the customer feel like a valuable individual rather than just part of a large group of customers.

Moreover, there is a necessity and alignment and integration of processes. Gartner Group (2001), found that more than 75% of enterprises engaged in CRM initiatives were incapable of putting together a comprehensive view of their customers. It also noted that market leadership would be attained by enterprises that achieve maximum value and customer satisfaction within each customer segment being served by them. Reinartz and Kumar (2002) pointed out that managers need to be careful in differentiating customer loyalty and customer profitability. The business establishments have to understand the fact that managing customers for loyalty is different from managing them for profits.

The CRM has its origin in the basic paradigm of marketing to satisfy customers with the best possible alternative through a relational exchange process. This can be due to the integration of four important components i.e., people, process, technology and data (Panda, 2003). Berndt et al., (2005), indicated that the customer service and relationship management are important to attain sustainable competitiveness in the market place. The customer is considered to be the central element of all marketing actions and had been a priority for firms marketing strategy (Karakostas et al., 2005). Academics and practitioners proclaimed that a customer's relation is necessary for the organisations to survive and for their success in contemporary business environment (Heinrich, 2005). Furthermore, CRM is considered as the most important benchmark of competitive advantage that has a positive impact on organizational performance (Sin et al., 2005). According to Mehta et al., (2010), the success of the business establishments depends on the efficiency of its CRM. The applications of CRM has become a serious marketing consideration due to several factors like continuous complexity of the customer, globalization of organisations, strong competition, low cost of retaining customers and the success of firms that have practiced CRM (Sofi, 2015). Gruen et al., (2000) pointed out that on average firms spend six times more on acquiring customers than their retention. There is global disposition in CRM that relates the transactional model towards the relationship model. In other words, satisfying customer needs as a result of on-time transaction is not sufficient today but increasing their loyalty in a long run is equally important. Gruen et al. further indicated that businesses that refuse to acknowledge this tendency in the market place would be risking their market share and growth prospects in future. Extant literature reveals that there has been increasing attention of practitioners to analyse how CRM affects business performances across industry sectors.

Many companies now have extensive databases containing customer names; mail and e-mail addresses; geographic, demographic, and psychographic profiles; purchase patterns, media preferences, credit, and other financial information; and other relevant customer characteristics. Marketers use this information to target their current and prospective customers through a variety of direct-marketing methods such as direct mail, e-mail marketing, telemarketing, and others (Belch & Belch, 2021). These databases are an integral part of companies' customer relationship management (CRM) programs, which involve the systematic tracking of customer preferences and behaviours and modifying a product or service to meet individual needs and wants (Conners, 2013).

Customer Relationship Management (CRM) has been categorized in to operational, analytical and collaborative CRM (Gefen & Riding, 2002).

**Operational CRM** or front office CRM streamlines the communication and involves the areas where direct customer contact occurs e.g., a call centre or email promotion (Romano, 2003). It attempts to provide seamless integration of back-office transactions with customer interactions. The majority of self-described CRM products on the market today fall into the operational category (Adenbanjo, 2003).

**Analytical CRM** or back-office or strategic CRM involves the understanding of customer activities that has occurred in the front office. It enables organisations to develop relations with customers through data mining (Gefen & Ridings, 2000). It requires technology to compile and process the customer data in order to facilitate analysis. It also requires new business process to refine customer-facing practices to increase loyalty and profitability (Adebanjo, 2003). **Collaborative CRM** is also known as a portal, a Partner Relationship Management application or a customer interaction centre (Gefen& Riding, 2002). Collaborative CRM is the communication centre and the coordination network that provides the neutral paths to the customer and supplier (Schubert & Koch, 2003). According to Fayerman (2002) it means communication channels such as the web or e-mail, voice applications or snail, mail. It also means channel strategies. In other words, it is any CRM function that provides a point of interaction between the customer and channel itself (Schur & Koch 2003). The goal of the CRM is to recognize and treat each customer as an individual using above references of CRM. According to Pearce (2021) a key out put is a map of the IT net work for currently managing customer data, which also details any external suppliers and contracts involved in the support and maintenance of any component part of the net work.

