

International Journal of Scientific Research and Reviews

Role and Significance of Crm in View of Commercial Banking Sector - A Study in the Context of Saudi Arabia

Syed Mohammad Akmal¹, Syed Mohammad Faisal^{2*} and Ahmad Khalid Khan³

¹Department of E-Commerce, Saudi Electronic University, Riyadh, KSA,
^{2,3}Department of Accounting, Faculty of Management, Jazan University, Jazan, KSA,
faisalsharar786@gmail.com

ABSTRACT

This research paper aims at providing role and significance of **Customer Relationship Management (CRM)** specifically in the banking sector in Kingdom of Saudi Arabia, Riyadh region. Researchers have tried their best to cope up challenges and hurdles during primary data collection that is entirely based on questionnaire in two sections to meet all criterion as well as requirements of respondents from banking sectors alone. During study researchers have noticed that, CRM systems are the new trend in the banking sector of Saudi Arabia as the country is going to a transition period the government have initiated an optimistic vision of 2030.

The government aims at reducing the dependence on oil income and to have a more diversified economy in near future as compatible with its vision. The plan include a new tax regulations and reduce the government sector in favor of the supporting the private sector. Based on that, the competition on the banking sector increased as the market liquidity shrunk due to the cut on the government expenditure.

Then banks started to use professional tools and systems to attract and sustain their customer base using state of the art technology and utilize more resources to maintain a steady profit flow. From this point, CRM systems become a necessity for banks to accomplish their goals.

JEL classification – M14

KEYWORDS: *CRM, banking, Customers, Management & Technology*

***Corresponding Author**

Dr Syed Mohammad Faisal

Assistant Professor, Department of Accounting,

Faculty of Management, Jazan University,

Jazan, KSA, +966537130041,

Email: faisalsharar786@gmail.com

INTRODUCTION

CRM systems are found to be new emerging trends in the banks of Saudi Arabia as the country is going to a transition phase hence the government of Saudi Arabia have initiated an optimistic and encouraged vision of 2030. The government aims at to reduce the dependence on oil income and to have a more diversified economy. The plan include a new tax regulations and reduce the government sector in favor of the supporting the private sector as per its vision. Based on that, the competition in the banking sector has got increased as the market liquidity got smaller due to the cut on the government expenditure. Then banks started to use professional tools and systems to attract and sustain their customer base using state of the art technology and utilize more resources to maintain a steady profit flow. From this point, CRM systems become a necessity for banks to accomplish their objectives and goals. Nowadays, CRM systems become predictive to monitor changes through markets on global scale instead of limited local scale.

CRM based on the management of the available knowledge of a customer. The concept of knowledge management (KM) is wider than just customers' interests and opportunities. There are processes that can be used through knowledge management to model CRM which help in guiding the RMs step by step so they can learn what they need to stratify customers' inquiries by offering new products & services or solving issues. The CRM become less transactional where there is less face to face interaction with customers and more process orientation tasks. CRM minimize the organization time and efforts required to satisfy customers' needs which help in discovering more opportunities and expand in new market arias.

Customers know a day can get more complex processes than before. Self-services are a major part of CRM yet that need more adaption from the customers' side. Customers know have to go through longer complex calls and sometimes their issues may require multiple application and participants to resolve the problem and that also require too much information to be memorized to use the right knowledge in the right time. Both of the concepts of CRM and KM where considered in definition but they meet in other things like the data warehouse and even they work alongside to achieve same goals as both of them aim at improving customers' satisfaction and also improve business efficiency moreover, deliver continues improvements in both sides. The time and efforts put on customer support cost organization a great portion of its variable cost and as its RMs utilize its CRM and KM this cost can be reduced immensely.

Information technology companies design systems that incorporate many cross-referenced components which create a big library of information for customer services to resolve their issues from the first call or even through an automated interactive service. It is known that the most important and influential factor that can lead to a greater customer satisfaction is a well implemented

CRM in the organization and that include account managers who can utilize the data gathered by the time to give the customer the best advice for new opportunities with less time and more comprehensive services that result in a friendly relationship with the customer. In banks now, a day e-banking services is the major attraction for customers even on the retail or corporate level and with more sophisticated CRM in the bank **RM (Relationship Manager)** can analyze his customer need in details to adapt the best win-win financial solution for both parties. Valuating customer's time increase their willingness and motivation for efficiency, compliance and consistency form their side and that by letting them have a great comfortable customer experience. The RM should be trained to understand all the CRM aspects so that they can understand overall requirements of customers when they need and call for an assistance.

LITERATURE REVIEW

O' Connor¹ in his study explored CRM training amongst UK aviation operators in which he took 20 questionnaires for survey to know the impact and implementation of CRM. Mainly his research focused an assessment of attitudes to CRM training in the aviation sector of UK.

Cooper² in his book designed to test at the level of the company itself as well as an industry where hypothesis was framed that in the short run, variations in exports are a utility of the pressure of household demand. It also acquired valuable information on the factors affecting the export all performance and behavior of firms. In this book author analyzed the factors affecting the export performance of selected firms from industries of UK in the period 1958-66.

Bhat³ in his contribution towards CRM presented an integrated model that measured customer empowerment and customer loyalty in banking sector.

Dmour⁴ in his research paper developed an integrated model of ECRM to explore an impacts of electronic customer relationship management (ECRM) success factors and system support on consumer contentment, consumer trust and customer retention strategy, that, in turn, make an impact upon the business financial performance of the Jordanian commercial banks.

Kilic, M⁵ discussed CSR (Corporate Social Responsibility) Vs CRM (Customer Relationship Management). This has been found one of most cited research papers that examined the Turkish banking industry focusing various segments of CSR communications by conducting an empirical analysis of banks' along with their CRM and CSR practices in many dimensions.

Tomczyk⁶ The statistics for the study were collected from 590 insurance intermediaries in Poland, a country from European nation. The results indicate that the strongest predictor of economic performance is that the degree of formalized data process, followed by the scope of performed client analysis.

Al-Mudimigh⁷ in his research paper proposed a CRM scorecard to evaluate measure and enhance CRM system in Saudi banks. The evaluation included the bank strategy and performance on regard of business solutions development also, measuring the Saudi Arabian banks CRM practices. The scorecard Translating vision and strategy through four perspectives which are Financial, Customer, Internal Business Process and Learning and Growth. The paper assumed that CRM systems will fail without a proper management tools to assess and measure the effectiveness of the CRM and the suggested scorecard will help in providing an accurate measurement of CRM effectiveness.

