

Effect of CRM Practices on Organizational Performance Under Moderation by Market Turbulence: A Study on Telecommunication Sector of Pakistan

Maryam Shabir¹ Shumaila Ghaffar¹ Qasim Ali Nisar² Sohail Younas³

1.MBA, Department of Management Sciences, University of Sargodha Gujranwala Campus

2.Lecturer, Department of Management Sciences, University of Sargodha Gujranwala Campus; PhD Scholar,
Othman Yeop Abdullah Graduate School of Business, University Utara Malaysia

3.Lecturer Department of Business Administration, University of Sargodha Gujranwala Campus

Abstract

In this escalating competitive atmosphere, enterprises attempt to gain competitive advantage through developing positive relationships with customers. Enterprises manage these relationships by using diverse practices such as key customer focus, knowledge management and relationship marketing which cause to augment performance. Additionally, organizations have also to entertain customers in accordance with changes in their preferences. Thereby, the present study investigated the influence of customer relationship management (CRM) practices on organizational performance by considering the moderating role of market turbulence. Self-administrated questionnaire was utilized to collect data from 165 employees of telecommunication sector in Pakistan. SPSS 21.0 and AMOS 21.0 were used to analyze data. The results revealed that CRM practices had positive relationships with organizational performance. Moreover, the moderation findings demonstrated that market turbulence antagonistically moderated the relationship between CRM practices and organizational performance. Limitation, implications and recommendations for future research were also delineated at the end.

Keywords: Customer relationship management practices, market turbulence, organizational performance, telecommunication sector

Introduction:

Relationship management is not only the uncontaminated business but also conceive well-built personal bonding. For upholding and constructing relationship with regulars CRM is the strongest and competent approach. For making a victory of success expansion of this type of bonding must be exercise by the organization. Recognition of the authentic wants of the regulars is very easy when the personal and emotional linkage is put up. Customer relationship management is not just the application of technology but the organization can handle their regulars in the good manner when learn more about regulars 'needs and behaviours. This is not a technical resolution to support in dealing with regulars effectively and efficiently but is also the business philosophy. Furthermore, Academic and practitioners declared that in existing business atmosphere firm needs to develop good relationship with customers for survive (Heinrich, 2005). Importantly, CRM has been noted to be the most feasible way to uphold the development and extension of customers' base, as a result it support the improvement of profitability and tempt loyalty (Piskar F& Fagan A, 2009; Wu S & Li P, 2011). For these reasons, in global scenario customer relationship management practices are considered valuable strategic tools to boost up the financial as well as non-financial performance of organization. In Pakistan, economic conditions have quickly changing and business markets are now emerging and welcoming the new challenges to keep their selves at competitive place. Now organizations are adopting CRM practices for making their organization's performance better by achieving competitive edge.

Despite this, Telecommunication sector is currently operating in a very complex and violating environment and facing challengeable situation and competitiveness. Customers of telecom industry are dissatisfied with any dimension of price, voice quality and network coverage. Now telecom industry is trying to implement CRM practices by solving all these problems. Evidently, As customer relationship management practices are playing a very important role to improve the organizational performance so the purpose of this study is to explore the relationship between customer management practices and organizational performance and moderating role of Market turbulence in telecommunication sector.

Literature review

Customer Relationship Management (CRM):

CRM is a tactical approach considerate with establishing better shareholder value through the expansion of suitable relationships with key regulars and customer segments. CRM combine the prospective of relationship marketing strategies and IT (information technology) to generate profitable, enduring relationships with regulars and other key stakeholders. CRM provides superior opportunities to use data and information to both understand regulars and co-build value with them. This demands a cross-functional combination of processes, community,

operations and marketing capabilities that is enabled through information, technology and applications (Payne & Frow, 2005).

Importantly, CRM has been noted to be the most feasible way to uphold the development and extension of customers' base, as a result it will support the improvement of profitability and tempt loyalty (Piskar F& Faganel A, 2009; Wu S, Li P, 2011). Furthermore, Al-Khoury AM (2012) suggested key components of CRM framework. The dimensions of CRM Practices are: key customers focus, knowledge management CRM organizations, and technology-based CRM (Abdullateef AO et al., 2010; Abdul AM & Basri BR, 2012).