**Theoretical Review**

CRM has evolved over the last few decades and has attracted considerable discuss from researchers, academic and practitioners alike. Many theories and models have also been developed to understudy the phenomenon. These are the CRM process model, the resource-based model and technology model among others. Customer relationship management consists of behavioural dimensions (Sin et al., 2005; Yim et al., 2004) which are: key customer focus, CRM organisations, Knowledge management and technology-based CRM. It is essential that all of these dimensions must work systematically in an organisation to guarantee its improved performance (Fox & stead, 2001; Sin et al., 2005). The other dimension of CRM includes trust, commitment, empowerment, personalization, customer prospecting etc. Therefore, it is of vital importance to go into details of CRM practices or dimensions that are; a) Key customer focus b) CRM Organisation c) Managing Knowledge d) Incorporating CRM based Technology e) Customer Prospecting and f) Personalization. The four dimensions used in this study are customer orientation, customer data, customer information processing and ease of website use. Customer retention customer retention was the dependent variable. The research model is given below in figure 1.

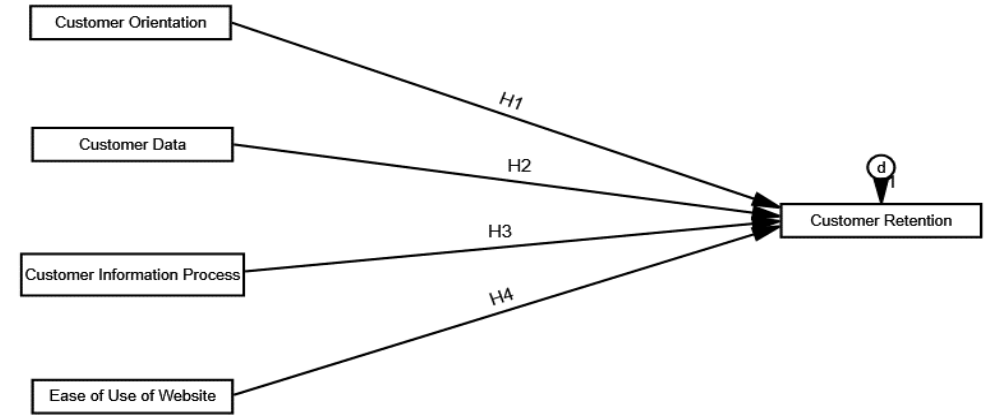


Figure 1: The research model

The Broadcast industry is multiple and varied as there are categories of ownership ranging from Federal, State-owned media houses to the private broadcast stations. The liberalisation of the industry in 1992 ushered in intense competition hence private broadcast stations sprang to compete with government owned stations that had hitherto enjoyed monopoly. This research was motivated by the need to elaborate that improved focus on managing relationships and retaining customers in today's competitive market especially the broadcast industry made of radio, television stations. Customers were unable to find any replacement of their current vendors or may be the suppliers others were also deprived of quality and service aspects and the rapid growing market did not bother their customers and the utmost satisfaction of needs and wants of customers (Tauni et al, 2014). Increasing competitions and increase in competitive trends in today's market environment increases the likelihood to retain customers as to safeguard the company against the raising competitions. To achieve this goal customer retention is required.

**Empirical Review**

Dewnarainet al. (2019) study noted that in recent years, the concept of customer relationship management (CRM) has undergone a major change from being a strategy that focused solely on establishing financial bonds with customers to one that promotes both transactional and interactional relationships with customers. This has given rise to a new form of CRM which is known as social customer relationship management (SCRM) or CRM 2.0. Hence, this study develops and proposes a conceptual model to address relationships between customer relationship management, social media technologies, customer engagement, positive word of mouth and brand loyalty. This paper brings significant contributions to hospitality CRM literature and marketing communication theory. It serves as a reference for hospitality practitioners who can derive insights on the potential economic advantage such as brand loyalty and consumer behaviour benefits in the form of positive word of mouth which can result from the eff ective implementation of a SCRM strategy.