Eid, Riyad⁸ Elaborated towards a Successful CRM Implementation in Banks: An Integrated Model. The paper tried to identify the rule of CRM in the banking sector and its implications on customers relationship from the prospective of marketing activates incited by using CRM systems in 159 banks. The study found that CRM have substantial positive results of CRM usage in both the effectiveness of users and the marketing objectives and that would be achievable by implementing the CRM system holistically to reach and achieve the full potential of it rather than a piecemeal implementation which will not have the same level of success. Also, as the CRM implementation success level as the role it will be reflected on customer relationship quality and satisfaction.

Vella⁹ discussed in her paper titled "Encouraging CRM systems usage: a study among bank managers", aimed to understand the main purpose of banks managers to use CRM systems and to test the usefulness of the CRM systems in encouraging users. The writer developed a hypothesis of the variables between the usefulness of CRM in motivating the perceived intentions of use of CRM and data been collected from management level participants from the banking sector. The results showed that as the perceived ease of CRM system usage as the intentions are higher which increase the levels of management adoption of CRM systems.

Al-Refaie¹⁰ In his research paper discussed a detailed study about CRM/e-CRM Effects on Banks Performance and Customer-Bank Relationship Quality. The study tried to examine the impact of CRM system on Jordanian banks. The method used is a structural equation modeling. The study included 14 banks to measure the influence of CRM and e-CRM on those banks from the prospective of relationship quality, customer based-service attributes and customer life time value.

Patwa¹¹ Described an Analytical Study of CRM Practices in Public and Private Sector Banks measured the performance of relative CRM and examine its effect in increasing customer satisfaction and retention in both private sector and public-sector banks of an Indian district called Uttar Pradesh. The study used a stratified random sampling method from 4 banks two of them are private and the other two are public. The study size sample was 328 in total respondents. The

examination showed that the private sector banks have a more effective CRM implementation compared to the public banks. The study reveals from a strategic point of view that innovation, customer understanding and building better relationship with customers are more efficient in private banks. Within the two sectors private and public the CRM have an equal effect on them due to the market competition level yet the utilization level of the CRM varies between the sectors which should build and sustain a stronger customer relationship and higher satisfaction.

Baser¹² In his research paper studied about Customer Relationship Management in Kaveri Grameena Bank. The study took place in one bank which is Kaveri Grameena Bank. The aim of the study was measuring the gap between the banking service level and the customer expectation and the effect of CRM strategies on narrowing this gap. The collection of research primary data was through interaction, administrated questionnaires and observation. The sample was selected randomly with a total size of 100 respondents and also secondary data, reports, statistical figures and government published data.

Khan¹³ The results show that the customer satisfaction is high due to the banks efforts in keeping up to date technological options with the highest level of services and investment opportunities which make bank services up to their expectations including the banks utilization of electronic banking services to provide customers with smooth e-banking experience. The study concluded that there still a lack of adoption of technology and that hinder the bank form attracting more customers compared to the competitors in the market.

Selvakumar¹⁴ Analyzed of E-CRM Services of various banks from the View of Bankers. The aim of this paper was to study the e-CRM services in one of the banks in India from the view point of the banks employees. That data gathered the employees' opinions during 2014 with following descriptive and analytical methods primarily from bank officials with total participants of 83 including interview schedule and questionnaire. Moreover, the paper secondary data collected from the banks published information and records. The study found out that the banks of the subject study receive low number of e-CRM compliance but all those compliance due to the lack of customer segmentation accuracy in the CRM. Also, the time spent to solve any customer inquiries takes a period of 5 to 10 minutes.

Researchers studied other literature as well as cited research papers by scholars too and found useful for further research in this domain and mentioned in references for other researchers those willing to contribute their significance work in the field of CRM in banking sector or in other sectors.

OBJECTIVE OF STUDY

- To analyze CRM system in the Banking Sector
- To monitor and measure the awareness, acceptance and adoption levels in implementing CRM
- To conduct comparative study of CRM system in various banks of KSA

RESEARCH METHODOLOGY

Particulars	Descriptions
Research design	Quantitative
Sources of data	Primary data
Research Methodology	Stratified and Convenient Sampling
Sample Size	82
Questionnaire Type	5 point Likert Scale
Focused Sector	Banking

SURVEY DISCUSSION

Researchers will discuss each subject result with including a chart for each question to demonstrate the responses based on proportion of scale in percentage. The total participants in the survey were 82 Relationship Manager (RM) representing 12.18 % from a total population of 673 RMs in banking sector who deal directly with clients on their daily tasks other RMs in the same sectors are not included. Moreover, retail RMs are not included as they deal directly with retail customers (individuals) including the High Net Wealth (HNW) clients.

GENERAL INFORMATION: PART 1

Table 1: Age

Age	18-24	25-34	35-44	45-54	More
	4.70%	71.20%	21.50%	2.40%	0%

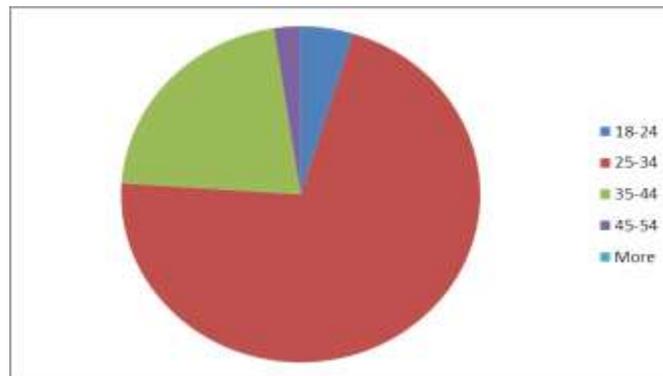


Fig 1

The majority of, the frequency of sample members under study in General Information: Part 1, Table 1 and Figure 1, were between 25-34 years i.e. 71.20% while the age range 45-54 is a smallest i.e. 2.40%. This indicates that the RMs who interact with corporate customers are young

and that should result in higher activities and accomplishment levels. Moreover, it also indicates that the participants are in range of age where new ideas and concepts are highly accepted and adopted to support their career and improve their experience.

