**SCHOOL OF GRADUATE STUDIES**

# EFFECTS OF CUSTOMER RELATIONSHIP MANAGEMENT PRACTICE ON ORGANIZATIONAL PERFORMANCE IN THE CASE OF ETHIOPIAN ELECTRIC UTILITY AUTHORITY AT WOLKITE TOWN, WOLKITE, ETHIOPIA

**MASTER OF BUSINESS ADMINISTRATION THESIS**

**ESKEDAR TADESSE**

**COLLEGE: BUSINESS AND ECONOMICS**

**DEPARTMENT: MANAGEMENT**

**PROGRAM: MBA**

**MAJOR ADVISOR: - TASEW SHEDAGA (Ph.D.)**

**APRIL 2025 G.C**

**WOLKITE, ETHIOPIA**

**Wolkite University**

**School Of Post-Graduate Studies**

# Effects of Customer Relationship Management Practice on Organizational Performance in the Case of Ethiopian Electric Utility Authority at Wolkite Town, Wolkite, Ethiopia

**A Thesis Submitted To The School Of Graduate Studies MBA Program In Partial Fulfillment Of The Requirement For The Degree Of Master In Business Administration.**

**Eskedar Tadesse**

**Major Advisor: - Tasew Shedaga (Ph.D.)**

**APRIL 2025 G.C**

**WOLKITE, ETHIOPIA**

# APPROVAL SHEET

## School Of Graduate Studies

## Wolkite University

Submitted by:

| Eskedar Tadesse | | May 25, 2025 |
|---|---|---|
| Name of Student | Signature | Date |

Approved by:

| Tasew Shedaga (Ph.D.) |  | May 25, 2025 |
|---|---|---|
| Name of Advisor | Signature | Date |
| | | |
| Name of Internal Examiner | Signature | Date |
| Shimels Zewdie (PhD) |  | May 25, 2025 |
| Name of External Examiner | Signature | Date |
| | | |
| Name of Chairman | Signature | Date |
| | | |
| Name of Dean, SGS | Signature | Date |

## ACKNOWLEDGEMENT

I am honored to begin by extending my sincerest appreciation to the Almighty for His unwavering guidance and support during the completion of my thesis proposal. Without His divine intervention, I cannot imagine completing this task. Next, I extend my heartfelt thanks to my academic advisor, Dr. Tasew Shedaga, whose expertise and mentorship were instrumental in shaping the direction of this research. Their insightful counsel was essential in navigating the complexities of this project. Additionally, I would like to express my deepest gratitude to my loved ones for their unwavering encouragement and backing throughout this process. Their unrelenting support has been an indispensable source of motivation and inspiration. In conclusion, I would like to convey my profound appreciation to each individual who contributed to the success of this research. Your contributions are truly appreciated. Thank you.

**Table of Contents**

# List of Table

# List of Figure

## List of Abbreviation

| | |
|---|---|
| CRM | Customer Relationship Management |
| CLV | Customer Lifetime Value |
| EEU | Ethiopia Electric Utility |
| EELPA | Ethiopian Electric Power Authority |
| EEPCo | Ethiopian Electric Power Corporation |
| EEUA | Ethiopian Electric Utility Authority |

## *Abstract*

*A crucial aspect of business success today is managing customer relationships (CRM). Companies aim to enhance productivity and stay ahead of their rivals by implementing effective CRM tactics. This research examines the effects of customer relationship management practice on organizational performance at the Ethiopian Electric Utility Authority in Wolkite Town using a blended methodology. Both qualitative and quantitative approaches were used to collect data from workers and clients via surveys, questionnaires, focus groups, and interviews. We would examine how different CRM techniques, such as customer information administration, consumer contact management, and customer care management, affect revenue, customer satisfaction, and brand loyalty in order to determine how effective they are. In the context of the Ethiopian Electric Utility Authority at Wolkite, the study's conclusions should offer helpful information on the connection between CRM practices and organizational efficacy. The company would be able to pinpoint areas where its CRM strategies need to be improved and create practical solutions to raise performance levels all around. Implementing customer relationship management has an impact on organizational performance, according to the study's findings. The results may also be useful to managers in similar companies that want to enhance their CRM procedures for increased organizational efficacy. Since, it can be conclude that organizational performance in the sampled population was moderate due to unsatisfactory of customer relationship management.*

*Key terms: - Customer Relationship Management (CRM), Ethiopian Electric Utility Authority, Organizational Efficiency, Organizational Performance.*

# CHAPTER ONE

# 1. INTRODUCTION

Chapter one presents the background of the study, Overview of the Study Area, statement of the problem, Objectives, Research Question, Hypothesis, purpose of the study, Significance of this study, the scope of the study, and Definition of Terms.

## 1.1. Background of the Study

Organizational success is greatly impacted by various factors. Research has indicated the importance of elements such as personnel training and leadership. For example, studies in the Nigerian banking industry found that leadership, training, and work environment were important factors that affected performance. (Stephenbamawo, July 2021).

Descriptive statistics are frequently used to compile data in order to comprehend organizational effectiveness. It is possible to analyze metrics such as mean, median, and standard deviation to learn more about employee satisfaction or productivity levels. These numbers help identify trends and patterns and include the average performance rating across departments. (Scott, 14 Dec 2021).

Moreover, inferential statistics allow researchers to extrapolate findings from a sample to the entire organization. ANOVA, regression analysis, and hypothesis testing are frequently used techniques. For instance, regression analysis may demonstrate how leadership styles predict organizational performance, and hypothesis testing may validate the efficacy of training programs. Through the integration of descriptive and inferential statistics with empirical facts, organizations can enhance their performance through data-driven decision-making. . (Hassan, Mar 25, 2024)

One specific area of focus in organizational success is Customer Relationship Management (CRM). (Guerola-Navarro, (2022) Suggest that uses a semi-systematic review to explore the link between CRM and entrepreneurial marketing in business. It reviews 86 studies of how CRM affects entrepreneurial marketing policy development through its alignment with relationship marketing and customer-centric business models. It identifies the main benefits and challenges of CRM for entrepreneurial marketing, as well as the future research directions and implications for practitioners.

The most important strategies of private and public enterprises at present is how can they use their technology resources in their operational activities because it enables organizations to make the right decision based on the right information collected from their suppliers, efficient and effective labor force, and customers (Ghalandari, (2018). It indicated that organizations had decided the right way to build long-term relationships with customers through different tools and techniques. Indeed, the present globalized worlds mainly emphasize differentiated services rather than differentiated products. The adoption of Customer Relationship Management (CRM) is widely seen as a way to achieve competition strategies in service-rendering companies. Companies that implement CRM can make better relationships with their customers, improve customers' loyalty, increase revenue, and reduce costs Blery, (2006).

By using contemporary CRM methods, businesses may accomplish several goals, such as higher profits, client retention rates, and heightened customer pleasure. Customers receive personalized services based on their unique needs and tastes when organizations use CRM approaches to build closer bonds with them. As a result, the clientele will feel more connected and have greater faith in the institution. Also, efficient CRM techniques aid in acquiring new consumers and keeping current ones since they allow for targeted advertising and communication initiatives. Last but not least, employing CRM procedures makes it possible to enhance operational effectiveness because choices are made with the help of data-driven information gathered from clients. (Payne and Frow, 2005).

Cognizant of the above, CRM is an extensively accepted instrument that supports customer-oriented organizations' decisions (Kebede, 2018.)**.** More specifically, CRM is regarded to be among the best strategies and practices for companies to develop their financial, marketing, and operational performance and thus to make sure that their long- term objectives (Rashid, (2013). ). Measuring CRM performance is a challenge because it is difficult to define causal connections between CRM activities and the company's performance results. These difficulties result from the manifold relationships between functional areas such as financial, marketing, sales, and operations. In addition, many CRM benefits are qualitative and it is therefore difficult to prove their influence on financial results (AlSafad, (2016). ).

Organizational performance refers to the performance of human resources, companies, and ethics in connection with measurement and indicators of effectiveness, efficiency, and accountability.

This performance can be measured at the unit work, play process, also at organizational level (J Harris, (2005).) . Based on (Alawiyah, I.et al, (2017).), Organizational performance indicates low cost, quality products, just-on-time, supply performance, and customer satisfaction. The metrics are used to measure Organizational performances that truly capture the essence of CRM function to Organizational performance**.**

To examine the relationship between CRM practices and organizational performance and innovation capability of Iranian manufacturing organizations. It uses a survey method and structural equation modeling to test the hypotheses. The results reveal that CRM practices have a positive and significant, though weak, effect on the organizational performance and innovation capability of Iranian manufacturing organizations. Innovation improvement caused by CRM also results in better organizational performance. (Ivana Nedeljković, (2022).

### 1.3. Statement of the Problem

In the current state of intense competition within the corporate sphere, providing exceptional service to clients is an indispensable aspect of success. To stay popular and keep customers happy, businesses need to offer great service that meets changing customer needs. New ways of communicating and using technology have changed how businesses talk to their customers, which can be good or bad depending on how well they adapt. Several factors have contributed to CRM's rapid rise in recent years. CRM consists of an analysis and long-term historical viewpoint for each client the business has gained or plans to acquire. If customers are content, they will greatly increase the profitability of the business and it will only get stronger (Benn, (2014).

Performance at the Ethiopian Electric Utility Authority in Wolkite Town is being impacted by several obstacles the company is encountering while attempting to apply efficient customer relationship management (CRM) procedures. Lack of knowledge of client wants and preferences, ineffective feedback and communication channels, poor CRM technology utilization, low customer loyalty and retention, and insufficient employee buy-in and training are some of these difficulties. The performance of the company is eventually being impacted by these problems, which makes it more difficult for it to manage client interactions. The Ethiopian Electric Utility Authority at Wolkite Town must address these issues if it hopes to strengthen organizational performance and improve CRM procedures.

Another research was done by (Alawiyah, (2017)) Revealed that an organization can develop a time of product modification for a customer compared to the competition and increase the number of newly introduced products compared to the competition. She also expressed CRM causes an increase sales volume of individual customers and also sales revenue with individual customers. Customer satisfaction and loyalty are consequences of the CRM process too. A result of their study conducted by (Alawiyah, I., & Humairoh, P. N. J. J. I. E. B., (2017).) Revealed that execution of customer support and marketing support in CRM strategies in banks and financial institutions have a positive and meaningful impact on relationship marketing and then lead to an increase in the effect on business performance.

There are few scanty studies conducted In the Ethiopia context; Gebeyehu J., (2014). Analyzed the effect of CRM on profit and market performance by considering branches of Commercial Bank of Ethiopia, Awash International Bank, and Wegagen Bank located in Mekele City. The finding of the study showed the existence of a positive and significant relationship between CRM dimensions and profit performance. The study conducted by TEKLIYE, (2017). Revealed that there is a strong, positive, and significant relationship between customer relationship management dimensions (key customer focus, CRM organization, customer knowledge management, and CRM-based technology) and profit performance.

The study was conducted by EWNETU S, (2015) revealed that CRM has a strong relationship effect on the market share of the Commercial Bank of Ethiopia. Cognizant of the above facts, we can understand the absence of clear-cut direction on the variables of customer relationship management and its effect on organizational performance. Most previous studies of CRM have not focused on the organizational performance of the firm but rather focus on marketing performance. The study on how CRM practice affects organizational performance in the context of the Ethiopian Electric Utility Authority in Wolkite Town is significant and pertinent since it tackles a crucial organizational management issue and may provide insightful information for enhancing the authority's performance. As a result, we can comprehend that there is a data gap regarding the impact of customer relationship management and how it affects organizational performance in public businesses, namely Ethiopian Electric Utility. Thus, in the case of Ethiopian Electric Utility, Wolkite Town, this study evaluates the impact of CRM on organizational performance.

Several factors can motivate conducting research on the impact of CRM on organizational performance within the Ethiopian Electric Utility (EEU) in Wolkite Town. The literature currently in publication frequently concentrates on CRM's influence on marketing performance while ignoring its wider effects on organizational performance as a whole. There is a substantial knowledge gap due to the paucity of CRM research conducted by public sector organizations, especially in Ethiopia. By offering particular insights into the EEU context, this study seeks to close this knowledge gap. The study can provide actionable insights for the EEU in Wolkite Town. By examining the relationship between CRM practices and organizational performance, the research can identify areas for improvement in CRM implementation and strategies. These findings could help the EEU enhance customer relationships, improve operational efficiency, and ultimately boost overall performance.

## 1.3 Research Question

- ✓ How do Customer Relationship Management (CRM) practices impact financial performance at the Ethiopian Electric Utility Authority?
- ✓ What role do leadership styles play in fostering a customer-centric culture and effective CRM practices that influence organizational performance at the Ethiopian Electric Utility Authority?
- ✓ How does technological infrastructure affect the effectiveness of CRM practices at the Ethiopian Electric Utility Authority?
- ✓ How does human resource management affect the implementation of CRM practices and their impact on organizational performance at the Ethiopian Electric Utility Authority?

## 1.4 Objectives

### 1.4.1 General Objective:

To examine the effects of customer relationship management practice on organizational performance at the Ethiopian Electric Utility Authority in Wolkite Town.

### 1.4.2. Specific Objectives:

- ✓ To examine the effects of Customer Relationship Management (CRM) practices on financial performance at the Ethiopian Electric Utility Authority.

- ✓ To determine how leadership styles affect the Ethiopian Electric Utility Authority's efforts to create a customer-centric culture and how well CRM strategies work to improve organizational performance.
- ✓ To assess the effects of technological infrastructure on the effectiveness of CRM practices at the Ethiopian Electric Utility Authority.
- ✓ To investigate how human resource management recruitment and selection affect the implementation of CRM practices on organizational performance at the Ethiopian Electric Utility Authority.

### 1.5. Hypothesis

Based on the review of the theoretical and empirical literature with regard to the effect of customer relationship management practice on organizational performance, the following hypotheses are developed to guide the empirical work of the present study:

- ✓ Hypothesis 1: Leadership and management has positive and significant influence on organizational performance in the Ethiopian Electric utility, Wolkite Town.
- ✓ Hypothesis 2: Financial management has positive and significant influence on organizational performance in the Ethiopian Electric utility, Wolkite Town.
- ✓ Hypothesis 3: Technological infrastructure has positive and significant influence on organizational performance in the Ethiopian Electric utility, Wolkite Town.
- ✓ Hypothesis 4: Human resources management has positive and significant influence on organizational Performance in the Ethiopian Electric utility, Wolkite Town.