A study by Zikmund (2003) found out that CRM strategy has been significant for companies that helped them to deal with the customer feelings and utilizations of their information. As per their results, the maintenance of better relations with the customer helps organisations in building better customer loyalty and also helps organisations to delight customer by something different than earlier purchases.

Another study on the customer perception reports that CRM strategy helps them to continue their transaction with their suppliers. The customers interact with their service providers through various touch points when they offer them required products/services. The linkage between CRM and Loyalty has been found out that CRM positively and significantly affects Customer Loyalty (Ndubisi et al., 2007). Wang and Lo (2004) found that CRM model is based on two perspectives. The first one measures the factors that are related to customer behaviour like repurchasing, cross and up selling and customer acquisition rate. The second one measures the relationship quality, such as customer satisfaction and customer loyalty.

The customer loyalty due to the effects of Customer Management and New Technology was examined by Ioannis and Maria (2003) in five-star hotels of London. The study concluded that respondents considered ICT as vital factor to improve their business procedures. It also enabled them in better understandings of their customer needs. The operational staff of the hotels were unable to comprehend the importance of customer loyalty due to the lack of orientation training. However, the operations staff and the managers were able to understand the relationship between customer service and IT enabled services but operation staff failed to link the customer services and customer loyalty. This was because the employees had no information that could have demonstrated them about loyal customers. The implications of the study were that appropriate training was required to fully understand the potential of technology and strategies that underpins it.

Assion and Moez (2004) conducted exploratory study to examine the impact of customer relationship management on customer loyalty in IT companies of Canada. The dimensions of customer relationship management like Partnership, Empowerment, Understanding Customer expectations, Customer Prospecting, Relations with Customers, Interactive Management and Personalization were interlined with the loyalty of customers. The positive and direct impact of CRM on customer loyalty was indicated by the research findings.

The efficiency of CRM practices on customer satisfaction was examined by Mithas et al (2005). The results of the research finding were arrived on archival data of three hundred managers of top IT firms of USA. The information was collected on aspects like customer knowledge, CRM application, supply chain, intensity of information technology and the size of a firm. The findings revealed that CRM had been positively associated with customer satisfaction. It was also observed gains in customer knowledge had been enhancing when they share related information with the supply chain partners. Hence, it proved support for the conjuncture that CRM had been helping firms to gain customer knowledge in order to enhance their satisfaction of customers. Therefore, sufficient investment in business strategies had been enabling organisations to reap intangible benefits in the form of improving customer knowledge and customer satisfaction. Zineldin, (2006) developed a triangular strategy between quality, CRM and customer loyalty. The research was designed to measure satisfaction and loyalty of the customers based on the two main factors. The factors were (1) customer data base and structure of CRM and (2) capability of the system to produce enough data for accurate analysis. According to the findings of the study, any changes in the quality of the services or production or any other segments in a firm over time could be used as an indicator to find the level of customer loyalty through a well-structured CRM strategy. The study further revealed that if the indicators of interaction, infrastructure and atmosphere would be linked to the object and process quality, it helps the

researchers to find what changes are required in CRM strategy to improve customer satisfaction and loyalty.