Table 2: Education level

Education level	High School	Diploma	Bachelor Degree	Post Graduate Degree	Other
	2.30%	4.90%	44.90%	47.80%	0%

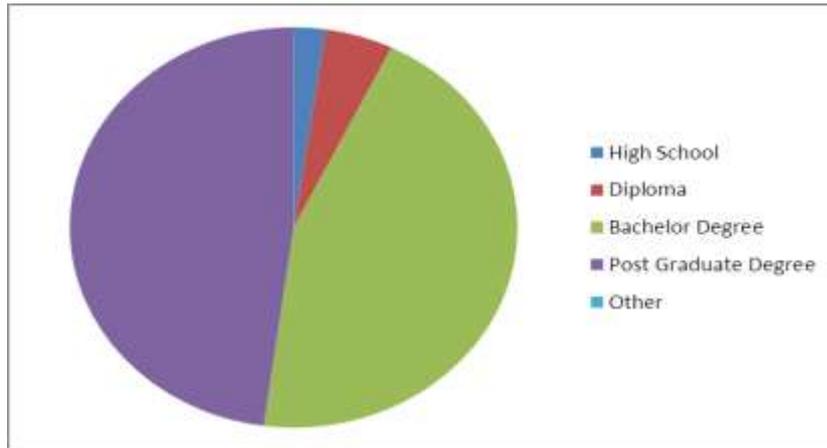


Fig 2

The level of education reflects that, the frequency of sample members under study General Information: Part 1, Table 2 and Figure 2, were highly educated the 92.70% respondent are either graduate or post graduate and that may result from the government program of international scholarship as the government expanded the program at early years of 2000s. It indicates that the participants might have the high level of understanding and adoption for the CRM as concept and system.

Table 3: Years of experience

Years of experience	1-5	6-10	11-15	16-20	More
	37.60%	41.50%	12.20%	8.80%	0%

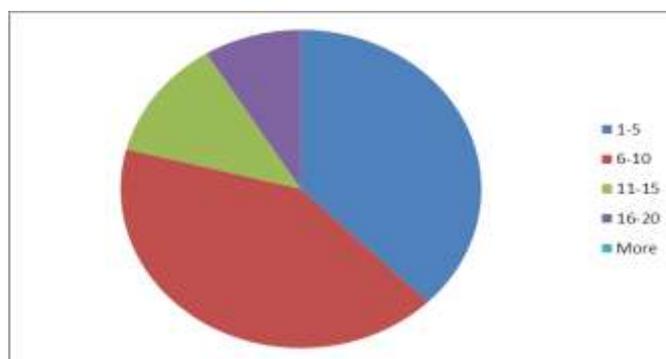


Fig 3

The experience, of the frequency of sample members under studies General Information: Part 1, Table 3 and Figure 3, were ranged of 1 year to 10 years consist the major chunk i.e. 79.10% which can be linked to the results in age and education level. That indicates that the participants are at good level of experience which can improve the level of understanding for the CRM aspects. Among the frequency of sample members under study the lowest were 16 years to 20 years i.e. only 8.8%.

Table 4: Position level

Position level	Junior	Intermediate	Senior	Top Level
	5.30%	52.20%	38%	5.30%

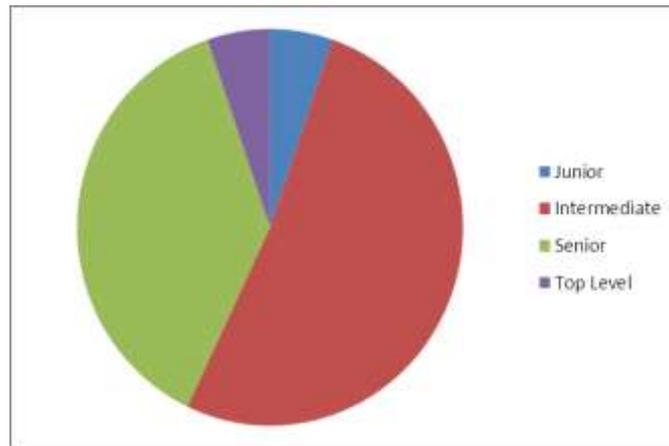


Fig 4

The frequency, of sample members under study General Information: Part 1, Table 4 and Figure 4, the highest were on intermediate position i.e. 52.20% and the lowest respondent were either on junior position or on the top level. This indicates that the participants have a level of dependent decision making when dealing with customers. Usually intermediate and Senior level RMs in the banking sector have room to improve the quality of service provided to customers by for example reducing the services fees to predetermined level by management to give the Relationship Manager (RM) the power to attract and sustain the relationship with the customers.

Table: 5 Genders

Gender	Male	Female
	100%	0%

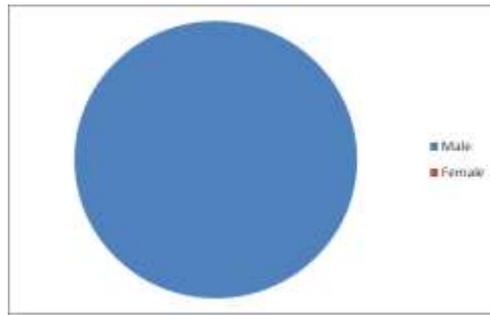


Fig 5

In General Information: Part 1, Table 4 and Figure 5, due to the lack of support from the bank management the survey was not distributed through the bank official internal communication channels. The survey was distributed based on personal relationships with the other RMs which limited the participation gender to be male only.