### 1.6 Significance of this study

The study has the potential to yield significant insights into the effects of customer relationship management practices on the organizational performance of the Ethiopian Electric Utility Authority at Wolkite Town. Through an analysis of the correlation between these two variables, the study can provide actionable suggestions for enhancing customer relationship management strategies inside the organization, which will ultimately result in improved performance.

The Ethiopian Electric Utility Authority operates in a dynamic and competitive business where customer happiness and loyalty are critical for success, so it must understand the effects of customer relationship management methods on organizational performance. The study can assist

the authority in better allocating resources and prioritizing activities that will improve their operations and service delivery by identifying the elements that lead to enhanced organizational performance through effective customer relationship management.

Furthermore, especially in light of the Ethiopian Electric Utility Authority, the study's conclusions can add to the corpus of knowledge already available on organizational performance and customer relationship management. Other businesses in related fields can use it as a point of reference, giving them insightful advice and best practices for enhancing their CRM systems and achieving superior performance results. All things considered, this study has the potential to produce significant implications for the Ethiopian Electric Utility Authority at Wolkite Town by answering the research question and testing the hypothesis. It can also advance our understanding of the connection between customer relationship management strategies and organizational performance on both a theoretical and practical level.

### 1.7 The scope of the study

This research focused on the Effects of Customer Relationship Management Practice on Organizational Performance in the Case of Ethiopian Electric Utility Authority at Wolkite Town. Focusing on a single town allows for a more in-depth understanding of the specific CRM challenges and opportunities faced by the EEU in that particular context. Restricting the location also makes data collection and analysis more manageable within the project's resources and timeframe. There were numerous customer relationship management practice that had effects on Organizational Performance. The study focused on four main areas of management practices; Leadership management practice, financial management practice, Customer relationship management practice, and Human resource management practice. Limiting the CRM practices to these specific dimensions allows for a more focused and manageable study.

The research employed a mixed-method approach, combining qualitative and quantitative methods to gather data and analyze the relationship between CRM practices and organizational performance. Qualitative methods such as interviews and case studies provided in-depth insights, while quantitative methods such as surveys and data analysis were offered statistical validation. This mixed-methods approach provides a comprehensive understanding. Quantitative methods offer statistical data, while qualitative methods provide contextual insights.

## 1.8 Limitations

Since no study is completely flawless or inclusive of all possible aspects, this study has the following major limitations encountered by the researcher while conducting the study. The first challenge was lack of relevant local review related literatures to the topic in the study area. Moreover, the study considered only four determinant factors that were taken as major factors in the effects of Customer Relationship Management (CRM) practices on financial performance at the Ethiopian Electric Utility Authority, however, the study would be more inclusive if it added additional variables. The other limitation was the lenient behaviour of the respondents in filling the questionnaire and return honestly. So, in order to overcome such obstacles, the researcher was patiently collected the relevant data through harmonious communication with the employees and the officials.

In general, even though, the researcher has faced the above limitations, these limitations did not have significant impediment on the outcome of the study.

## 1.9 Definition of Terms

- ✓ **Customer;** operationally, "customer" refers to groups, people, and companies that use Ethiopian Electric Utility's goods and services (Uncles, 2003).
- ✓ **Customer Relation Management (CRM);** is the process by which a company builds and maintains enduring relationships with its clients. (Torres, E. N.et al, (2006).
- ✓ **Performance;** the outcome of CRM operations, encompassing the three functional domains of finance, marketing, sales, and operations (Chen, F.et al, (2011).
- ✓ **Organizational Performance;** The degree to which the Ethiopian Electric Utility Authority at Wolkite Town has succeeded in meeting its operational, budgetary, and service quality objectives overall, as determined by key performance metrics like customer satisfaction ratings, turnaround times for services, revenue growth, and cost savings. (Hervani, A.et al, (2005).

## 1.10 Organization of the study

The study begins with an introduction that sets the stage by outlining the background, context, problem statement, research objectives, research questions, significance, and scope of the study. It also introduces key concepts and terms to provide a foundation for the subsequent chapters. The literature review follows, delving into existing literature to identify theoretical frameworks, models, concepts, and variables relevant to the research topic while highlighting gaps and justifying the need for the study. Moving on to the research methodology chapter, the research design, approach, methods, and procedures for data collection and analysis are explained in detail, covering aspects such as population, sample, sampling technique, data collection instruments, data analysis techniques, ethical considerations, and study limitations. The data analysis and findings chapter then presents and interprets the results of the data analysis, including descriptive and inferential statistics, hypothesis testing, research question responses, and discussions linking the findings to the literature and research objectives. Finally, the conclusion and recommendations chapter synthesizes the main findings, draws conclusions, discusses implications, and offers recommendations for further research, practice, or policy based on the study's outcomes.

# CHAPTER TWO

# 2. LITERATURE REVIEW

## 2.1. INTRODUCTION

Chapter two presents. Theoretical literature review, empirical literature review, conceptual framework of the study

## 2.2. Theoretical Literature Review

The multifaceted concept of organizational performance has been thoroughly studied using a variety of theoretical frameworks. The ability of the organization to accomplish its objectives successfully and efficiently while striking a balance between internal procedures and external demands is a common theoretical definition. In order to provide a comprehensive view of performance, models such as Kaplan and Norton's Balanced Scorecard place emphasis on four essential perspectives: internal processes, learning and growth, customers, and finances. In order to obtain a competitive edge, it is crucial to utilize distinct organizational resources and competencies, according to the resource-based view (RBV) theory. The necessity of matching organizational goals with the expectations of various stakeholders, such as staff members, clients, and the community, is also emphasized by stakeholder theory. By combining operational effectiveness, social responsibility, and financial indicators, these theoretical stances provide a thorough knowledge of organizational success. (Kaplan, (1996.)

### 2.2.1. Concept of Customer Relationship Management

The scholars offer several interpretations of customer relationship management. Some see it as a technology, some as a strategy, and still others as an information system. (Sin, L.et al, (2005). Have characterized CRM as an all-encompassing approach and procedure that permits a business to locate, attract, keep, and develop profitable clients by establishing and preserving enduring connections with them. According to (Deneke, Y.et al, (2017). Financial institutions can achieve goals like customer pleasure, customer loyalty, and profit by implementing customer relationship management (CRM), which is a concept and approach for managing a company's interactions with customers, clients, and sales prospects. It entails coordinating, automating, and organizing business processes with the use of technology.

(Resom, 2020) Stated that the goal of CRM is to manage all aspects of customer interactions in a manner that enables the organization to maximize profitability from every customer. CRM is not a concept that is really new but rather due to current development and advances in information and enterprise software technology, it has assumed practical importance. (Ramaseshan, Bejou & Pancras, 2006) stated that Customer relationship management (CRM) has been called an inevitable relentless movement because it represents the way customers want to be served and offers a more effective and efficient way of conducting business. (Shani & Chalasani, 1992) Have defined relationship marketing as an integrated effort to identify, maintain and build a strong network with individual customers and continuous strengthening of relationship for mutual benefits of both sides. CRM is an enterprise wide approach to understanding and influencing customer behavior through meaningful communication to improve customer acquisition, customer retention, customer loyalty, and customer profitability. CRM plays a critical role for customers being loyal to their service provider. (Uppal & Finance, 2010) Has analyzed that when good service is provided to a customer, then a loyal customer will work as an ambassador and help in the organization's growth.

(Dyche, J.et al, (2002) Defined CRM is defined as the system that makes it possible to identify a rise in customer value and the appropriate ways to encourage valuable clients to stay loyal and make additional purchases. (Yesha Tomar, P. et al, (2008) a clever business tactic that banks can use to identify their most lucrative customers and prospects is defined CRM. The bank then devotes time and resources to expanding the account relationships of its customers by providing customized services, referrals, personalized marketing, and discretionary decision-making, all of which are made possible by the bank's many sales channels. CRM is the use of technology to automate, synchronize, and organize business processes. CRM seeks to improve customer satisfaction, profitability, and revenue. In order to achieve CRM, many firms use a mix of technology, procedures, and tools to enhance customer connections and boost revenue.

- ✓ **Customer;** Customers are the only source of the company's present profits and potential future growth. However, a good customer—one that makes more money with fewer resources—is never plentiful since the market is competitive and consumers are astute. Information technology can help with client identification and management. Because people who are involved in the decision-making process frequently work together to

make purchases, it can occasionally be difficult to determine who the real customer is. CRM can be thought of as a customer-centric marketing approach. (Uncles, 2003).

- ✓ **Relationship;** A business and its clients are always in contact and exchanging information; these interactions might be short-term or long-term, continuous or discontinuous, and one-time or recurring. Relationships can be built on attitudes or behaviors. Despite their positive opinions of the company and its products, customers' purchasing decisions are highly situational. For instance, a person's purchasing behavior is determined by whether they buy airline tickets for a family vacation or a professional trip. CRM comprises overseeing this collaboration to guarantee mutual benefit and revenue. This relationship can be measured using a metric called customer lifetime value (CLV). (Torres, (2006)).
- ✓ **Management;** CRM occurs outside of the marketing department as well. Rather, it calls for continuous improvement of corporate culture and procedures. Customer data is transformed into business knowledge, which motivates actions that take advantage of the data and market opportunities. CRM required a significant change in personnel and organization. (Payne, 2006).

### 2.2.2. Types of Customer Relationship Management

The banking industry must work together in three areas to adopt the CRM concept: operational, analytical, and organizational (Payne, A. et al, (2006).).

- ✓ **Operational CRM:** The operational CRM provides a unique source of customer data. It addresses the creation of information and supports customer service, marketing, and sales**.**
- ✓ **Analytical CRM:** Analytical CRM involves gathering, organizing, and analyzing data to extract pertinent information about customer relationship management.
- ✓ **Organizational/Collaborative CRM:** In order to maximize customer-focused activities and create value for the bank and the customer through a range of communication channels, organizational/collaborative CRM requires cooperation between marketing departments and infrastructure. This CRM is in charge of establishing client engagement via the appropriate communication channel.

### 2.2.3. Dimension of variables

Numerous scholars have concluded that there isn't a single, widely recognized definition of CRM. However, definitions can occasionally be based on the specific context in which they are being studied. As a result, a number of scholars have identified CRM attributes including trust, commitment, handling conflict, and empathy based on consumer attitudes. But in this study, the CRM features are explained through the consumers' behavior. (Nesaratnam) Suggested that CRM refers to an organization's willingness and capacity to tailor its actions to each client based on the information the client provides and the organization's knowledge of the client (Sin L. Y., 2005). This suggests that the complex architecture that is CRM is composed of four primary behavioral components. These behavioral components include human resources management (CRM), financial management, leadership management, and technological infrastructure. It is emphasized that attaining customer loyalty and business prosperity requires the integration of all behavioral components or dimensions. Other studies (Abdullateef, 2010) discover that behavioral components include customer orientation.

#### 2.2.3.1. Leadership management

Within a company, management and leadership are two separate but equally important concepts that together provide crucial elements that propel success. Vision-setting, inspiring and motivating teams and promoting innovation are all aspects of leadership. While servant leadership emphasizes the need to put the development and well-being of the team first, transformational leadership stresses the significance of inspiring workers with a common goal. On the other hand, management focuses on aspects like performance monitoring, organizational structure, resource allocation, and strategic planning. Key managerial components that guarantee operational efficiency include financial management, human resource development, and technology integration. These factors work together to reconcile strategic vision with realistic implementation, promoting organizational resilience and growth. (Northouse, (2019.)

#### 2.2.3.2. Financial management

In order to guarantee an organization's financial stability and strategic expansion, financial management encompasses essential elements. These aspects include budgeting, which guarantees efficient resource allocation to achieve organizational goals; financial control, which keeps an eye on expenses and revenues to preserve fiscal restraint; and financial planning, which comprises establishing both short- and long-term financial goals. Risk management, which recognizes and reduces financial risks to preserve stability, is another crucial component. Financial analysis is also essential for assessing performance and choosing wisely when making investments. When combined, these factors support better decision-making, efficient use of resources, and long-term organizational success. (Brigham, (2019.)

#### 2.2.3.3. Technological Infrastructure

Several essential components make up technological infrastructure, which helps businesses operate effectively and adjust to the quickly changing digital environment. Hardware systems, which serve as the foundation for technological operations, include servers, PCs, and networking gear. Databases and enterprise apps are examples of software solutions that make data processing and decision-making easier. Network infrastructure, such as intranet systems and internet access, guarantees smooth data flow and communication both inside and between businesses. Cyber security is another crucial component that guarantees data integrity and shields technology assets from dangers. Scalability, flexibility, and cost-effectiveness are further improved by cloud computing and data storage solutions. When combined, these factors help businesses support operations, encourage innovation, and keep a competitive edge. (Laudon, (2020.)

#### 2.2.3.4. Human Resources Management

Key components of human resources management (HRM) are necessary for luring, nurturing, and keeping talent while maintaining organizational efficacy. The core of HRM is recruitment and selection, which focuses on finding and hiring qualified workers to satisfy organizational demands. Employee competencies are improved and career advancement is encouraged through training and development, which increases workforce adaptability. Through frequent evaluation and feedback, performance management guarantees that personal aims and corporate goals are in line. Management of pay and benefits is essential to retaining equity within the company and

inspiring personnel. Team dynamics and corporate culture are further reinforced by employee interactions, which include resolving conflicts and creating a healthy work environment. These elements work together to form a framework for strategic human capital management. (Dessler, (2020.)