Das et al., (2009) revealed the positive association between CRM best practices and loyalty of profitable customers in Indian retail banks. The study had developed a list of 29 CRM best practices that had been helpful to the organizations in order to achieve a comprehensive CRM deployment. Three hundred sixty customers were contacted by the investigator from ten banks of India. The exploratory research results revealed that State Bank of India and Bank of Baroda were lagging behind their counterparts in the banking sector regarding the deployment of the CRM best practices. Sarlak and Fard (2009) conducted a descriptive survey in order to examine the impact of customer relationship management on customer satisfaction in agriculture banks. The findings of the study revealed that customer relationship management showed positive relationship with the customer satisfaction. Hussain et al., (2009) explored and analysed the strategic implementation of CRM in selected banks. The results indicated that the banks were implementing CRM but Citibank had more customer centric approach than other banks. Krasnikov et al., (2009) examined the impact of CRM implementation on two metrics of firm performance i.e., operational (cost) efficiency and the ability of firms to generate profits (profit efficiency) using a large sample of U.S. commercial banks. It was concluded that CRM implementation had shown a decline in cost efficiency but resulted in the increased profit efficiency due to their satisfied and loyalty customers. The banks have learned how to use CRM effectively in order to manage their customer data and develop one-to-one relationships.

According to the conceptual framework proposed by Faed (2010), customer relationship management amplifies the relationship of customers and competitors in a firm to increase its market share by the integration of technology, procedures and people. The results concluded that the aim behind to implement CRM was to maintain the strong base of customers and increase their loyalty. The results further found that if a business has to enhance its performance, it must have to realize importance of customer value, customer satisfaction and customer loyalty. The products that have little difference in terms of features, quality and variety, the customer satisfaction and customer loyalty will play a vital role in increasing the rating of firm.

Bhisham (2010) made an attempt to study the various CRM practices in the banks of Mauritius. The study revealed that the bank had efficient customer data base that helped them to enhance their profitability. Lombard (in Sofi, 2015) analysed the influence of three key variables i.e., resolution of complaints, communication and CRM practices on customer retention. It was concluded that complaint handling had a positive, two-way communications a negative and CRM practices a positive and significant influence on customer retention. Zamil (2011) argued that CRM as a strategy can sustain the name of the business and the products it offers in the minds of its customers. He identified the factors that affect customer behaviour toward the brand and the business. His findings include the fact that the human resources management activities were the primary factors in brand name retention on the mind of a customer. His study also confirmed that CRM is a complex concept requiring right business process and system integration. He also mentioned that effective leadership, sourcing, communication, and evaluation are necessary in adopting CRM.

Tauseef et al., (2012) investigated the positive effects of CRM on customer satisfaction in hotel sector. The research revealed that all the employees of the hotel were helpful, encouraging and most importantly they understood their responsibilities as CRM initiatives. Finally, the customers of the hotel had been treated with great respect and this resulted in customer satisfaction and ultimately leads to customer loyalty. The other factors that showed significance were continuous tracking of customers, privacy, willingness and less switching of customer to competitors. In similar research from banking sector, the customers of those banks which attached greater importance to CRM practices exhibited greater loyalty and hence did not switch over to other banks. The findings revealed that the dimensions had shown positive and direct relationship with customer satisfaction while as reliability had shown direct relationship with customer loyalty. It was also found that customer satisfaction and customer loyalty were related to cross-buying (Padmavathy et al., 2012). Service recovery plays vital role to convert an unsatisfied customer into satisfied or sometimes in loyal customers. Management should not consider it, as cost; rather they should consider it an investment that will help them in future to satisfy their customers. Todays' world is focusing on to delight the customers rather than satisfy customers. To attract customers and retain them is very difficult task.

Syed et al., (2014) in one of his empirical research studies on customer relationship and enhanced customer perception on customer satisfaction revealed that positive relationship between customer relationship management and customer satisfaction in hotel sector. Further the research findings revealed that if customer relationships are efficiently management it will result in increased customer satisfaction. The encouragement of a healthy interactive management had been helping the hotel to control the failures of business outcomes. Therefore, it is important for organisations to realize that they need to create a win-win situation for both themselves and customers to excel in the market. The cited literature divulges that, organisations in developed and developing countries have been resorting to different aspects of CRM with the central aim of developing long lasting relationships with customers in order to gain competitive edge in the market.