SURVEY SUBJECTS: PART 2

Table 1: Knowledge

Scale	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1. You have a strong knowledge about the concept of CRM	17.10%	53.70%	19.50%	9.80%	0%
2. You have a strong knowledge about CRM systems	14.60%	41.50%	24.40%	19.50%	0%

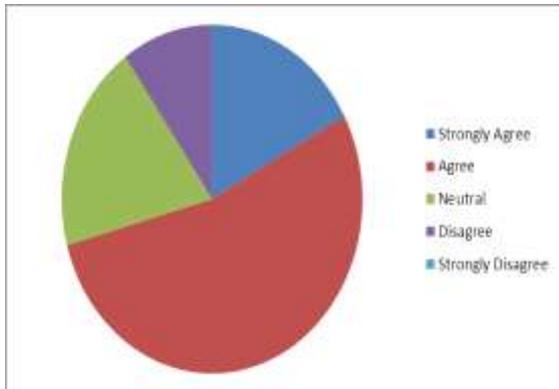


Fig 1

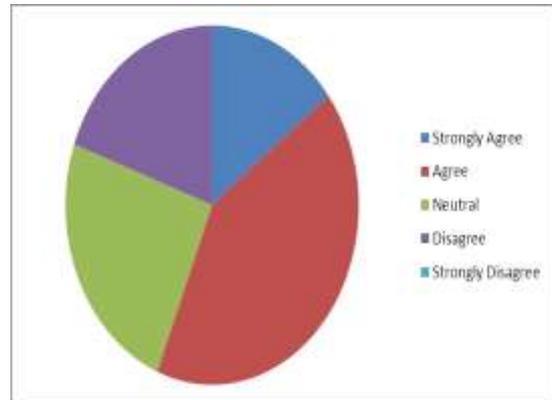


Fig 2

More than half of the frequency of sample members under study Survey Subjects: Part 2, Table 1 and Figure 1 & 2, have knowledge i.e. 90.30% and 80.5% used a CRM system before. That indicates that the bank will have to make the CRM system introduction more detailed and short in period as there were previous experience and knowledge about CRM concept.

Table 2 - Acceptance

Scale	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
3. You have used a CRM system before?	19.50%	36.60%	12.20%	29.30%	2.40%
4. You agree to use a CRM system in your daily tasks?	24.40%	53.70%	12.20%	7.30%	2.40%

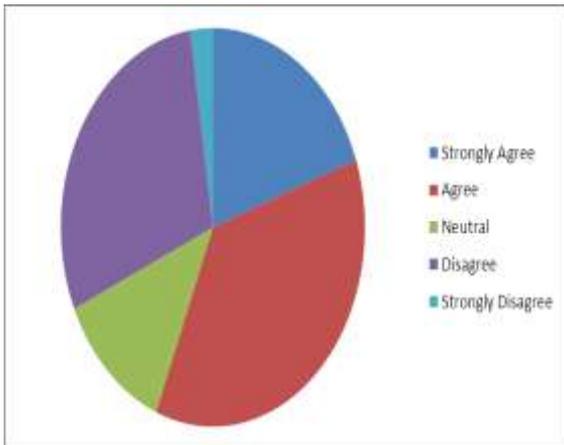


Fig 3

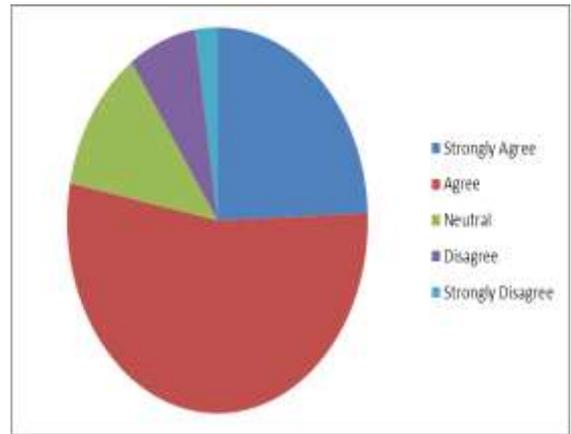


Fig 4

Sample members under study Survey Subjects: Part 2, Table 2 and Figure 3 & 4, 53.7 % of the participants agree to use CRM system in their daily tasks while 57 % of them have used one before and that indicates the high acceptance level as 88 % of them in the agree area. This positive feedback will help management to increase the RMs involvement in CRM adoption.

Table 3 - Sharing

Scale	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
5. You will share your clients' information with other departments through the CRM system	22%	34.10%	26.80%	14.60%	2.40%
6. You will share your clients' interests with other departments through the CRM system	29.30%	36.60%	17.10%	14.60%	2.40%

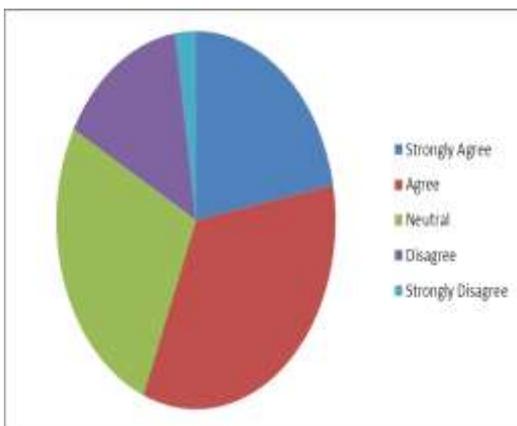


Fig 5

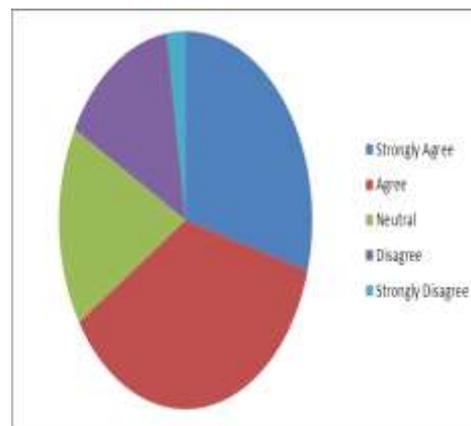


Fig 6

In Survey Subjects: Part 2, Table 3 and Figure 5 & 6, losing a customer is the nightmare of any bank's RM so they tend to keep the customers data for themselves or only shared among the department level. The data shows that the frequency of sample members under study willingness to share their customers' data and interests is high as they expect the CRM system keep tracking the

customers activates and provide them with the best possible solutions to maximize the customer’s satisfaction.