#### 2.2.3.5. Organizational performance

Numerous factors that assess an organization's operational efficacy and efficiency as well as its capacity to accomplish strategic objectives make up organizational performance. The organization's financial health is reflected in financial performance, which quantifies profitability, return on investment, and cost effectiveness. Operational performance ensures optimal operational processes by evaluating output quality, productivity, and resource use. Market performance looks at brand value, competitive positioning, and customer satisfaction to illustrate how well a company may succeed in its sector. Employee engagement and talent retention are two aspects of human capital performance that demonstrate how important the staff is to the success of the company. The organization's ability to do research, develop, and adapt in a changing environment is the main emphasis of innovation performance. When taken as a whole, these dimensions offer a thorough framework for evaluating the success of an organization and its potential for development. (Kaplan,R. S.,& Norton, D. P., (1996.)

### 2.3. Empirical Literature Review

The research that was done (Ang, 2011) showed that a company's financial performance has increased when it uses CRM software with a range of satisfaction metrics. The service sector is the most prosperous and gains the most from CRM implementation among the companies in their sample. Despite the fact that there are no discernible differences in ROI satisfaction between service and non-service organizations, CRM deployment was beneficial to both. The poll also found that companies can improve their performance through effective use of CRM software.

About 40% of Australian companies have already implemented CRM software to aid with corporate operations, according this survey. Acquisition, retention, and customer development are the three objectives of CRM software, although they are not exactly the same. The following

outcome, which is indicative of financial success, shows that the company might increase ROI through efficient use of CRM software. CRM may have a major effect on financial performance.

The study Journal (Acker, 2011) revealed a study that suggested CRM might significantly affect financial performance. In particular, the study discovered that the number of ROI may be impacted by the implementation of CRM after it reaches a mature stage. The study's findings showed a strong and positive relationship between CRM parameters and profit between performances. The research carried out by (EWNETU S. , 2015) shows that there is a significant correlation between CRM and the market share of the Commercial Bank of Ethiopia.

Empirical research on organizational performance offers important insights into the variables affecting an organization's capacity to meet its objectives. Research frequently evaluates performance by concentrating on quantifiable results like profitability, productivity, and customer satisfaction. Organizational outcomes and employee engagement, for example, are positively impacted by effective leadership styles like transformational leadership, according to studies. The impact of technology infrastructure in boosting operational effectiveness and innovation is also supported by empirical findings. In order to increase labor productivity, several researches stress the significance of human resource activities including training and development. Furthermore, there is empirical evidence linking financial management strategies, such as risk management and budgeting, to the stability and expansion of organizations. These results highlight how several aspects of organizational performance are interrelated and how they all work together to accomplish strategic goals. (Barney, (1991.)

Based research on (Jain & Singh, 2002), analyzed the impact of online CRM practices on company's productivity and customer retention. And the result from this research there is the relationship between CRM to productivity and customer retention. This research tells that CRM as the practice of analyzing and utilizing marketing databases and leveraging communication technologies to determine corporate practices and methods will maximize the lifetime value of each individual customer. Conventional communication processes are often time delayed, e-CRM allows organizations to always operate in real-time and more than that interaction with customers are transparent so that organizations are able to draw conclusions on customer behavior and measure the success of activities.

(Gujrati, 2016) Told that in the current economy condition, the most innovative companies are those who use Business Intelligence techniques to meet the needs and wants of customers, so that they can survive, even compete with innovation in this competitive environment. Business Intelligence can be used correctly only when applied with care and full support from top management. With the help of Business Intelligence, companies can identify their most profitable customers and fundamental reasons for customer loyalty, as well as identify potential customers in the future if not larger prospective. The most innovative companies today are those who use business intelligence to gain a sustainable competitive advantage. In this case, customer-driven business intellectual is CRM could affect marketing performance significantly.

(Opara et al., 2016) Identified strong positive relationship between customer satisfaction, market share and profitability. The study opined that management strategies designed to increase customer satisfaction are likely to lead to quantifiable returns in the long run. Identified customer satisfaction was found to be an antecedent to customer loyalty, retention, behavioral intention, market share and profitability; while customers are expected to be more likely to form future purchase intention, engage in positive word of mouth advertising. CRM strategy in the banking sector is being employed to help organizations make use of technology and human resources to gain insight into the behavior of a customer and value of those customers. If it works as planned, the organization can: provide better customer service, make call centers more efficient and accessible, cross sell products more effectively, help marketing staff close deal faster, simplify marketing and sales processes, discover new customers, and increase customer's revenues (Önüt).

The findings of this research (Rafi, Ahmed, Shafique, & Kalyar, 2021) are CRM helped telecommunication industry to provide a platform telecommunication organization to improve their customer relationship management capabilities for making a long-term relationship with their customers and make frequent and bundle sale of their products and services to the customers. It is satisfying and makes a customer loyal to them which was take financial and non-financial.

The purpose of this research (ALRasheedi & Education, 2021) is to produce some evidence of the association between customer relationship marketing strategies and the market and economic performance of the firm. Results indicated that execution of customer support and marketing

support in CRM strategies in banks and financial institutions have positive and meaning impact on relationship marketing and then lead to increase the effect on business performance.

### 2.4. Conceptual Framework of the Study

According to prior academic work and field investigations on client connection management (CRM) and organizational effectiveness, the investigation created a theoretical structure. This structure aimed to show how CRM influences business operations by serving as an independent variable. To investigate how technology-based and structured customer-focused knowledge management affects organizational efficiency, selected these variables as independent factors. The conceptual framework is depicted below.

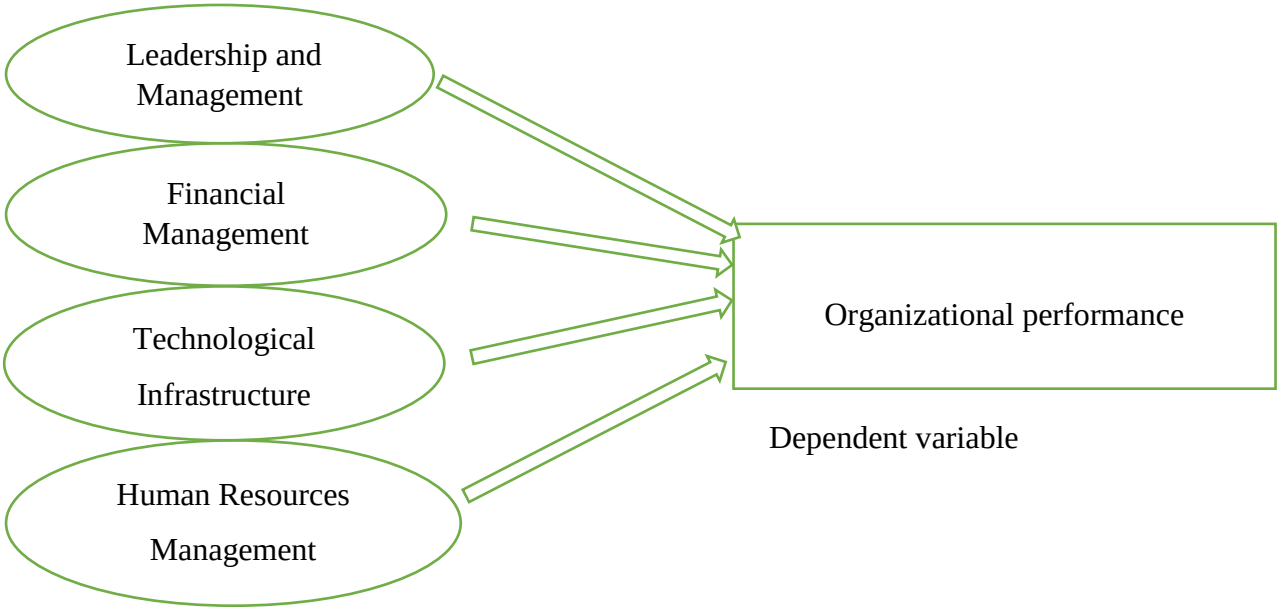


*Figure 1:- conceptual framework of the study  Source: (Sin L. Y., 2005).*

# CHAPTER THREE

# 3. METHODOLOGY

## 3.1. INTRODUCTION

Chapter three presents a description of the study area, study period, research design, data collection, population, sampling, data analysis, data quality control, ethical considerations limitations, implications, work plan, and budget.

## 3.2. Description of the study area

Electricity has been consistently provided to its customers by the Ethiopian Electric Utility Authority (EEUA) for a considerable amount of time. One of their many locations is located in the town of Wolkite, where, as part of their Client Relationship Management (CRM) strategy, they place a high priority on developing strong relationships with their clients. This study examined the activities of the Ethiopian Electric Utility Authority in Wolkite in order to determine the extent to which CRM practices impact corporate productivity. Based in Wolkite Town, Ethiopia, the study examines the impact of customer relationship management (CRM) practices on the organizational performance of the Ethiopian Electricity Supply Corporation. Wolkite Town is the hub of a developing city that consists of a variety of business, industrial, and residential districts. Ethiopian Electricity Supply Corporation is responsible for providing electricity to the city and its environs. The examination of CRM practices used by authorities is one of the research fields. This covers our interactions and treatment of consumers, the way we handle their data, and the way we address their concerns and requests. Moreover, this research investigates the ways in which different CRM strategies influence an agency's overall success in terms of financial performance, operational effectiveness, customer retention, and loyalty. Consider. The scope of the study includes interactions with the agency's customers as well as its management and employees to gain information and insight into CRM practices and their impact on business performance. The study may also conduct surveys, interviews, and data analysis to understand the dynamics of CRM practices and their impact on the Ethiopian Electricity Supply Corporation in Wolkite Town.

### 3.3 Study period

The survey was carried out from October to march, a period of six months. This timeline made it possible to gather, examine, and publish a significant amount of data. In the first month, the research design was developed, which included the formulation of study questions, objectives, and procedures. Wolkite City needed to receive the required permits and permissions from the Ethiopian Electricity Supply Authority and other pertinent authorities in order to move forward with this phase.

Data collection occurred during the second and third months. This involved engaging with agency managers and staff to understand their CRM practices and how they believed these practices impacted organizational performance. In addition, surveys and interviews were conducted with customers to gather their opinions about the agency's CRM procedures and their satisfaction with the services provided.

Data analysis and interpretation were carried out during the fourth and fifth months. This included performance. The correlation between CRM practices and performance indicators was also analyzing the collected information, identifying trends and patterns, and determining how CRM practices impacted organizational measured through statistical analysis.

The last month was spent preparing the report and disseminating the findings. The goals, procedures, findings, and suggestions of the study were all reported in a comprehensive research report. Additionally, presentations were given to the Ethiopian Electricity Supply Authority and other pertinent parties.

Overall, this research period made it possible to conduct a thorough analysis of how CRM technology affected the Ethiopian Electricity Supply Corporation's organizational performance in Wolkite Town. The findings were meant to aid in the administration of the authorities and broaden their comprehension of CRM inside the Ethiopian public service.

### 3.4 Research approach

The impact of Customer Relationship Management (CRM) practices on employee performance in small businesses, as well as the difficulties they encountered in putting CRM strategies into practice, was examined using a qualitative and quantitative interpretive method. Customer information was gathered using semi-structured interviews, and qualitative data analysis techniques were used to examine the information. This method offers significant insights into the subject and a thorough comprehension of the study topics.

### 3.5 Research Design

This design can aid in explaining the causal relationship between organizational performance and CRM practice in the Ethiopian Electric Utility Authority at Wolkite Town, as well as the current state of both. According to Kothari, (2004), research design is the conceptual framework inside which research is conducted; it constitutes the blueprint for the collection, measurement, and evaluation of data. There are three kinds of research design, namely; exploratory, descriptive, and explanatory research. Explanatory research is used to make clear the relationship between two factors of a state of affairs or phenomena, according to Kumar, (2011) Descriptive research methods commonly used in such studies include surveys, questionnaires, observations, and secondary data analysis. By applying these techniques, researchers can gather information on a variety of variables and use descriptive statistics like means, standard deviations, frequencies, and percentages to summarize the results. To give a clear and thorough summary of the study findings, descriptive research results might be displayed as tables, charts, graphs, and narrative summaries. Because it looks at how the predictors (CRM) affect the structural variable (organization performance), the explanatory research design and descriptive research were chosen for this study.

### 3.5 Population

The target population for the study was Wolkite Town Ethiopia Electric Utility customers since they provided crucial information needed to answer the study's questions. Customers of the Ethiopia Electric Utility in the Wolkite District also made up the study's total population. Customers in this context include people who are willing to be interviewed from a variety of carefully chosen industries, such as hotels and restaurants, households, and factories. A wide

variety of customer segments were included in the study in order to obtain a thorough grasp of how CRM techniques affect organizational performance within the framework of Ethiopia Electric Utility. This broad scope allowed for a holistic examination of the challenges and opportunities associated with implementing effective CRM strategies in different customer segments, shedding light on the nuances of customer interactions across various sectors.

### 3.5 Data Collection

Primary and secondary data can be used to investigate the effects of CRM on Organizational performance of Ethiopian electric utility in Wolkite town. Here are some data collection methods that can be used to collect this data:"

- **Interviews:** Interviews can be conducted with customer and employees of the Ethiopia Electric Utility (EEU) in Wolkite Town to gather information about Customer Relationship Management (CRM) practices and their impact on organizational performance. Interviews can provide valuable insights into how CRM strategies are implemented within the organization and their influence on overall performance.
- **Focus groups:** Participants for focus groups can include employees of the EEU who are involved in customer interactions, restaurants, service providers, households, and factories.. By engaging in group discussions, valuable perspectives and experiences related to CRM practices and organizational performance can be shared and analyzed.
- **Secondary data analysis:** Secondary data analysis can involve gathering information from sources such as government reports, industry associations, and previous research studies to understand the CRM practices utilized by the EEU in Wolkite Town and their effects on organizational performance. This data can provide a broader context for evaluating the impact of CRM practices.

### 3.7 Sampling

Using a stratified selection technique, the total population for this study is the customers and employees of Ethiopian Electricity Utility Authority in Wolkite Town, totaling 11,491 individuals. population in this context include from a variety of carefully chosen sectors, such as hotels and restaurants, households, and factories depend on real data gather from wolkite city mezegaja and culture and tourism. It's crucial to determine the actual number of customers

within each sector (e.g., how many hotels are EEU customers, how many restaurants, etc.). To guarantee that the study's findings are statistically significant, the sample size is chosen based on the statistical power calculation. The overall sample size is 387 (as calculated using Yemane Taro's formula). The number of respondents selected from each sectors should be proportional to its size in the overall population.