**Methodology**

This research is based on survey research design and the instrument used to collect the data is the questionnaire which was we designed using both open and close end questions. The close end questions are the five-point likert scale questions used to measure the main constructs of the study which are: customer orientation, customer data, customer information processing, ease of use of website and customer retention, which is the dependent variable. Each of the constructs was measured with four items that relate to the particular construct. The population of the study includes select staff of the broadcast organisations in Anambra State, both Federal Radio Corporation of Nigeria (FRCN) Mgbakwu, Anambra Broadcasting Service Awka, and three private broadcast stations. The Nigeria Television Authority was also included together with ABS, TV Awka. Because the population of this study is an unknown population, a pilot survey was conducted among 20 post graduate students of marketing and the questions asked related to whether they have shopped online, and their knowledge of online shopping. Of this only 8 or 40% agreed that they shop online and are aware of online shops, while 12 or 60% answered to the negative or were indifferent. With this information the approximate sample size of 140 respondents was obtained using the Cochran formula. The validity of the instrument was guaranteed by

making sure that the item measures what it ought to measure, that is face validity. Internal consistency reliability was checked using Cronbach alpha. Multiple regression was used to test the hypotheses with the aid of Microsoft Excel 2019 Add-on.

**Analysis and Discussion**

A total of 117 respondents answered the questionnaire and returned valid responses. This represents approximately 83.57% response rate. From this we now present the demographic characteristics of the respondents. Analysis of the socio-demographics show that 57.1% of the respondents are males while 42.9% are females. This means that the responses have good representation of both sexes to give varied opinion. On age, 14.3% are within the age of 21-29 years; 31.4% are within the age of 30-39 years; 20.0% fall within 40-49 years of age while the remaining 34.3% are 50 years and above. On marital status, 14.3% are single; 80.0% are married; 2.9% are widow/widower while another 2.9% are divorced/separated. On education, 8.6% have ND/NCE; 37.1% have BSc/HND, while 54.3% have post graduate qualifications. The implication of this is that the respondents have reasonable education to appreciate the import of the study.

**Reliability and Collinearity Analysis**

Cronbach alpha correlations was used to analyse for the internal consistency of the constructs. The values for the constructs are: customer orientation = 0.7; customer data = 0.68; customer information processing = 0.67, ease of use of website = 0. 62 and customer retention. This implies that all the constructs are well above the 0.6 threshold hence the data as well as the constructs have internal consistency and merit further analysis. Collinearity exists when there is a strong correlation between two or more predictors such that the analysis produces untrustworthy regression coefficients. Field (2018) suggest that a method istoscanthecorrelationmatrixforpredictorvariablesthatcorrelatevery highly. Acorrelation matrix was constructed using the constructs in the questionnaire to show the strength of relationship among the variables considered in the questionnaire and to check for collinearity among the constructs. Highly co-related predictors (0.7) show collinearity, which implies that the two constructs are doing the job. The results of the Pearson product moment correlation analysis are shown.

**Hypotheses Testing**

The results of the partial least squares regression are shown below and they include the graphic output, model fit and quality indices and the regression coefficients. The graphic contains approximate values contained in the regression coefficients. We now proceed to interpret the model fit and quality indices as well as the coefficients.

**Correlation matrix**

| | *Customer orientation* | *Customer data* | *Customer information process* | *Ease of use of website* | *Customer Retention* |
|---|---|---|---|---|---|
| Customer orientation | 1 | | | | |
| Customer data | 0.507932 | 1 | | | |
| Customer Inform. Process. | 0.339967 | 0.476645 | 1 | | |
| Ease of use of website | 0.251326 | 0.427373 | 0.553038 | 1 | |
| Customer Retention | 0.474851 | 0.573872 | 0.583697 | 0.62096 | 1 |