Table 4 -Customer loyalty and satisfaction

Scale	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
7. CRM can help increase your existing clients’ loyalty	31.70%	43.90%	20.50%	3.90%	0%
8. CRM can improve your clients’ satisfaction	31.70%	45.30%	19.50%	3.40%	0%

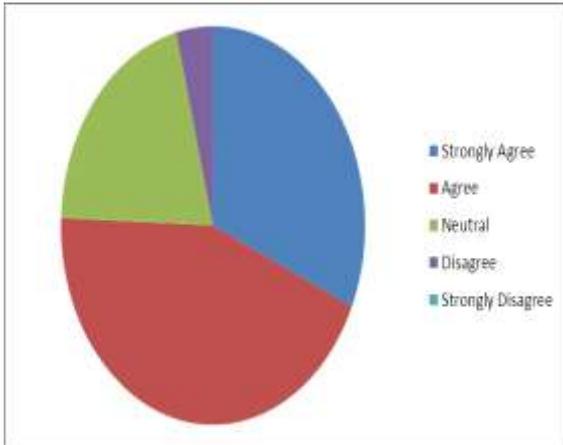


Fig 7

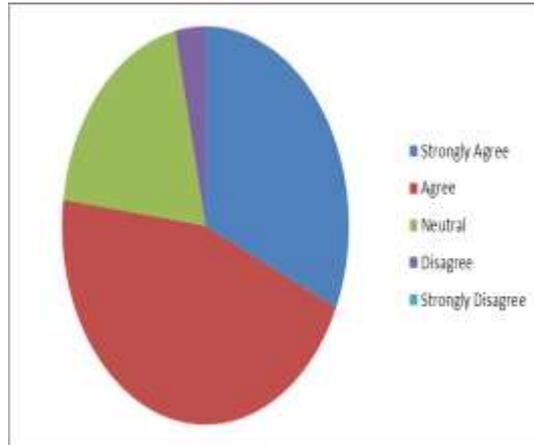


Fig 8

In Survey Subjects: Part 2, Table 4 and Figure 7 & 8, sustain a strong customer relationship and keeping a constant lending and borrowing activates give banks a steady flow of profit making activates and that’s why banks employ RMs. Having a great believe on the CRM ability to create a strong customer loyalty reflected on the agree zone with total of 75 % believe in loyalty increase and an improve of satisfaction by 78 % in the agree zone.

Table 5 - Performance

Scale	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
9. CRM can measure your performance	18.50%	47.30%	17.10%	14.60%	2.40%
10. CRM can improve your efficiency in doing the daily work tasks	41%	38%	19%	3.40%	0%

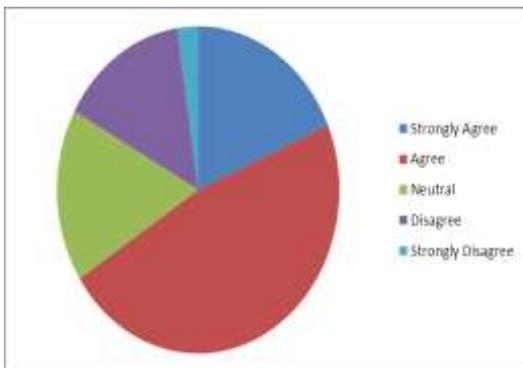


Fig 9

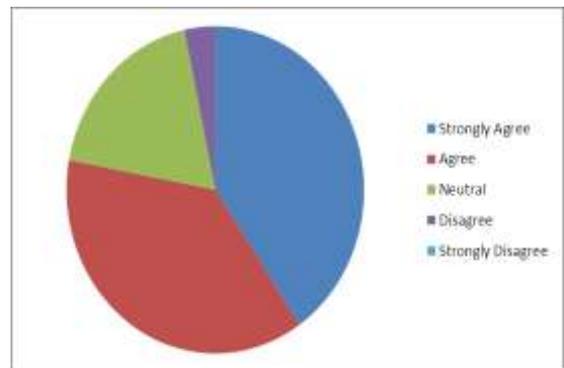


Fig 10

In Survey Subjects: Part 2, Table 5 and Figure 9 & 10, performance measurement is a major factor that helps RM in their daily tasks. The frequency of sample members under study 65.80% responded in positive whereas 17% replied in negative and 17.10% were neutral in the same way the participants 79% and very small chunk responded in negative i.e. 3.40% and 18% were neutral. With saving their time from doing redundant efforts to record or document any customer related issues RMs will have more time to service and communicate with other customers.

Table 6 - Key Performance Indicators (KPI)

Scale	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
11. CRM can help in expand your client base	31.70%	41.50%	24.40%	2.40%	0%
12. CRM can enhance your progress in achieving your targets	36.60%	41.50%	22%	0%	0%

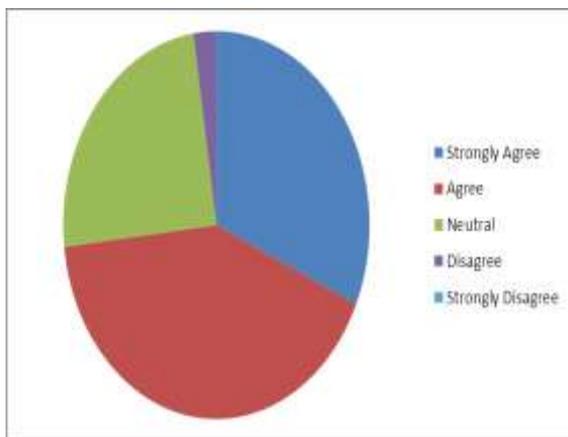


Fig 11

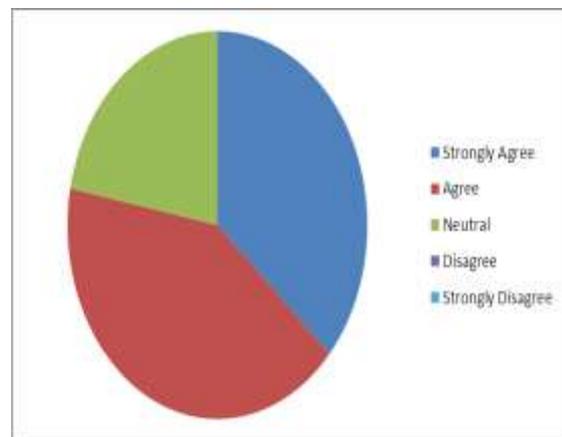


Fig 12

In Survey Subjects: Part 2, Table 6 and Figure 11 & 12, increasing the customers base is the first target set by management to any RM. A new customer means new source of profit or at least a new volume of free cash in the current account. CRM gathers data which turns to knowledge which will be utilized by RMs to new customers and new opportunities with current customers. 73 % of sample members under study on the agree zone that CRM will help in increasing their customers base through automation and data utilization Moreover, achieving their primary targets set by management during the year with 78 % agree level in the CRM ability to support that.