For this purpose, a statistically determined sample size will assumed with a confidence level of 95% and a margin of error of 5%. Given this confidence level and expected margin of error, this study used a sample size formula (Yemane Taro, 1997). To manage the data.

According to Yemane, with a 5% range interval for the error term, the sample size decreases as the error term increases. Considering this, it will be difficult to select more samples within the specified time interval, so the researcher chose 5% for the error term.

Whereas, **n** means sample size,

**N** means total population, and **e** means error term.

n=N/ [1+Ne2] = 11,491/1+11,491(0.05)2 = 11,491/ [1+11,491(0.0025)] =387 customers and employees will have select as sample population, (Yemane Taro, 1997).

*Table 1: Total population of the study*

| Sample frame/ total population | | Sample size |
|---|---|---|
| Sector | Respondent | Sample population from each sector/total population*sample size |
| Hotels and restaurants | 42+120=162 | 162/11,492*387=5.455 |
| Factories | 9 | 9/11,492*387=0.303 |
| Households | 11,320 | 11,320/11,492*387=381.207 |
| Total | 11,492 | 387 |

Source; survey study (2017) n=372

### 3.8 Data Analysis

Regression analysis and inferential techniques were applied to the acquired data to investigate the possible correlation between CRM practices and organizational performance. In addition, a thematic analysis of the qualitative interview data was conducted to pinpoint important themes and trends.

### 3.9 Model Specification

The model built around two sets of variables, specifically dependent variable (organizational performance) and independent variables (LAM, FM, TI, HRM.) The basic objective of using regression equation on this study was to make the study more effective at describing, understanding and predicting the stated variables. The following regression model will be formulated with four independent variables and one dependent variable.

$Yi = \beta 0 + \beta\ 1X\ 1 + \beta 2\ X2 + \beta\ 3X3... + Ui$

Where: Y = Dependent variable – organizational performance

$\beta 0$ = Constant term

X 1 = LAM, X 2 = FM, X 3 = TI.., are independent variables,

Ui = Disturbance or error term

$\beta\ 1$, $\beta 2$, and $\beta\ 3$ = Coefficient of independent variables

Accordingly, this statistical technique was used to explain the following relationships.

Increase organizational performance (as dependent variable) on the selected linear combination of the Independent variables using multiple regressions ((LAM, FM, TI, and HRM).

### 3.10 Data quality control (procedure)

By carefully taking into account important factors, the quality of a study on how CRM practices at the Ethiopian Electric Utility Authority in Wolkite Town effect organizational performance can be improved. These include creating a research plan with specific goals and suitable techniques, making sure that data is collected accurately and reliably using well-made tools, keeping a representative and diverse sample size for generalizability, making sure that data analysis is thorough and transparent, addressing researcher bias by using strategies like multiple

researchers, using trustworthy measurement tools to evaluate CRM practices and organizational performance, and abiding by ethical standards like obtaining informed consent and protecting data privacy. Researchers can increase the validity and reliability of the study results by putting these tactics into practice.

### .3.10.1 Validity

A study's validity is determined by how well it measures the variables it says it will assess. To ensure that the metrics utilized in this study to evaluate organizational performance and CRM practice are accurate and suitable for the Ethiopian Electric Utility Authority's setting is what is meant by validity. This could be utilizing metrics already in place to assess organizational performance and CRM efficacy, or it could be creating new metrics that are especially suited to the objectives and activities of the company.

### 3.10.2 Reliability

Reliability, on the other hand, refers to how stable and consistent the study's measurement techniques are. The criteria used to evaluate CRM practice and organizational performance must produce consistent results over a long period of time and across numerous observers or investigators in order for the research findings to be regarded as reliable. This could include conducting pilot studies to assess the reliability of the measures, using standardized techniques for data gathering, and giving research staff regular training to ensure data collection uniformity.

The research design, sampling strategies, data processing methodologies, and other methodological elements would also be important in determining the study's validity and reliability. To guarantee that their study yields accurate and trustworthy results that may guide practice and policy at the Ethiopian Electric Utility Authority, the researchers should carefully weigh these aspects and take the necessary precautions.

## 3.11 Ethical Considerations

Participants' confidentiality and identity will be guaranteed as the study complies with ethical norms for research. Every participant will be asked for their informed consent, and participation will only be done voluntarily.

# CHAPTER FOUR

## 4. Data presentation, Analysis and Interpretation

This chapter deals with the analysis and presentation of Effects of Customer Relationship Management Practice on Organizational Performance in the Case of Ethiopian Electric Utility Authority at Wolkite Town.

The data gathered from respondents via questionnaires and interviews is presented, analyzed, and interpreted in this chapter. Wolkite Town Electric Utility Authority customers and staff were the study's target population. As stated in the methodology section, 387 Wolkite Town Electric Utility Authority customers and workers were given questionnaires, and interviews were conducted in order to collect the data covered in this chapter. 387 clients and staff members out of the entire population received the questionnaires. Although 387 employees were given the questionnaires, only 372 of them were properly gathered. Thus, 372 clients and staff were used for data analysis and interpretation. The questions and answers for each issue were compiled in a sequential manner for the analysis and justification of the findings. There are two sections to this chapter. While the second section discusses the analysis and interpretation of surveys and interviews, the first section focuses on the respondent's presentation and background.

### 4.1 General background information of respondents

The background information of respondent such as Response rate on Questionnaire, age, sex, background, educational status and year of experience are concerned of this part.

### 4.1.1. Response rate on Questionnaire

*Table 2: Number of distributed, Number of collected and Response rate*

| **No** | **Sample frame** | **Number of distributed questionnaire** | **Number of retrieved and sound lists** | **Response rate in (%)** |
|---|---|---|---|---|
| **1** | Hotels and restaurants | 6 | 6 | 100% |
| **2** | Factories | 1 | 1 | 100% |
| **3** | Households | 380 | 365 | 96% |
| **4** | Total | 387 | 372 | 96% |

Source; survey study (2017) n=372

As shown in the Table 2 above, a total of 387 questionnaires were distributed to customers and employees of the four Sample frames. Of the total dispatched questionnaires, 372(96%) were filled up and returned. This clearly indicated that customers and employees of all Sample frames were very cooperative to fill the questionnaires.

### 4.2. Demographic Characteristics of the Respondent

*Table 3: Frequency and %age of Respondents' Demographic Characteristics*

| **No** | **Demographic Factors** | **Classification** | **Frequency (n = 372)** | **% age (%)** |
|---|---|---|---|---|
| **1** | Sex | Male | 260 | 70 |
| | | Female | 112 | 30 |
| **2** | Age | 25 years or less | 66 | 17.7 |
| | | between 26– 30 Years | 176 | 47.3 |
| | | Between 31– 40Years | 91 | 24.5 |
| | | between 41– 50 Years | 32 | 8.6 |
| | | 51 years and above | 7 | 1.9 |
| **3** | Education level | Certificate | 26 | 7 |
| | | Diploma | 49 | 13.2 |
| | | Degree | 221 | 59.4 |
| | | Masters and above | 76 | 20.4 |
| **4** | Experience | 5 years or less | 131 | 35.2 |
| | | From 6 – 10years | 198 | 53.2 |
| | | From 11 – 15 Years | 32 | 8.6 |
| | | 16 years & above | 11 | 3 |
| **5** | Marital status | Single | 144 | 38.7 |
| | | Married | 228 | 61.3 |

Source; survey study (2017) n=372

Table 3 above shows the gender of the respondents. As we can see from the table, 260(70%) respondents were males and the remaining of 112 (30%) of them were females. This implies that the majority of respondents were male. Regarding the age out of the total 372 respondents 66(17.7%) of respondents found between 25 years or less. 176 (47.3%) of respondents found between 26– 30 Years while 91 (24.5%), 32 (8.6%) and 7 (1.9%) of the respondents found under the age range of 31– 40 years, 41-50 years and 51 and above, respectively. From this we can

observe that majority of respondents were found between ages of 26-30. In the same situation the respondents were young.

In educational level, from the total respondents 26 (7%) were Certificate holder, 49 (13.2%) were Diploma holder, 221 (59.4%) were Degree holder, 76 (20.4%) were Masters and above holder. This implies that majority of respondents had 1st degree educational status.

The last demographic variable was work experience. Again Table 3 indicates that from the total respondents 131(35.2%) of respondents had 5 years or less work experience. Similarly, 198 (53.2%), 32 (8.6%) and 11 (3%) of respondents had work experience of from 6 – 10years, from 11 – 15 Years and 16 years & above, respectively. Generally, this table enables to concluded that majority of the respondents 104(44.6%) of them had from 6 – 10years of work experience.

### 4.3. Descriptive Statistics Analysis of CRM Dimensions

#### 4.3.1. Perceptions of respondents towards the effects of CRM on organizational performance

The employees' responses were used in this phase of the analysis to gauge how they felt about the impact of CRM on organizational performance. All items on the Five-Point Likert Scale had their mean scores and standard deviations determined from the data that was gathered. The mean and standard deviation were then taken into consideration in order to evaluate how employees perceived the impact of organizational performance descriptive statistics.

According to (Al-Sayaad, Rabea, & Samrah, 2006) the calculated mean score of an item were classified in ranges to fit the five-scaled Likert's measure of responses (strongly disagree, disagree, neutral, agree, and strongly agree) as shown in the Table 4 below. Hence, in this study the perceptions of respondents on each item for all variables were labeled according to its calculated mean score result and the classification presented in following table.

*Table 4: Mean Score Range for Five-Scale Likert's Response*

| Mean | Response |
|---|---|
| From 1.00 - 1.80 | Strongly Disagree |
| 2.60 | Disagree |
| 3.40 | Neutral |
| 4.20 | Agree |
| 5.00 | Strongly Agree |

Source: Al-Sayaad et al. (2006)

The variability of the responses in relation to the mean (average) was also measured using the standard deviation. It indicates how far each response deviates from the average. A very small standard deviation value suggests that the responses are not widely distributed from the mean. Whereas, if the value of the standard deviation is large, it indicates the responses are dispersed from the mean score and this distribution indicates more heterogeneous or dissimilar spread of scores in the scale (Mark et al., 2009). Accordingly, employees' intention to stay and their perception towards the raised items in each of the independent variables are analyzed with the mean & standard deviation results as follows.

### 4.3.2. Grand mean Descriptive statistics

Table 5: *Grand mean Descriptive statistics*

| **Variables** | **N** | **Mean** | **Std. Deviation** |
|---|---|---|---|
| Leadership and management | 372 | 16.67 | 1.695 |
| Financial management | 372 | 18.66 | 1.765 |
| Technological Infrastructure | 372 | 18.66 | 1.765 |
| Human Resources Management | 372 | 18.14 | 1.669 |
| Organizational Performance | 372 | 29.20 | 2.395 |

Source; survey study (2017) n=372

### 4.3.3. Leadership and management

The respondents were asked five questions to give their opinions about Leadership and management. The responses of respondents to these questions are presented in the following table.

*Table 6: Responses of the Participants on Leadership and management.*

| **No** | **Items** | | **SD** | **DA** | **N** | **A** | **SA** | **M** | **Sta.D** |
|---|---|---|---|---|---|---|---|---|---|
| 1. | The leadership effectiveness at the Ethiopian Electric Utility Authority in fostering customer relationship management practices is unclear without specific data. | Fr | 10 | 196 | 143 | 23 | -- | 2.48 | .654 |
| | | P | 2.7 | 52.7 | 39.4 | 6.2 | -- | | |
| 2. | Strong leadership and management significantly contribute to the successful implementation of customer relationship management practices at the Ethiopian Electric Utility Authority. | Fr | -- | 17 | 206 | 144 | 5 | 3.37 | .593 |
| | | P | -- | 4.6 | 55.4 | 38.7 | 1.3 | | |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| 3. | It is crucial for leaders at the Ethiopian Electric Utility Authority to align organizational goals with customer relationship management strategies to enhance overall performance. | Fr | -- | 5 | 173 | 184 | 10 | 3.53 | .575 |
| | | P | -- | 1.3 | 46.5 | 49.5 | 2.7 | | |
| 4. | Leadership plays a vital role in driving a customer-centric culture within the Ethiopian Electric Utility Authority, impacting organizational performance positively. | Fr | -- | 5 | 153 | 197 | 17 | 3.61 | .601 |
| | | P | -- | 1.3 | 41.1 | 53.0 | 4.6 | | |
| 5. | Critical leadership and management strategies to facilitate customer relationship management activities in Ethiopia Electricity Service Authority should include clear communication, employee training and continuous feedback strategies. | Fr | -- | -- | 139 | 213 | 20 | 3.68 | .578 |
| | | P | -- | -- | 37.4 | 57.3 | 5.4 | | |

Source; survey study (2017) n=372

As shown in Table 5 above, Leadership and management dimension was assessed by five measurement items. According to the mean score of the items that describes Leadership and management dimension of CRM, majority of the respondents 206 (55.4%) were disagreed, while 143 (39.4%) responded with Neutral and only 23 (6.2%) of the participants responded with agree towards the stated statement. However, the aggregate responses mean for the stated item established low value, 2.48. Moreover, the standard deviation, .654 showed that the responses of majority participants were not widely spread from the mean value and indicating they did not have heterogeneous perceptions towards the stated items. This result implies that majority of the respondents disagreed to the leadership effectiveness at the Ethiopian Electric Utility Authority in fostering customer relationship management practices is unclear without specific data.

As to item 2 of Table 5, the respondents were asked to rate their view on Strong leadership and management significantly contribute to the successful implementation of customer relationship management practices at the Ethiopian Electric Utility Authority. So according to the survey data analysis result, majority of the respondents 17 (4.6%) disagreed or strongly disagreed, whereas 206 (55.4%) responded with Neutral and 149 (40%) were agreed to the stated item. But the overall responses mean value is 3.37 with standard deviation of .593 that established medium

responses to the stated item. As to the relationship among the responses towards the stated item, less than one standard deviation value indicated that majority of the respondents have similar responses on the stated item. From this result it can be inferred the item were valid.