SUMMARY OUTPUT

| *Regression Statistics* | |
|---|---|
| Multiple R | 0.753525 |
| R Square | 0.567801 |
| Adjusted R Square | 0.552365 |
| Standard Error | 0.442661 |
| Observations | 117 |

ANOVA

| | *df* | *SS* | *MS* | *F* | *Significance F* |
|---|---|---|---|---|---|
| Regression | 4 | 28.83185 | 7.207962 | 36.78491 | 1.3006E-19 |
| Residual | 112 | 21.94627 | 0.195949 | | |
| Total | 116 | 50.77812 | | | |

| | *Coefficients* | *Standard Error* | *t Stat* | *P-value* | *Lower 95%* | *Upper 95%* |
|---|---|---|---|---|---|---|
| Intercept | -0.83076 | 0.40155 | -2.06887 | 0.04086 | -1.626376341 | -0.035135142 |
| Customer orientation | 0.172302 | 0.061913 | 2.782963 | 0.006324 | 0.049629174 | 0.294975769 |
| Customer data | 0.27786 | 0.102523 | 2.710229 | 0.007782 | 0.074724309 | 0.480994849 |
| Customer informprocess | 0.245116 | 0.091262 | 2.685846 | 0.008335 | 0.064291686 | 0.425939508 |
| Ease of use of website | 0.497864 | 0.105749 | 4.707996 | 7.21E-06 | 0.288336963 | 0.707392019 |

The first output we look at is the coefficient of multiple determination $R^2$ which has a value of 0.568 while the adjusted $R^2$is 0.552. This means that the four independent variables account for between 55.2% and 56.8% of variations in the DV, customer retention. The analysis of variance ANOVA represented by F-statistics is 36.785 with a p-value of .000. This means that the model is a fit on the data and that the coefficient of multiple correlation is significantly different from zero. The coefficients of the IVs are highly statistically significant at p-value = 0.00, well below the .05 margin of error and with this all the four hypotheses formulated for the study are validated and accepted.

**Discussions, Conclusion and Implications**

This study aimsto explore customer relationship management and customer retention in the Nigeria Broadcast Industry with emphasis on Anambra State. Four variables were used as garnered from literature and these are customer orientation, customer data, customer information processing and ease of using the organisation website. The data collected were analysed with multiple linear regression with the aid of Microsoft Excel 2019 Add-on. The analysis show that all the four hypotheses formulated for the study are highly statistically significant at .000 which well above the 5% margin of error. The analysis shows that of this

study is to assess the influence of select customer relationship variables on customer retention in the broadcast industry Anambra State Nigeria. These findings agree with Ibrahim and Abbas (2021) study among others on ease of use of tourist organisations website and information quality. It also agrees with Rafiki (2019) that CRM constructs and components enhance organisational performance in the case

Based on the analysis and results obtained in this study it is concluded that there is a statistically significant positive relationship between customer orientation, customer data, customer information processing and ease of using organisation website on customer retention in the broadcast industry. This study found out that a major component of CRM is ease of use of an organisation website. This component has the highest coefficient and therefore is a major contributor hence broadcast organisations should ensure they have friendly and easy to use websites for the employees in managing CRM. Based on this it is recommended that broadcast firms maintain solid data base of their customers and identify key customers and design programmes for attracting and retaining them in their company. It is also imperative to note that customer relationship management technology is a very important factor in customer retention and customer experience management hence it is recommended that companies imbibe the latest technology in managing their customer relationship. These technologies range from IT to relevant software like python and zap for enhancing and managing customer relationships and these require friendly websites. It is also expected that once these facilities are in place customer satisfaction is sure and satisfied customers are loyal customers. Literature suggests that it is cheaper to retain an existing customer than secure a new one. Good customer relationship management is a sure way to enhance customer satisfaction and in turn bring about customer loyalty in business organisations. This study is an addition to the literature on the emergent phenomenon of CRM especially the unexplored area of CRM in the broadcast industry.

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