Table 7 - Cross sell

Scale	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
13. CRM can help in defining new opportunities for your existing clients	34.10%	46.30%	17.10%	2.40%	0%
14. CRM can motivate you to make more cross sell initiatives with other departments	29.30%	51.20%	19.50%	0%	0%

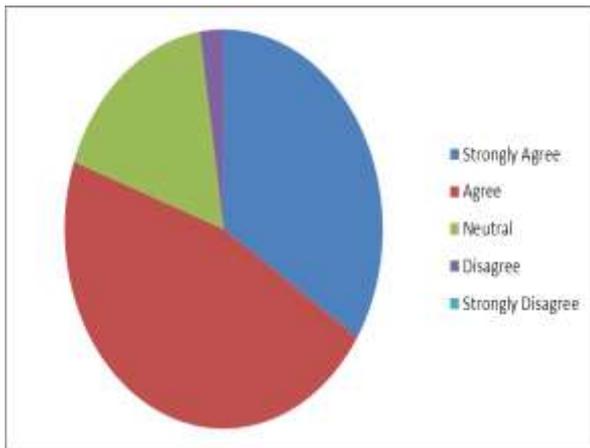


Fig13

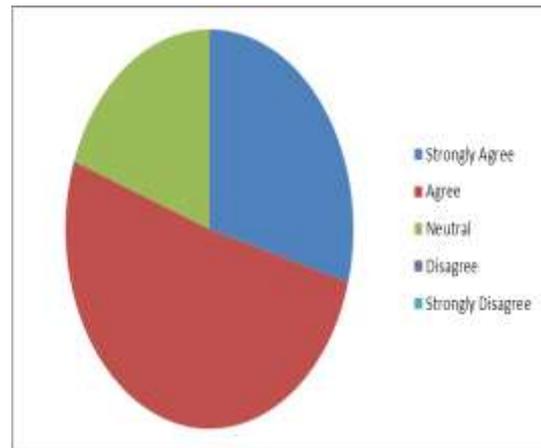


Fig 14

In Survey Subjects: Part 2, Table 7 and Figure 13 & 14, the concept of cross sell represents the joint efforts of RMs from different departments in marketing their departments services to one customer on a single visit. Utilizing the CRM capabilities to initiate cross sell initiatives will help in saving times and reduce the efforts to reach the same client in several meetings to achieve the same result. Having a trust on the CRM in defining new opportunities with more than 80 % agree level by participants and the same level on CRM ability to motivate RMs for more cross sell initiatives.

Table 8 - Comprehension

Scale	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
15. CRM can provide all the necessary information about clients?	34.10%	51.20%	12.20%	2.40%	0%

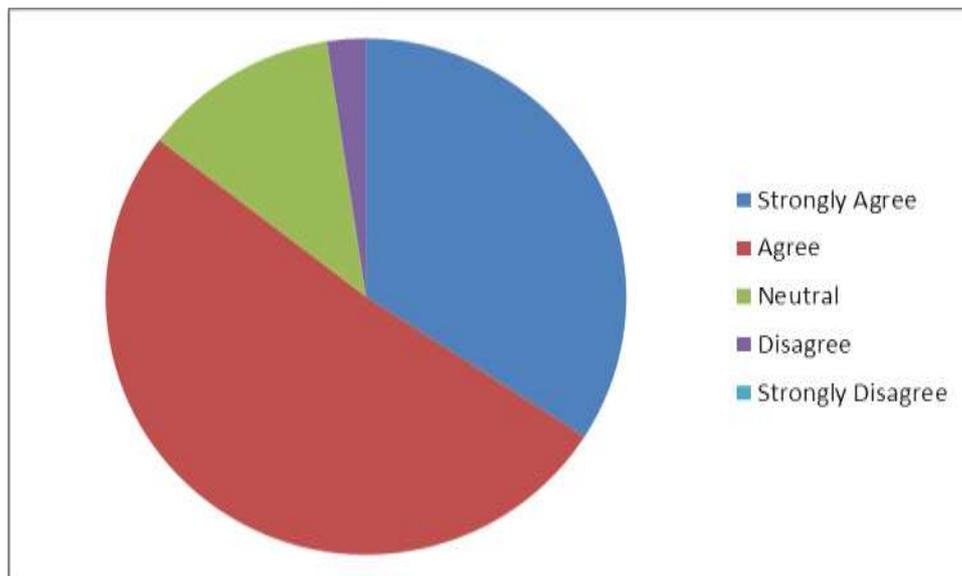


Fig 15

In Survey Subjects: Part 2, Table 8 and Figure 15, knowledge management is one core function in the CRM system which help in gathering, analyzing the customers information and date. 85 % of the participants agree on the CRM ability to store and provide the customer necessary

information. That indicates the level of the RM dependence on the CRM system in the future when the CRM system will be fully implemented.

Table 9 - Conflict of interest

Scale	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
16. CRM can expose sensitive information about your clients to other departments	22%	36.60%	17.10%	24.40%	0%
17. CRM can make you lose clients in favor to other departments	4.90%	31.70%	24.40%	26.80%	12.20%
18. CRM can create a conflict of interest between departments	7.30%	39.00%	12.20%	31.70%	9.80%