Regarding item 3 of Table 5, the result of the analysis on it is crucial for leaders at the Ethiopian Electric Utility Authority to align organizational goals with customer relationship management strategies to enhance overall performance. According to the survey data analysis result, majority of the respondents only 5 (1.3%) disagreed, while 173 (46.5%) responded with neutral and 194 (52.2%) were agreed to the stated statement. the mean score value for the whole responses is 3.53 with .575 standard deviation value indicating majority of the respondents were agreed to the stated item and implies high implementation. And the item was essential for the organization.

Item 4 in Table 5 shows the responses of the statement 'Leadership plays a vital role in driving a customer-centric culture within the Ethiopian Electric Utility Authority, impacting organizational performance positively.' so, similar to the above items the result of the analysis revealed that majority of the respondents 5 (1.3%) responded with disagree; 153 (41.1%) neutral and 214 (57.6%) agreed and strongly agreed with the stated item. But the mean score value of these responses is 3.62 with .612 standard deviation value and showed that majority of the respondents were agreed with the raised statement. This result implies that Leadership plays a vital role in the organization.

Finally, the respondents also asked to rate their agreement or disagreement on 'Critical leadership and management strategies to facilitate customer relationship management activities in Ethiopia Electricity Service Authority should include clear communication, employee training and continuous feedback strategies.' Accordingly to the respondents 139 (37.4%) were neutral and 233 (62.7%) were agreed and strongly agreed to the stated item. the mean score value of these responses is 3.68 with standard deviation of .578 and indicating majority of the respondents were agreed on the stated item. Therefore, from this result the item was crucial.

### 4.3.3. Financial management

The respondents were asked six questions to give their opinions about financial management. The responses of respondents to these questions are presented in the following table.

*Table 7: Responses of the Participants on financial management.*

| No | Items | | SD | DA | N | A | SA | M | Sta.D |
|---|---|---|---|---|---|---|---|---|---|
| 1. | Customer relationship management practices are conductive for enhancing organizational performance at the Ethiopian Electric Utility Authority. | Fr | 3 | 30 | 200 | 132 | 7 | 3.30 | .676 |
| | | P | .8 | 8.1 | 53.8 | 35.5 | 1.9 | | |
| 2. | Effective financial management significantly contributes to the success of customer relationship management practices at the Ethiopian Electric Utility Authority. | Fr | - | 6 | 98 | 231 | 37 | 3.80 | .624 |
| | | P | - | 1.6 | 26.3 | 62.1 | 9.9 | | |
| 3. | The integration of financial management strategies and customer relationship management functions at the Ethiopian Electricity Service Authority has created service convenience. | Fr | 18 | 184 | 150 | 19 | 1 | 2.47 | .682 |
| | | P | 4.8 | 49.5 | 40.3 | 5.1 | .3 | | |
| 4. | Specific financial challenges that could hinder successful CRM implementation include budget constraints, inadequate funding, and resource allocation issues | Fr | -- | 4 | 193 | 165 | 10 | 3.49 | .571 |
| | | P | -- | 1.1 | 51.9 | 44.4 | 2.7 | | |
| 5. | The Ethiopian Electricity Service Authority's customer relationship management system does not impact financial decision-making processes. | Fr | 32 | 223 | 113 | 4 | -- | 2.24 | .614 |
| | | P | 8.6 | 59.9 | 30.4 | 1.1 | -- | | |
| 6. | Aligning financial goals with customer relationship management objectives can positively influence organizational performance at the Ethiopian Electric Utility Authority. | Fr | -- | 4 | 193 | 165 | 10 | 3.73 | .652 |
| | | P | -- | 1.1 | 51.9 | 44.4 | 2.7 | | |

Source; survey study (2017) n=372

According to the information in Table 6, in the first statement, 33 (8.9%) of participants disagree or strongly disagree with Customer relationship management practices are conductive for enhancing organizational performance at the Ethiopian Electric Utility Authority, 200 (53.8%) of participants neutral, and 139 (37.4%) of participants agree or strongly agreed with it. the mean

score value of these responses is 3.30 with standard deviation of .676 and indicating majority of the respondents were neutral on the stated item. In the second statement, 6 (1.6%) of participants disagree with Effective financial management significantly contributes to the success of customer relationship management practices at the Ethiopian Electric Utility Authority, 98 (26.3%) of participants neutral, and 268 (72%) of participants agree or strongly agreed. the mean score value of the responses is 3.80 with standard deviation of .624 this indicating majority of the respondents were agreed on the stated item.

In the third statement, 202 (54.3%) of participants disagree or strongly disagree with the item three, 150 (40.3%) of participants neutral, and 20 (5.4%) of participants agree or strongly agree. the mean score value is 2.47 with standard deviation of .682 it shows majority respondents were disagreed. In the fourth statement, 4(1.1%) of participants disagree with Specific financial challenges that could hinder, 193(51.9%) of participants neutral, 3.49 mean score with standard deviation of. 571. In the Fifth statement, 255 (68.5%) of participants disagree with The Ethiopian Electricity Service Authority's customer relationship management system does not impact financial decision-making processes., 113 (30.4%) of participants neutral, and 4 (1.1%) of participants agree. the mean score value of the responses is 2.24 with standard deviation of .614 this indicating majority of the respondents were disagreed on the stated item. finally, 4(1.1%) of participants disagree with Aligning financial goals with customer relationship management objectives can positively influence organizational performance at the Ethiopian Electric Utility Authority, 193(51.9%) of participants neutral, and 175(47.1%) of participants agree and strongly agree. the mean score value is 3.73 with standard deviation of .653 it shows majority respondents were agreed.

### 4.3.4. Technological Infrastructure

The respondents were asked six questions to give their opinions about technological infrastructure. The responses of respondents to these questions are presented in the following table.

*Table 8: Responses of the Participants on technological infrastructure.*

| No | Items | | SD | DA | N | A | SA | M | Sta.D |
|---|---|---|---|---|---|---|---|---|---|
| 1. | The current technology infrastructure is adequate to support customer relationship management processes at the Ethiopian Electricity Service Authority. | Fr | 33 | 188 | 129 | 22 | -- | 2.38 | .729 |
| | | P | 8.9 | 50.5 | 34.7 | 5.9 | -- | | |
| 2. | Effective customer relationship management practices can significantly impact the organizational performance of the Ethiopian Electric Utility Authority. | Fr | - | 5 | 130 | 211 | 26 | 3.69 | .617 |
| | | P | - | 1.3 | 34.9 | 56.7 | 7 | | |
| 3. | Essential technological tools/systems for improving customer relationship management at the Ethiopian Electric Utility Authority include CRM software, data analytics tools, and customer self-service portals. | Fr | 12 | 175 | 131 | 54 | -- | 2.61 | .771 |
| | | P | 3.2 | 47 | 35.2 | 14.5 | -- | | |
| 4. | Challenges in the current infrastructure hindering effective CRM practices at the Ethiopian Electric Utility Authority include outdated systems, limited integration, and data silos. | Fr | -- | 8 | 89 | 237 | 38 | 3.82 | .629 |
| | | P | -- | 2.2 | 23.9 | 63.7 | 10.2 | | |
| 5. | Leveraging advanced technological infrastructure can enhance organizational performance through improved CRM by enabling better customer insights, personalized services, streamlined processes, and enhanced communication. | Fr | -- | 7 | 93 | 233 | 39 | 3.82 | .631 |
| | | P | -- | 1.9 | 25 | 62.6 | 10.5 | | |
| 6. | Ethiopian Electric Service communicates with customers by phone to meet their urgent questions and needs. | Fr | 34 | 182 | 151 | 5 | -- | 2.34 | .660 |
| | | P | 9.1 | 48.9 | 40.6 | 1.3 | -- | | |

Source; survey study (2017) n=372

According to the information in Table 7, in the first item, 221(59.4%) of participants disagree or strongly disagree with The current technology infrastructure is adequate to support customer relationship management processes at the Ethiopian Electricity Service Authority, 129(34.7%) of participants neutral, and 22(5.9%) of participants agree with it. the mean score value of these responses is 2.38 with standard deviation of .729 and indicating majority of the respondents were

disagree on the stated statement. In the second statement, 5(1.3%) of participants disagree with Effective customer relationship management practices can significantly impact the organizational performance of the Ethiopian Electric Utility Authority, 130(34.9%) of participants neutral, and 237(63.7%) of participants agree or strongly agreed. the mean score value of the responses is 3.69 with standard deviation of .617 this indicating majority of the respondents were agreed on the stated item. In the third statement, 187(50.2%) of participants disagree or strongly disagree with Essential technological tools/systems for improving customer relationship management, 131(35.2%) of participants neutral, and 54(14.5%) of participants agree. the mean score value is 2.61 with standard deviation of .771it shows majority respondents were disagreed. In the fourth statement, 8(2.2%) of participants disagree with Challenges in the current infrastructure hindering effective CRM practices, 89(23.9%) of participants neutral, and 275(73.9%) of participants agree or strongly agree. 3.82 mean score with standard deviation of .629. statement five also same as statement four. finally, 216(58%) of participants disagree or strongly disagree with Ethiopian Electric Service communicates with customers by phone to meet their urgent questions and needs, 151(40.6%) of participants neutral, and 5(1.3%) of participants agree. the mean score value is 2.34 with standard deviation of .660 it shows majority respondents were disagreed.

### 4.3.5. Human Resources Management

The respondents were asked five questions to give their opinions about human resources management. The responses of respondents to these questions are presented in the following table.

*Table 9: Responses of the Participants on human resources management.*

| **No** | **Items** | | **SD** | **DA** | **N** | **A** | **SA** | **M** | **Sta. D** |
|---|---|---|---|---|---|---|---|---|---|
| 1. | Customer relationship management is crucial for improving organizational performance by enhancing customer satisfaction, loyalty, and retention | Fr | -- | 7 | 90 | 212 | 63 | 3.89 | .690 |
| | | P | -- | 1.9 | 24.2 | 57 | 16.9 | | |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| 2. | Access to real-time data is essential to observe specific changes in customer satisfaction levels of the Ethiopian Electricity Service Authority | Fr | - | 3 | 168 | 182 | 19 | 3.58 | .602 |
| | | P | - | .8 | 45.2 | 48.9 | 5.1 | | |
| 3. | Effective customer relationship management can positively impact employee morale and productivity by fostering a customer-centric culture and improving internal communication | Fr | -- | 9 | 218 | 140 | 5 | 3.38 | .558 |
| | | P | -- | 2.4 | 58.6 | 37.6 | 1.3 | | |
| 4. | Customer relationship management practices can enhance the competitiveness of the Ethiopian Electric Utility Authority by increasing customer loyalty, retention, and overall satisfaction | Fr | -- | 11 | 70 | 217 | 74 | 3.95 | .710 |
| | | P | -- | 3.0 | 18.8 | 58.3 | 19.9 | | |
| 5. | Challenges in implementing and maintaining CRM practices may include data integration issues, resistance to change, training needs, and ensuring consistent customer experience | Fr | -- | 17 | 216 | 135 | 4 | 3.34 | .581 |
| | | P | -- | 4.6 | 58.1 | 36.3 | 1.1 | | |

Source; survey study (2017) n=372

According to the information in Table 8, in the first item, 7(1.9%) of participants disagree with Customer relationship management is crucial for improving organizational performance by enhancing customer satisfaction, loyalty, and retention, 90(24.2%) of participants neutral, and 275(73.9%) of participants agree or strongly agree. the mean score value of these responses is 3.89 with standard deviation of .690 and indicating majority of the respondents were agree on the stated statement. In the second statement, 3(.8%) of participants disagree with Access to real-time data is essential to observe specific changes in customer satisfaction levels, 168(45.2%) of participants neutral, and 201(54%) of participants agree or strongly agreed. the mean score value of the responses is 3.58 with standard deviation of .602 this indicating majority of the

respondents were agreed on the stated item. In the third statement, 9(2.4%) of participants disagree with Effective customer relationship management can positively impact employee morale and productivity, 218(58.6%) of participants neutral, and 145(38.9%) of participants agree or strongly agree. the mean score value is 3.38 with standard deviation of .558 it shows majority respondents were neutral. In the fourth statement, 11(3%) of participants disagree with customer relationship management practices can enhance the competitiveness of the Ethiopian Electric Utility Authority, 70(18.8%) of participants neutral, and 291(78.2%) of participants agree or strongly agree. 3.95 mean score with standard deviation of .710 majority of the respondents were agreed. lastly, 17(4.6%) of participants disagree with challenges in implementing and maintaining CRM practices may include data integration issues, resistance to change, training needs, and ensuring consistent customer experience, 216(58.1%) of participants neutral, and 139(37.4%) of participants agree or strongly agree. the mean score value is 3.34 with standard deviation of .581 it shows majority respondents were neutral on the stated item.

### 4.3.6. Organizational performance

The respondents were asked eight questions to give their opinions about organizational performance. The responses of respondents to these questions are presented in the following table.