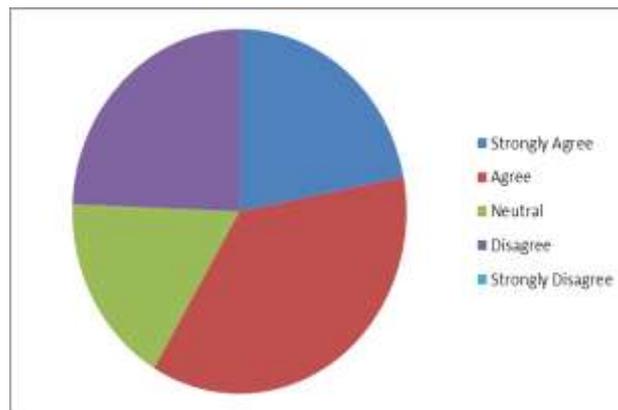


Fig 16

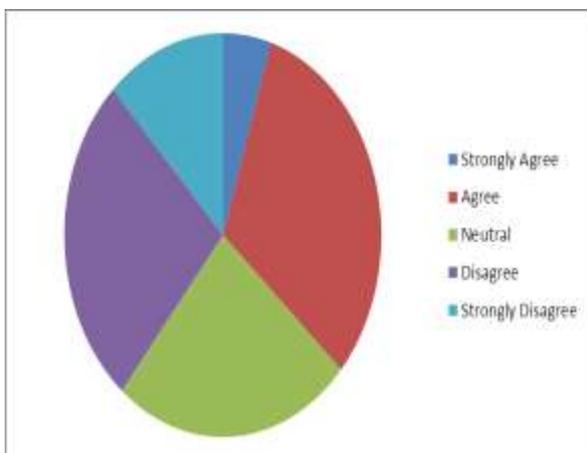


Fig 17

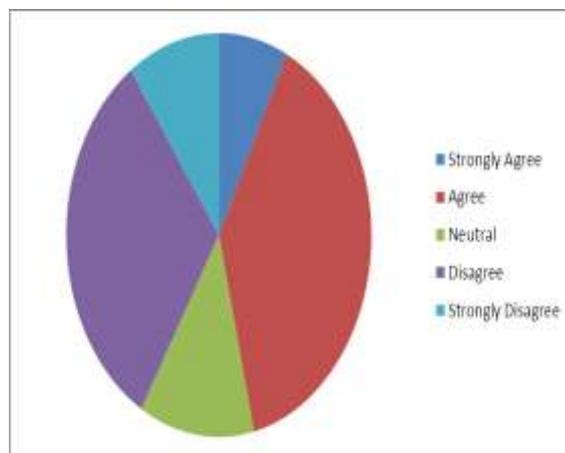


Fig 18

In Survey Subjects: Part 2, Table 9 and Figure 16, 17 & 18, banks are known for their high level political and conflict of interest environments. Due to that banks losses great opportunities every day as things become complicated between departments. The conflicts started when a profit source opens to the bank and each department seeks to record that in their achievement list. Usually banks have internal agreement for Fund Transfer Pricing (FTP) to segregate the profit and allocate it to the subject department but, that doesn't always apply.

Table 10 - Profit / Loss

Scale	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
19. CRM can help in increasing the organization profits	29.30%	53.70%	14.60%	2.40%	0%
20. CRM can help in decreasing the organization costs	17.10%	53.70%	24.40%	4.90%	0%

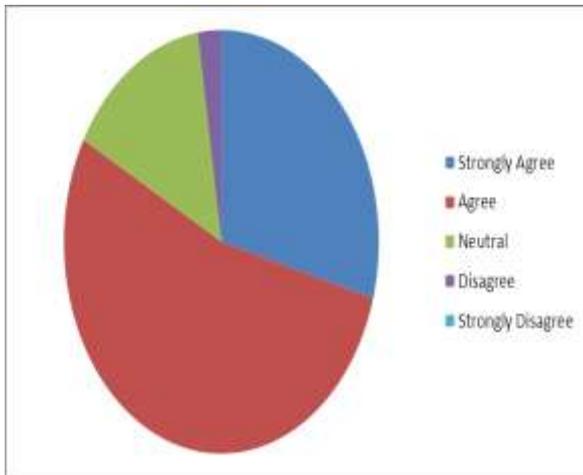


Fig19

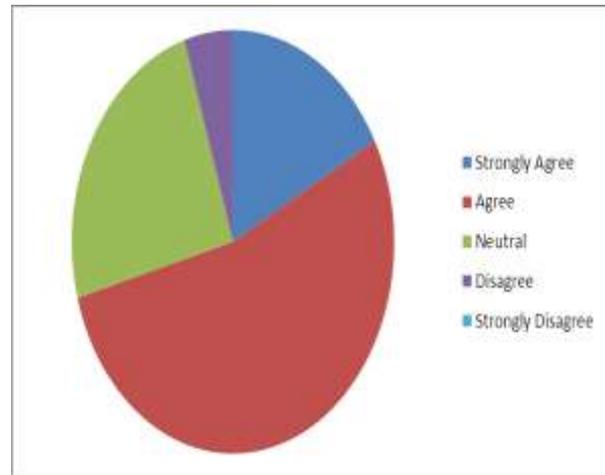


Fig 20

In Survey Subjects: Part 2, Table 10 and Figure 19 & 20, the agree level is high in both areas of profit generation and cost reduction resulted from implementing CRM system. The perception is high with 83 % agree level on profit taking and 70 % in cost reduction. This will help management to enforce the utilization of CRM among all related departments to achieve the momentum of the CRM system and to compensate for its high implementation and customization cost.

LIMITATIONS OF STUDY

- 1- The bank management refused the request to distribute the survey through the official internal channels and that hindered the survey reach to more of the population of interest.
- 2- Due to the lack of official approval to communicate the survey to the population of interest it only reached part of the male prospective participants with no female participants.
- 3- The survey subjects are huge and can't be covered in a single paper in such short time yet it need more time and effort to make more accurate, detailed and comprehensive results and then it will be suitable to publish in scientific journals moreover to add to the banking sector in Saudi Arabia.

CONCLUSION

Out of the questionnaire prepared for banking employees in Saudi Arabia, researchers have carefully monitored and reviewed responses from employees to justify their data analysis as

mentioned aforesaid survey report along with all figures and facts and reached at conclusion as mentioned below.

There is a big chance for the CRM success in the bank and the employee's adoption to the CRM is high in prospective level. The survey shows a high level on knowledge and acceptance for CRM but no clear results regarding the resolve of the conflict of interest between the departments.

CRM system will be a great tool for the bank to gather, analyze, and create reports and defining opportunities. CRM abilities and capabilities are highly trusted to give a comprehensive view and reports in the knowledge management aspect.

The utilization levels of CRM system function will help the bank enhance the constant profit opportunities and reduce the cost consuming items and redundancy to save cost.

Since CRM system has shown significant improvements and as noticed during research that the banks of Saudi Arabia are supposed to expose evolution phase where the monetary agency as well as the government have commenced a constructive and positive vision of 2030.

The government of Saudi Arabia thus looking their other alternatives in order to reduce dependency on oil income and to have a more diversified economy by the end of 2030. The vision include a new tax as well as VAT regulations and decrease the government sector in favor of the supporting the private sector. Based on that, the competition on the banking sector increased as the market liquidity minimized due to the cut on the government expenditure.

Then banks started to use specialized tools and systems to catch the attention and sustain their customer support using state of the art technology and utilize more resources to maintain a stable and sturdy earnings flow. From this point, CRM systems become a necessity for banks to accomplish their goals.

FURTHER SCOPE OF RESEARCH

Researchers due to type of primary data used and nature of study could not use the functional requirements documentation of CRM implementation and customization in banks in Saudi Arabia. Also some more dependent and independent variables were not taken into concerned study due to lack of enough time frames to check whether data stationary and normally distributed or not and also various non-parametric hypothetical tests such as Chi Square, t- test, F-test etc. Thus researchers leave scope of further research in this specific area of CRM bound study.

ACKNOWLEDGEMENTS

In order to make this research appropriate, relevant and constructive, researchers have also found these below mentioned academic sources praiseworthy apart from the reference part which has been mentioned in literature review part of the article.

1. Anderson, E. W., Fornell, C., & Lehmann, D. R. (1994). Customer satisfaction, market share, and profitability: Findings from Sweden. *The Journal of marketing*.
2. Bharadwaj, A. S. (2000). A resource-based perspective on information technology capability and firm performance: an empirical investigation. *MIS quarterly*.
3. Blery, E., & Michalakopoulos, M. (2006). Customer relationship management: A case study of a Greek bank. *Journal of financial services marketing*.
4. Bohling, T., Bowman, D., LaValle, S., Mittal, V., Narayandas, D., Ramani, G., & Varadarajan, R. (2006). CRM implementation: Effectiveness issues and insights. *Journal of Service Research*.
5. Cambra-Fierro, J. J., Centeno, E., Olavarria, A., & Vazquez-Carrasco, R. (2017). Success factors in a CRM strategy: technology is not all. *Journal of Strategic Marketing*.
6. Colgate, M., & Norris, M. (2001). Developing a comprehensive picture of service failure. *International Journal of service industry management*.
7. John, W. (2019). Scale Development and Construct Validity of Organizational Capital in Customer Relationship Management Context: A Confirmatory Factor Analysis Approach. *Business Perspectives and Research*.
8. Jun, M., & Palacios, S. (2016). Examining the key dimensions of mobile banking service quality: an exploratory study. *International Journal of Bank Marketing*.
9. Larsson, A., & V2taoja, Y. (2017). Building customer loyalty in digital banking: A study of bank staff's perspectives on the challenges of digital CRM and loyalty. *International Journal of Bank Marketing*.
10. Lelissa, T. B. (2014). The determinants of Ethiopian commercial banks performance. *European Journal of Business and Management*.
11. Mylonakis, J. (2009). Customer relationship management functions: A survey of Greek bank customer satisfaction perceptions. *IUP Journal of Bank Management*.
12. Najafi, A., Rezaei, S., & Rodi, A. D. (2017). The Effect of Electronic Customer Relationship Management on Customer Relationship Quality: Evidence from Mellat Bank of Arak City. *Journal of Economic & Management Perspectives*.
13. Nguyen, V. T., Ngo, T. X. B., & Nguyen, T. K. P. (2019, January). Factors Affecting to Brand Equity: An Empirical Study in Vietnam Banking Sector. *International Econometric Conference of Springer, Cham*.
14. Nkoyi, A., Tait, M., & van der Walt, F. (2019). Predicting the attitude towards electronic banking continued usage intentions among rural banking customers in South Africa. *SA Journal of Information Management*.

REFERENCES

1. O'Connor, P., Flin, R., Fletcher, G., & Hemsley, P. "Methods used to evaluate the effectiveness of flight crew CRM training in the UK aviation industry" Crew Resource Management Critical Essays 2002; 2(3): 235-255
2. Cooper, R., Hartley, K., & Harvey, "C. R. M. Export performance and the pressure of demand: a study of firms" Routledge Library Editions, 2018.
3. Bhat, S. A., & Darzi, M. A. "Customer relationship management: An approach to competitive advantage in the banking sector by exploring the meditational role of loyalty". International Journal of Bank Marketing, 2016; 34(3):388-410.
4. Dmour, H. H., Algharabat, R. S., Khawaja, R., "Investigating the impact of ECRM success factors on business performance: Jordanian commercial banks" Asia Pacific Journal of Marketing and Logistics, 2019; 31(1):105-127
5. Kilic, M. "Online corporate social responsibility (CSR) disclosure in the banking industry: evidence from Turkey" International Journal of Bank Marketing, 2016;34(4):550-569.
6. Tomczyk, P., Doligalski, T., & Zaborek, P. "Does customer analysis affect firm performance? Quantitative evidence from the Polish insurance market" Journal of Business Research, 2016;69(9): 3652-3658.
7. Al-Mudimigh, A. S. "CRM scorecard-based management system: Performance evaluation of Saudi Arabian banks" Journal of Digital Asset Management, 2009; 5(6):347-351.
8. Eid, R. "Towards a successful CRM implementation in banks: An integrated model". The Service Industries Journal, 2007;27(8):1021-1039.
9. Vella, J., & Caruana, A. "Encouraging CRM systems usage: a study among bank managers" Management Research Review, 2012;35(2):121-133.
10. Al-Refaie, A., Tahat, M. D. A., & Bata, N. "CRM/e-CRM effects on banks performance and customer-bank relationship quality" International Journal of Enterprise Information Systems, 2014;10(2): 62-80.
11. Patwa, L. K., & Patwa, K. K "An analytical study of CRM practices in public and private sector banks in the state of Uttar Pradesh" Pacific business review international, 2014; 6(7):60-69.
12. Baser, N. C., & Thakar, D. G "A literature reviews on customer relationship management in banks". International Journal of Customer Relationship Marketing and Management, 2015; 6(4):43-56.

13. Khan, A. K., Al Aboud, O. A., & Faisal, S. M. “An Empirical Study of Technological Innovations in the Field of Accounting-Boon or Bane” *Business and Management Studies*, RedFame, 2018; 4(1):51-58. DOI: <https://doi.org/10.11114/bms.v4i1.3057>
14. Selvakumar, M., Ramar, L., & Sathyalakshmi, V “*Analysis of E-CRM Services of Banks: from the View of Bankers*”. *Acta Universitatis Danubius (Economica)*, 2016; 12(6).