*Table 10: Responses of the Participants on organizational performance.*

| No | Items | | SD | DA | N | A | SA | M | Sta. D |
|---|---|---|---|---|---|---|---|---|---|
| 1. | Customer relationship management practices can significantly influence the operational efficiency of the Ethiopian Electric Utility Authority | Fr | -- | 3 | 106 | 203 | 60 | 3.86 | .678 |
| | | P | -- | .8 | 28.5 | 54.6 | 16.1 | | |
| 2. | Customer relationship management is crucial for enhancing the financial performance of the Ethiopian Electric Utility Authority | Fr | - | 10 | 76 | 234 | 52 | 3.88 | .662 |
| | | P | - | 2.7 | 20.4 | 62.9 | 14 | | |
| 3. | Effective customer relationship management can enhance the reputation | Fr | -- | -- | 60 | 225 | 87 | 4.07 | .625 |
| | | P | -- | -- | 16.1 | 60.5 | 23.4 | | |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | and image of the Ethiopian Electric Utility Authority | | | | | | | | |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| 4. | Customer relationship management practices can positively impact employee satisfaction and productivity at the Ethiopian Electric Utility Authority | Fr | -- | 10 | 106 | 198 | 58 | 3.82 | .719 |
| | | P | -- | 2.7 | 28.5 | 53.2 | 15.6 | | |
| 5. | The practice of giving customized service for its customers contributed a lot for the Ethiopian Electric | Fr | -- | 15 | 86 | 230 | 41 | 3.80 | .681 |
| | | P | -- | 4 | 23.1 | 61.8 | 11 | | |
| 6. | Ethiopian Electric Service districts and branches are strategically located in convenient or convenient locations to serve their customers and improve the performance of Ethiopian Electric Service | Fr | 26 | 181 | 160 | 5 | -- | 2.39 | .636 |
| | | P | 7 | 48.7 | 43 | 1.3 | -- | | |
| 7. | In line with its objective, the Ethiopian Electric Utility is becoming highly effective in the industry | Fr | -- | 6 | 55 | 239 | 72 | 4.01 | .638 |
| | | P | -- | 1.6 | 14.8 | 64.2 | 19.4 | | |
| 8. | The technology which is applied in the Ethiopian Electric Utility is appropriate so that the Ethiopian Electric Utility is improving its operations performance | Fr | -- | 17 | 206 | 144 | 5 | 3.37 | .593 |
| | | P | -- | 4.6 | 55.4 | 38.7 | 1.3 | | |

Source; survey study (2017) n=372

According to the information in Table 9, in the first item, 3(.8%) of participants disagree with customer relationship management practices can significantly influence the operational efficiency of the Ethiopian Electric Utility Authority, 106(28.5%) of participants neutral, and 263(70.7%) of participants agree or strongly agree. the mean score value of these responses is 3.86 with standard deviation of .678 and indicating majority of the respondents were agree on the stated statement. In the second statement, 10(2.7%) of participants disagree with customer relationship management is crucial for enhancing the financial performance of the Ethiopian Electric Utility Authority, 76(20.4%) of participants neutral, and 286(76.9%) of participants agree or strongly agreed. the mean score value of the responses is 3.88 with standard deviation of .662 this indicating majority of the respondents were agreed on the stated item. In the third statement, 60(16.1%) of participants neutral with effective customer relationship management can enhance the reputation and image of the Ethiopian Electric Utility Authority, 312(83.9%) of

participants agree or strongly agree. the mean score value is 4.07 with standard deviation of .625 it shows majority respondents were agreed.

In the fourth statement, 10(2.7%) of participants disagree with customer relationship management practices can positively impact employee satisfaction and productivity at the Ethiopian Electric Utility Authority, 106(28.5%) of participants neutral, and 256(68.8%) of participants agree or strongly agree. 3.82 mean score with standard deviation of .719 majority of the respondents were agreed. In the five statement, 15(4%) of participants disagree with the practice of giving customized service for its customers contributed a lot for the Ethiopian Electric, 86(23.1%) of participants neutral, and 271(72.8%) of participants agree or strongly agree. the mean score value is 3.80 with standard deviation of .681 it shows majority respondents were agreed on the stated item. In the six statement, 207(55.7%) of participants disagree with Ethiopian electric service districts and branches are strategically located in convenient or convenient locations to serve their customers, 160(43%) of participants neutral, and 5(1.3%) of participants agree. the mean score value is 2.39 with standard deviation of .636 it shows majority respondents were agreed. In the seven statement, 6(1.6%) of participants disagree with In line with its objective, the Ethiopian Electric Utility is becoming highly effective in the industry, 55(14.8%) of participants neutral, and 311(83.6%) of participants agree. the mean score value is 4.01 with standard deviation of .638 it shows majority respondents were agreed**.**

Finally, 17(4.6%) of participants disagree with the technology which is applied in the Ethiopian Electric Utility is appropriate so that the Ethiopian Electric Utility is improving its operations performance, 206(55.4%) of participants neutral, and 149(40%) of participants agree. the mean score value is 3.37 with standard deviation of .593 it shows majority respondents were neutral on the stated item.

### 4.4. Results and Discussion of Inferential Statistics

*Table 11: Rule for the Strength of the Relationship*

| **Range of Coefficients** | **Description of strength** |
|---|---|
| +0.81 to +1.00 | Very strong positive |
| +0.61 to +0.80 | Strong positive |
| +0.41 to +0.60 | Moderate positive |
| +0.21 to +0.40 | Weak positive |

| | |
|---|---|
| +00 to + 0.20 | No relation |

Source: Bhattacherjee (2012)

### 4.4.1. Correlation Analysis

In this study, to process the correlation analysis, data from the scale typed questionnaires were entered in to the SPSS software version 26. Pearson correlation coefficient is used to specify the strength and the direction of the relationship between the independent variable (Leadership and management, Financial management, Technological Infrastructure and Human Resources Management) and the dependent variable i.e. Organizational Performance. Table 11, given below, was used as a rule of thumb. The results, the interpretation and the discussions are presented below accordingly.

*Table 12: correlation analysis*

| **Correlations** | | | | | | |
|---|---|---|---|---|---|---|
| | | Leadership and management | Financial management | Technological Infrastructure | Human Resources Management | Organizational Performance |
| Leadership and management | Pearson Correlation | 1 | | | | |
| | Sig. (2-tailed) | | | | | |
| Financial management | Pearson Correlation | .610** | 1 | | | |
| | Sig. (2-tailed) | .000 | | | | |
| Technological Infrastructure | Pearson Correlation | .741** | .590** | 1 | | |
| | Sig. (2-tailed) | .000 | .000 | | | |
| Human Resources Management | Pearson Correlation | .698** | .725** | .692** | 1 | |
| | Sig. (2-tailed) | .000 | .000 | .000 | | |
| Organizational Performance | Pearson Correlation | . 678** | .868** | .779** | .806** | 1 |
| | Sig. (2-tailed) | .000 | .000 | .000 | .000 | |
| | N | 372 | 372 | 372 | 372 | 372 |
| **. Correlation is significant at the 0.01 level (2-tailed). | | | | | | |

Source; survey study (2017) n=372

Since one of the objectives of the study was to investigate the extent of the relationship between four independent variables and organizational performance, Pearson correlation coefficient analysis was conducted. As indicated in Table 11.

The correlation test demonstrates that there was statistically significant positive relationship between leadership and management and organizational performance ($r=0.678$, $p<0.05$). This indicates that when leadership and management increased significantly. The result demonstrates that there was a strong relationship.

The correlation test demonstrates that there were statistically significant positive relationship between financial management and organizational performance ($r=0.868$, $p<0.05$). This indicates that when financial management increased significantly. The result demonstrates that there was strong relationship.

The correlation test demonstrates that there was statistically significant positive relationship between technological infrastructure and organizational performance ($r=0.779$, $p<0.05$). This indicates that when technological infrastructure increased significantly. The result demonstrates that there was a strong relationship.

The correlation test demonstrates that there was statistically significant positive relationship between human resources management and organizational performance ($r=0.806$, $p<0.05$). This indicates that when human resources management increased significantly. The result demonstrates that there was a moderate relationship.

### 4.5. Regression Analysis

In order a multiple linear regression model shows the relationship between the dependent variable and multiple (two or more) independent variables and the validity of the inferences drawn from this model analysis depends on its assumptions being satisfied. Therefore, the assumptions were checked before running the regression analysis using SPSS version 26 software. In this section, the evaluation of the assumptions of multiple linear regression model and model fitness test analyses are presented and discussed using the outputs of the SPSS.

### 4.5.1. Normality Test

For any specific value of the independent variable, the values of the dependent variable are normally distributed. There are several methods of assessing whether data are normally distributed or not. They fall in to two categories: statistical and graphical. In this study, to test the normality assumption regression standard residual histogram was implemented, if the residuals are normally distributed, the histogram should be bell-shaped. Bryman, (1988). Therefore, from the below figure 2, the Histogram is bell shaped; this implies that the residuals are normally distributed.

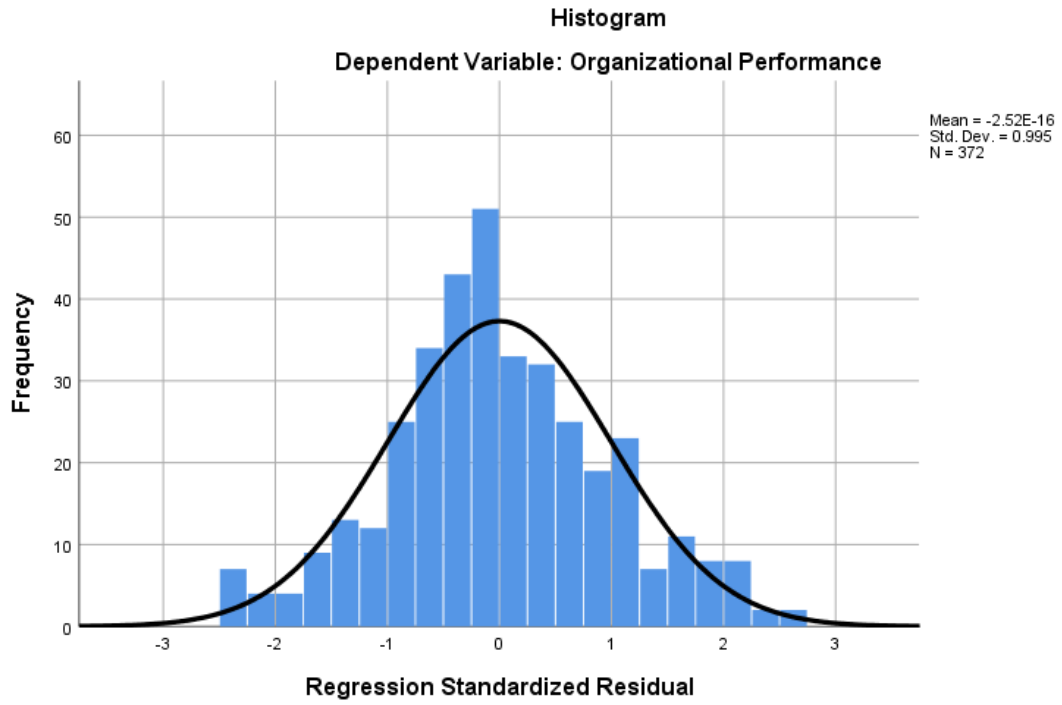


*Figure 2: Normality Test*

Source; survey study (2017) n=372

The result of the analysis in Figure 2 shows the particular shape of the histogram is a strong indication that the underlying random variable, as well as the residuals, follows a normal distribution.

### 4.5.2. Linearity Test

To detect the linearity assumption in mediator variable analysis, there are different methods, for instance, correlation matrix, where significant correlation indicates the linearity between the response variable and the predictor variables; scatter plot, where straight line pattern of the plots shows linearity. Therefore, in this study the researcher has chosen the first test. In this method one has to identify the significant relationship between each of the four determinant factors of organizational performance: leadership and management, financial management, technological infrastructure and human resources management that have been already displayed in Table 11.

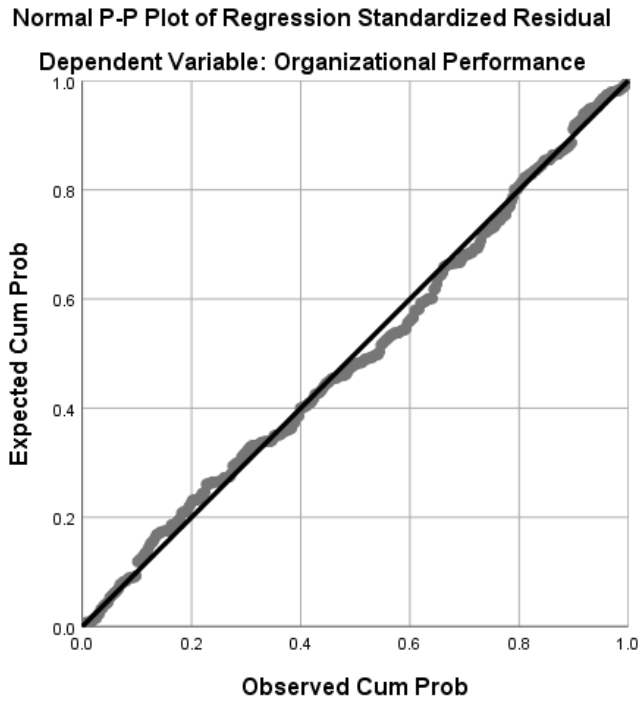


*Figure 3: Normality Test.*

Source; survey study (2017) n=372

### 4.5.2. Homoscedasticity Test

For every value of the independent variable (X), the distribution of the dependent variables (Scores) must have approximately equal variability. To test this assumption regression standardized residuals and regression standardized predicted value plots were used, because, they detect model lack of fitness and unequal variances. As indicated in (Torres – Reyna, 2007), any trends or patterns in the plots indicated lack of fitness and unequal variances which lead to a

potential problem in the model. The scatter plot for Employee turnover intention is given below in Figure 4.

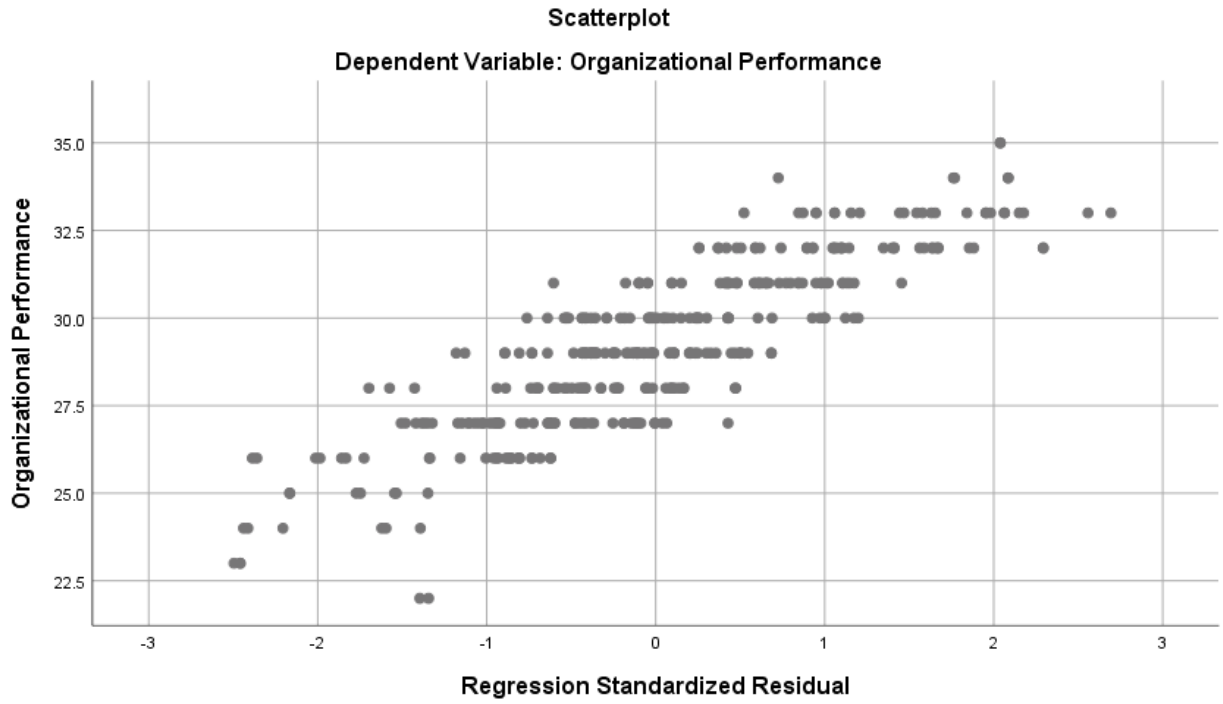


*Figure 4: Homoscedasticity Test.*

Source; survey study (2017) n=372.

As it can be seen from the above scatter plot, the plot demonstrates that the dependent variables exhibit an even distribution, indicating that outliers are absent and the variance of the errors remains constant.

### 4.5.3. ANOVA Test

It is a statistical test to check whether the regression model is fit for the data or not. To test the model fitness, the overall steps for testing multiple linear regression model, F – test analysis of variance [ANOVA] for the overall model fitness test and t – test for the significance of an individual coefficients in the regression model with 5 % level of significance were used. Therefore, the significance of the independent variables as a whole is summarized in Table below.

*Table 13: Regression of ANOVA*

| **ANOVA[a]** | | | | | | |
|---|---|---|---|---|---|---|
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 530.628 | 4 | 132.657 | 154.572 | .000[b] |
| | Residual | 378.857 | 367 | 1.032 | | |
| | Total | 909.485 | 371 | | | |
| a. Dependent Variable: Organizational Performance | | | | | | |
| b. Predictors: (Constant), Human Resources Management, Leadership and management, Financial management, Technological Infrastructure | | | | | | |

Source; survey study (2017) n=372.

The table that is presented above displays the analysis of variance, the F calculated value with its degrees of freedom (4, 367) for organizational performance as a whole is .000 < 0.0001 implies that with the confidence (1 - $\alpha$) very close to 100%, where $\alpha =$ sig. value. Therefore, it could be said that at least one of the four determinant factors is significant for the model – for organizational performance intention. Therefore, the four independent variables and the dependent variable are linearly related and that the model is fit the data. Hence, the regression model could predict the impact of the four predictor variables on organizational Performance.

### 4.5.4. Model Summary

The extent of the capacity of the four determinant factors as a whole in explaining the dependent variable. In this study, regression was employed to examine the effect of the independent CRM dimensions such as Human Resources Management, Leadership and management, financial management, Technological Infrastructure on dependent variable organizational performance.

*Table 14: Model Summary*

| **Model Summary[b]** | | | | | |
|---|---|---|---|---|---|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Sig. |

| | | | | | |
|---|---|---|---|---|---|
| 1 | .788[a] | .621 | .615 | 1.914 | .000 |
| a. Predictors: (Constant), Human Resources Management, Leadership and management, Financial management, Technological Infrastructure | | | | | |
| b. Dependent Variable: Organizational Performance | | | | | |

Source; survey study (2017) n=372.

In the above Table, the Adjusted R Square value, .621, indicated that the percentage of the variation of the dependent variable which was directly attributable to the independent variables. The adjusted R-Square (.621) shows the explanatory power of all variables involved in the study. Independent variables jointly determine 62.1% of the variance in organizational performance. Whereas 37.9% of the organizational performance of Ethiopian Electric utility was explained by the variables which were not included in the study.

### 4.5.4. One-way ANOVA test

is a statistical technique that compares three or more independent groups' means to see whether t here are any differences that are statistically significant.

*Table 15: One-way ANOVA test*

| **ANOVA** | | | | | |
|---|---|---|---|---|---|
| Organizational Performance | | | | | |
| | Sum of Squares | df | Mean Square | F | Sig. |
| Between Groups | 14.922 | 2 | 7.461 | 1.303 | .273 |
| Within Groups | 2112.358 | 369 | 5.725 | | |
| Total | 2127.280 | 371 | | | |

Source; survey study (2017) n=372.

In the above table the homogeneity of variance is significant because significance value (.273) is more than alpha level (0.05).

*Table 16: Regression Coefficient*

| **Coefficients**[a] | | | | | | | |
|---|---|---|---|---|---|---|---|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | **Correlations** |
| | | B | Std. Error | Beta | | | |
| 1 | (Constant) | 2.842 | 1.836 | | 1.548 | .123 | |
| | Leadership and management | .266 | .058 | .255 | 4.586 | .000 | .725 |
| | Financial management | .569 | .075 | .402 | 7.553 | .000 | .876 |
| | Technological Infrastructure | .373 | .077 | .268 | 4.877 | .000 | .818 |
| | Human Resources Management | .453 | .084 | .274 | 5.372 | .000 | .953 |
| a. Dependent Variable: Organizational Performance | | | | | | | |

Source; survey study (2017) n=233.

One of the objectives of this study was to examine the extent of the impact of each factor on organizational Performance in Ethiopian Electric Utility. That is, to each of the independent variables has no significant impact on employee turnover. The t value and the sig (p) value indicate whether the independent variable is significantly contributing to the prediction of the dependent variable.

**Hypothesis 1: Leadership and management has positive and significant influence on organizational performance.**

$Ho_1$: Leadership and management has no significant influence on organizational performance in Ethiopian Electric Utility Authority at Wolkite Town.

$Ha_1$: Leadership and management has significant influence on organizational performance in Ethiopian Electric Utility Authority at Wolkite Town.

As indicated in Table 4.13, the result of the regression analysis indicates leadership and management had a positive and significant effect on organizational performance of the Ethiopian Electric Utility with ($\beta = 0.266$, $t = 4.599$ & $p < 0.000$). This implies that the stated null hypothesis $Ho_1$ has to be rejected and the alternate hypothesis $Ha_1$ was accepted. This statistic infers that if the Ethiopian Electric Utility increased its leadership and management by one %, then its organizational performance would increase by 26.6%. Therefore, leadership and management had a positive and significant effect on organizational performance.

**Hypothesis 2: Financial management has positive and significant influence on organizational performance.**

$Ho_2$: Financial management has no significant influence on organizational performance in Ethiopian Electric Utility Authority.

$Ha_2$: Financial management has significant influence on organizational performance in Ethiopian Electric Utility Authority.

As indicated in Table 4.13, the result of the regression analysis indicates financial management had a positive and significant effect on organizational performance of the Ethiopian Electric Utility with ($\beta = 0.569$, $t = 7.553$ & $p < 0.000$). This implies that the stated null hypothesis $Ho_2$ has to be rejected and the alternate hypothesis $Ha_2$ was accepted. This statistic infers that if the Ethiopian Electric Utility increased its financial management by one %, then its organizational performance would increase by 56.9%. Therefore, financial management had a positive and significant effect on organizational performance.

**Hypothesis 3: Technological Infrastructure has positive and significant influence on organizational performance.**

$Ho_3$: Technological infrastructure has no significant influence on organizational performance in Ethiopian Electric Utility Authority.

$Ha_3$: Technological infrastructure has significant influence on organizational performance in Ethiopian Electric Utility Authority.

As indicated in Table 4.13, the result of the regression analysis indicates technological infrastructure had a positive and significant effect on organizational performance of the Ethiopian Electric Utility with ($\beta = 0.373$, $t = 4.877$ & $p < 0.000$). This implies that the stated null hypothesis $Ho_3$ has to be rejected and the alternate hypothesis $Ha_3$ was accepted. This statistic infers that if the Ethiopian Electric Utility increased its technological infrastructure by one %, then its organizational performance would increase by 37.3%. Therefore, technological infrastructure had a positive and significant effect on organizational performance.

**Hypothesis 4: Human resources management has positive and significant influence on organizational performance.**

$Ho_4$: Human resources management has no significant influence on organizational performance in Ethiopian Electric Utility Authority.

$Ha_4$: Human resources management has significant influence on organizational performance in Ethiopian Electric Utility Authority.

As indicated in Table 4.13, the result of the regression analysis indicates Human resources management had a positive and significant effect on organizational performance of the Ethiopian Electric Utility with ($\beta = 0.453$, $t = 5.372$ & $p < 0.000$). This implies that the stated null hypothesis $Ho_4$ has to be rejected and the alternate hypothesis $Ha_4$ was accepted. This statistic infers that if the Ethiopian Electric Utility increased its Human resources management by one %, then its organizational performance would increase by 45.3%. Therefore, Human resources management had a positive and significant effect on organizational performance.

Finally, the results of regression analysis supported the four hypotheses constructed to test a positive and significant influence that each independent variables have on organizational performance.

# CHAPTER FIVE

# 5. SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

As a result of the study's limitations and scope, the researcher offered suggestions for future research. This chapter is the last part of the study that summarizes the findings, conclusions, and recommendations. It summarizes the key findings of the study based on the results and discussions section.

## 5.1. Summary of Findings

Examining how customer relationship management affects Ethiopian Electric Utility's organizational performance is the primary goal of this study. The study used both qualitative and quantitative research methods in an explanatory and descriptive research design. 372 respondents from four sample frames households, factories, hotels, and restaurants were given the structured questionnaires. Descriptive statistics, correlation, and multiple regression analysis were then used as the basis for the analysis. To determine whether or not the questionnaire is reliable, a reliability test was conducted. Accordingly, all of the quaternaries were satisfactory and dependable, with Cronbach's Alpha values of 0.722. The correlation analysis's conclusion was reached. The dependent variable (organizational performance) has a positive and substantial correlation ($P < 0.000$) with all of the independent variables (leadership and management, financial management, technological infrastructure, and human resources management). Technology infrastructure ($r=0.779$), leadership and management ($r=0.678$), human resources management ($r=0.806$), and financial management ($r=0.868$) have the strongest correlations.

Lastly, the hypothesis was tested using a multiple regression analysis. In this sense, the corrected R square of.621 indicates that the tested model is significant ($p<0.000$). This figure shows that the four independent variables included in the regression account for 62.1% of the variance in organizational performance. Other factors can be responsible for the remaining 37.9% of the variation in organizational performance. All of the study's hypotheses were accepted when all of the beta coefficients were determined to be significant.

## 5.2. Conclusion

There are strong positive correlations between the impact of customer relationship management practices on organizational performance in the case of the Ethiopian Electric Utility Authority in Wolkite District. Every variable financial management, human resources management, leadership management, and technological infrastructure has a high positive association with organizational performance, suggesting that advancements in these domains are closely linked to improved organizational performance.

All correlations are statistically significant at the 0.01 level, meaning there is a less than 1% chance that these results are due to random variation, enhancing the credibility of the findings.

In the case of Ethiopian Electric Utility Authority in Wolkite District, the entire regression model is statistically significant. This study examines the effects of CRM practices on organizational performance. With a significance level of p =.000, the ANOVA results display a high F-value of 154.572, significantly below the conventional cutoff of 0.05. This suggests that the management of human resources, leadership and management, financial management, and technology infrastructure are independent variables that, taken together, significantly impact organizational performance.

According to the report, the Ethiopian Electric Utility Authority's organizational performance in Wolkite District is greatly impacted by customer relationship management techniques. With a R Square value of 62.1%, the regression analysis and correlation data show that predictors like financial management, leadership and management, human resources management, and technology infrastructure together account for a significant amount of the variance in organizational performance. These findings highlight how crucial it is to use comprehensive customer relationship management techniques in order to meet company objectives.

### 5.3. Recommendations

Based on the research findings the following recommendations are provided in order to upgrade level of customer relationship management practice and improve operations performance of the Ethiopian Electric Utility. These include:

- Empower Employees Through Training: EEU could boost its employees' CRM skills by offering targeted training programs. This could include workshops on communication, problem-solving, and using CRM software effectively.
- Identify and Nurture Key Customers: EEU might consider identifying its most valuable customers, differentiating their needs, and engaging with them in a personalized way. Perhaps offering tailored services to these critical customers could strengthen relationships.
- Align Goals with Performance Systems: EEU could refine its performance evaluation systems to better align employee goals with the overall organizational objectives. This ensures everyone is working toward the same CRM-driven success.
- Weave CRM into Policies and Strategies: EEU might infuse its policies and strategies with CRM principles to elevate customer knowledge management to a central focus. This would signal a commitment to understanding and serving customers better.
- Optimize Service Delivery Processes: EEU could review its current organizational structure, procedures, and service delivery methods. Making adjustments to enhance customer satisfaction and foster long-term connections could be a valuable investment.
- Unlock Insights with Advanced Analytics: EEU could integrate CRM systems with advanced analytics tools to gain actionable insights into customer behavior. This could help anticipate customer needs and personalize interactions.

## REFERENCE


-, ©. 2. ( 2019 ). *Ethiopian Electric Power*. Retrieved from https://www.eep.com.et/en/eep-history/

Abdullateef, A. O. (2010). The impact of CRM dimensions on call center performance. 10(12), 184-194.

Acker, O. G. (2011). In memory analytics–strategies for real-time CRM. 18(2), 129-136.

Alawiyah, I. &. ((2017)). The Impact of Customer Relationship Management on Company Performance in Three Segments. 22(2).

Alawiyah, I., & Humairoh, P. N. J. J. I. E. B. ((2017).). The Impact of Customer Relationship Management on Company Performance in Three Segments. 22(2). 22(2).

Alawiyah, I.et al. ((2017).). The Impact of Customer Relationship Management on Company Performance in Three Segments. 22(2).

AlSafad, Y. J. ((2016). ). An objective review of the organizational behavior for the successfulness and essential characteristics on the performance of an organization, case Cairo-Amman bank in Jordan according to the strategical thinking and planning. . 1(4), 38-50.

Ang, L. J. (2011). Is SCRM really a good social media strategy? . 18(3), 149-153.

Bagheria, S. R. (2014). Providing a Model to Investigate the Impact of Service quality, Perceived Value and Corporate Image on Customers Loyalty Considering Mediator Role of Customer Satisfaction and Moderator Role of Switching Costs. 40(1), 476-487.

bamawo, A. S. (July 2021). DETERMINANTS OF ORGANIZATIONAL PERFORMANCE: EMPIRICAL EVIDENCE FROM THE NIGERIAN BANKING SECTOR. *Volume: 8* (| Issue: 7|).

Benn, S. W. ((2014). Organizational change for corporate sustainability. *Routledge*.

Blery, E. K. ( (2006). ). An e-CRM application in the telecommunications sector: A case study from Greece. .

Chen, F.et al. ((2011). A balanced scorecard approach to establish a performance evaluation and relationship model for hot spring hotels based on a hybrid MCDM model combining DEMATEL and ANP. 30(4), 908-932.

Croteau, A. M. (2003). Critical success factors of CRM technological initiatives. . 20(1), 21-34.

Deneke, Y.et al. ((2017). The Effect of Customer Relationship Management on Customer Loyalty (The Case of Dashen Bank sc and Commercial bank of Ethiopia). 3, 1-100.

Dereje, N. E. (2020). Uncovering the high burden of hypertension and its predictors among adult population in Hosanna town, southern Ethiopia: a community-based cross-sectional study. 10(10), e035823.

Dyche, J.et al. ((2002). The CRM handbook: A business guide to customer relationship management. *Addison-Wesley Professional*.

EEP, 2. |. (2019). Retrieved from Ethiopian Electric Power: https://www.eep.com.et/en/eep-history/

EWNETU, S. ((2015).). The Impact of Customer Relationship Management on Marketing Performance of Commercial Bank of Ethiopia. St. Mary's University, .

EWNETU, S. (2015). The Impact of Customer Relationship Management on Marketing Performance of Commercial Bank of Ethiopia. *St. Mary's University,*.

Gebeyehu, J. ( (2014).). Effects of Customer Relationship Management on Market Performance: A Comparative Perspective. Mekelle University,.

Gebeyehu, J. (2014). Effects of Customer Relationship Management on Market Performance: A Comparative Perspective. *Mekelle University,*.

Ghalandari, K. J. ((2018). Investigation of the Effect of Focusing on Customers, Knowledge Management, Organizing Business Processes and Up-to-Date Technologies on Establishment of Customer Relationship Management in Iranian Insurance Firms.

Guerola-Navarro, V. ((2022). *Customer relationship management and its impact on entrepreneurial marketing: a literature review.*

Hervani, A.et al. ((2005). Performance measurement for green supply chain management.

Ivana Nedeljković, D. Z. ((2022). *Effects of Customer Relationship Management on Organizational Performance.* Sciendo.

J Harris, K. K. ((2005).). Easing the strain: The buffer role of supervisors in the perceptions of politics–strain relationship. . 78(3), 337-354.

Jain, D. &. (2002). Customer lifetime value research in marketing: A review and future directions. . 16(2), 34-46.

Kebede, A. M. (2018.). The effect of customer relationship management on bank performance: In context of commercial banks in Amhara Region, Ethiopia. 5(1), 1499183.

Lambert, D. M. J. J. o. B., & Marketing, I. (2010). (2010). Customer relationship management as a business process.

Liu, J. R. (2007). Opportunities and challenges of peer to-peer internet video broadcast. . 96(1), 11-24.

Nesaratnam, S. S. (n.d.). Enhancing English proficiency and communication skills among Malaysian graduates through training and coaching. 10(4), 1-.

Payne and Frow, P. (2005). A Strategic Framework for Customer Relationship Management. *Journal of Marketing, 69, 167-176*, http://dx.doi.org/10.1509/jmkg.2005.69.4.167.

Payne, A. &. (2006). Customer relationship management implementation. . 22(1-2), 135-168.

Payne, A. et al. ( (2006).). Customer relationship management: from strategy to implementation. 22(1-2), 135-168.

Rashid, B. b. ( (2013). ). Assessing the influence of customer relationship management (CRM) dimensions on organization performance: An emperical study in the hotel industry. 4(3), 228-247. .

Rundle-Thiele, S. B. (2001). A brand for all seasons? A discussion of brand loyalty approaches and their applicability for different markets.

Ryals, L. &. (2001). Cross-functional issues in the implementation of relationship marketing through customer relationship management. 19(5), 534-542.

Sin, L. Y. (2005). CRM: conceptualization and scale development.

Sin, L. Y. (2005). CRM: conceptualization and scale development.

Sin, L. Y. (2005). CRM: conceptualization and scale development.

Sin, L.et al. ((2005). CRM: conceptualization and scale.

TEKLIYE, D. ((2017).). EFFECT OF CUSTOMER RELATIONSHIP MANAGEMENT ON PROFIT PERFORMANCE: A CASE STUDY OF DEVELOPMENT BANK OF ETHIOPIA. St.Mary's University,.

Torres, E. N. ((2006)). From satisfaction to delight: a model for the hotel industry.

Torres, E. N.et al. ((2006). From satisfaction to delight: a model for the hotel industry.

Uncles, M. D. (2003). Customer loyalty and customer loyalty programs.

Yemane Taro. (1997).

Yemane Taro's. (1997). Statistics, An Introductory Analysis. *harper*.

Yesha Tomar, P. et al. ((2008). Measuring Customer Satisfaction through CRM in Public and Private Sector Banks in Uttarakhand. 68.

# Appendix A

**Wolkite University**

**College of Business and Economics**

**Post Graduate Program in Masters of Business Administration Questionnaire to be filled by Employees and customer**

**Dear Respondents: -** My name is Eskedar Tadesse. I am studying Masters of

Business Administration in Wolkite University. Now I'm going to conduct study on the " Effects Of Customer Relationship Management Practice On Organizational Performance In The Case Of Ethiopian Electric Utility Authority At Wolkite Town, I would like to express my deep appreciation for your generous time, honest and prompt responses.

**Objective: -**This questionnaire is designed to collect data about the "The Effects of Customer Relationship Management Practice on Organizational Performance In The Case Of Ethiopian Electric Utility Authority at Wolkite Town ". The information that you offer me with this questionnaire will be used as a primary data in my study which I am conducting as a partial fulfillment of the requirements for the Masters of Business Administration (MBA) degree. Therefore, this research is to be evaluated in terms of its contribution to our understanding of Customer Relationship Management (CRM) and its effects on organizational Performance.

**General Instructions**

• No need of writing your name.

• In all cases where answer options are available please tick (√) in the appropriate box.

**Confidentiality: -** Please answer each question based on your experience and observations within the Ethiopian Electric Utility Authority. Your responses will remain confidential and will be used solely for research purposes.

**Thank you for your participation!**

**PART A: Demographic Information**

1. **Sex:** Male ☐ Female ☐

**2. Age:** 25 years or less ☐ between 26– 30 Years ☐

Between 31– 40Years ☐ between 41– 50 Years ☐

51 Years and above ☐

**3. Education level:** Certificate ☐ Diploma ☐

Degree ☐ Masters and above ☐

**4. Experience:** 5 years or less ☐ from 6 – 10years ☐

From 11 – 15 Years ☐ 16 years & above ☐

**5. Marital Status:** Single ☐ Married ☐

Divorce ☐ Other ☐

**PART B: level of opinion**

Please state your level of opinion for each given statement using the following scales:

**1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree**

| No. | **Perceptions of respondents towards the effects of CRM on Organizational performance** | **Agreement scale** | | | | |
|---|---|---|---|---|---|---|
| | **Items** | **1** | **2** | **3** | **4** | **5** |
| **Leadership and management** | | **SD** | **D** | **NO** | **A** | **DA** |
| 1. | The leadership effectiveness at the Ethiopian Electric Utility Authority in fostering customer relationship management practices is unclear without specific data. | 1 | 2 | 3 | 4 | 5 |
| 2. | Strong leadership and management significantly contribute to the successful implementation of customer relationship management practices at the Ethiopian Electric Utility Authority. | 1 | 2 | 3 | 4 | 5 |
| 3. | It is crucial for leaders at the Ethiopian Electric Utility Authority to align organizational goals with customer relationship management strategies to enhance overall performance. | 1 | 2 | 3 | 4 | 5 |
| 4. | Leadership plays a vital role in driving a customer-centric culture within the Ethiopian Electric Utility Authority, impacting organizational performance positively. | 1 | 2 | 3 | 4 | 5 |
| 5. | Critical leadership and management strategies to facilitate customer relationship management activities in Ethiopia Electricity Service Authority should include clear communication, employee training and continuous feedback strategies. | 1 | 2 | 3 | 4 | 5 |

| Financial management | | SD | D | NO | A | DA |
|---|---|---|---|---|---|---|
| 1. | Customer relationship management practices are conductive for enhancing organizational performance at the Ethiopian Electric Utility Authority. | 1 | 2 | 3 | 4 | 5 |
| 2. | Effective financial management significantly contributes to the success of customer relationship management practices at the Ethiopian Electric Utility Authority. | 1 | 2 | 3 | 4 | 5 |
| **3.** | The integration of financial management strategies and customer relationship management functions at the Ethiopian Electricity Service Authority has created service convenience. | 1 | 2 | 3 | 4 | 5 |
| 4. | Specific financial challenges that could hinder successful CRM implementation include budget constraints, inadequate funding, and resource allocation issues. | 1 | 2 | 3 | 4 | 5 |
| **5.** | The Ethiopian Electricity Service Authority's customer relationship management system does not impact financial decision-making processes. | 1 | 2 | 3 | 4 | 5 |
| 6. | Aligning financial goals with customer relationship management objectives can positively influence organizational performance at the Ethiopian Electric Utility Authority. | | | | | |

| | | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|---|
| **Technological Infrastructure** | | **SD** | **D** | **NO** | **A** | **DA** |
| **1.** | The current technology infrastructure is adequate to support customer relationship management processes at the Ethiopian Electricity Service Authority. | 1 | 2 | 3 | 4 | 5 |
| 2. | Effective customer relationship management practices can significantly impact the organizational performance of the Ethiopian Electric Utility Authority. | 1 | 2 | 3 | 4 | 5 |
| 3. | Essential technological tools/systems for improving customer relationship management at the Ethiopian Electric Utility Authority include CRM software, data analytics tools, and customer self-service | 1 | 2 | 3 | 4 | 5 |

| | | | | | | |
|---|---|---|---|---|---|---|
| | portals. | | | | | |
| 4. | Challenges in the current infrastructure hindering effective CRM practices at the Ethiopian Electric Utility Authority include outdated systems, limited integration, and data silos. | 1 | 2 | 3 | 4 | 5 |
| 5. | Leveraging advanced technological infrastructure can enhance organizational performance through improved CRM by enabling better customer insights, personalized services, streamlined processes, and enhanced communication. | 1 | 2 | 3 | 4 | 5 |
| 6 | Ethiopian Electric Service communicates with customers by phone to meet their urgent questions and needs. | | | | | |
| **Human Resources Management** | | **SD** | **D** | **NO** | **A** | **DA** |
| 1. | Customer relationship management is crucial for improving organizational performance by enhancing customer satisfaction, loyalty, and retention. | 1 | 2 | 3 | 4 | 5 |
| 2. | Access to real-time data is essential to observe specific changes in customer satisfaction levels of the Ethiopian Electricity Service Authority. | 1 | 2 | 3 | 4 | 5 |
| 3. | Effective customer relationship management can positively impact employee morale and productivity by fostering a customer-centric culture and improving internal communication. | 1 | 2 | 3 | 4 | 5 |
| 4 | Customer relationship management practices can enhance the competitiveness of the Ethiopian Electric Utility Authority by increasing customer loyalty, retention, and overall satisfaction. | 1 | 2 | 3 | 4 | 5 |
| 5 | Challenges in implementing and maintaining CRM practices may include data integration issues, resistance to change, training needs, and ensuring consistent customer experience | 1 | 2 | 3 | 4 | 5 |

**Part C: Organizational Performance**

Kindly indicate using the scale below on the effects of Customer Relationship management practices on organizational performance of Ethiopian electric utility.

Scale: (**1** =Strongly Disagree, **2** =Disagree, **3**=No Opinion, **4**=Agree, **5** = Strongly Agree *(round appropriate*)

| | Organizational performance | SD | D | NO | A | DA |
|---|---|---|---|---|---|---|
| 1 | Customer relationship management practices can significantly influence the operational efficiency of the Ethiopian Electric Utility Authority. | 1 | 2 | 3 | 4 | 5 |
| 2 | Customer relationship management is crucial for enhancing the financial performance of the Ethiopian Electric Utility Authority. | 1 | 2 | 3 | 4 | 5 |
| 3 | Effective customer relationship management can enhance the reputation and image of the Ethiopian Electric Utility Authority. | 1 | 2 | 3 | 4 | 5 |
| 4 | Customer relationship management practices can positively impact employee satisfaction and productivity at the Ethiopian Electric Utility Authority. | 1 | 2 | 3 | 4 | 5 |
| 5 | The practice of giving customized service for its customers contributed a lot for the Ethiopian Electric Utility's performance. | 1 | 2 | 3 | 4 | 5 |
| **6** | Ethiopian Electric Service districts and branches are strategically located in convenient or convenient locations to serve their customers and improve the performance of Ethiopian Electric Service. | 1 | 2 | 3 | 4 | 5 |
| 7 | In line with its objective, the Ethiopian Electric Utility is becoming highly effective in the industry | 1 | 2 | 3 | 4 | 5 |
| 8 | The technology which is applied in the Ethiopian Electric Utility is appropriate so that the Ethiopian Electric Utility is improving its operations performance. | 1 | 2 | 3 | 4 | 5 |

……

**Thank you for your participating*!!***