In addition, CRM is a cross-functional organizational method that's focal point is to creating, upholding, and intensifying long-lasting associations with prospective customers (Payne and Frow, 2005; Parvatiyar and Sheth, 2001). Conversely, in order to attract customers, customer retention, customer loyalty and customer profitability by using the purposeful communications CRM is a best business approach to understanding and influencing on customer's behavior (Ngai *et al.*, 2009). Moreover, Xu et al. (2002) cited in Dotan (2008) defines Customer Relationship Management (CRM) is an assimilation of business processes and technologies which used to satisfy customers' needs (Ranjit, 2002; Dotan, 2008; Jayanthi & Vishal, 2009). Ron (2001) says CRM is a process that gathers customers' information and applies those data in marketing activities. The Internet capabilities and software can help organizations manage relationship with their regulars with the help of CRM (Xu, et. al, 2002 cited in Dotan, 2008).

Although, Ku (2010) argue that it is a tool that combines a firm's marketing actions and market research with its correlation to regulars. Even though, Chang, Liao & Hsiao (2005) says CRM is a new phenomena that come out from the Internet and web technology that facilitate the achievement of CRM. It focuses on internet- or web-based interaction between customer and service donor.

Key Customer Focus

When the employees by self focus on delivering the outstanding services to regulars this called the key customer focus (Drienhart & Gregoire, 1993). For becoming truthfully customer focus association, organization must be deliver worth to its customers (Payne & Frow, 2006). In the same way, when the links are established between customer needs (Donaldson & O' Toole, 2002), customer satisfaction (Gebert et al., 2002) and customer preservation and loyalty the customer focus involves. This will persuade customers to stay longer, buy further frequently, thus growing firm's long term worth to the business.

Although, for the successful throughout flow of CRM all the firms should be adopted its configuration, culture, compensation system and policies by keeping the main focal point on their regulars (Ryals & Knox, 2001). Company- wide CRM focus must fully reflect by the interaction with the key customers whose identifies as the "lifetime value computations" (Jain & Singh, 2002). Central ambition of focusing on key customers is to creating the deep relations with the regulars through which for the most advantageous clients the seller company becomes indispensable (Vandermerwe, 2004). To nurture long-standing customer relationships the sale force that equipped with company-wide understanding and provide inside support for key customer relationships, is better enabled and motivated for offering more custom-made products and services to customers (Armstrong & Kotler, 2003)

Knowledge Management

All the information that community knows about regulars, goods, procedures, blunders, and victory related to organization is defined as knowledge (Grayson and O'Dell, 1998). For numerous reasons organizations provide attention to managing knowledge. Furthermore, Manville & Foote (1996) says core competences are found due to the abilities and experience of the people who do the work, and may not be present in physical form. When the knowledge is shared inside the organization it turns into the cumulative. Inside the organization's practices, products, and services it becomes integral part for surrounding (Demarest, 1997). Although, tacit knowledge only demonstrated when its relevance. The objective must be creating the new organizational knowledge by the different level of expertise that are pooled rather than to capture what each person knows so that everyone has the similar knowledge. This will require networking and communication channels that encourage sharing and collaboration (Grant, 1997).

Relationship Marketing

The concept of relationship marketing has materialized within the fields of service marketing and industrial marketing (Gummesson, E, 1991; Blomqvist et al., 1993). Relationship marketing is defined by the different authors, mostly authors stressing it in the following way: this is a process of development and maintenance of the relationship with the customers and sometimes with the other stakeholders. Christopher et al., 1991; Grönroos, 2000). Furthermore, relationship marketing also defines by Grönroos as "Marketing is to establish, maintain, and enhance relationships with customers and other partners, at a profit, so that the objectives of the parties involved are met. This is achieved by a mutual exchange and fulfillment of promises". Gummesson (1999)

definition covering the main facts by being systemic and screening relationship marketing in a comprehensive management and social framework. Total relationship marketing is marketing based on relationships, networks and interface, perceiving that marketing is entrenched in the total supervision of the networks of the selling organization, the market and society. It is regulated to long term win-win relationships with individual customers, and value is in cooperation created between the parties involved. It passes beyond the limits of the boundaries between professional functions and restraints. Total relationship marketing is not just the customer-supplier dyad but also the relationship of supplier's own suppliers, to competitors and to middlemen; these are all market relationships. More ever in this relationships found a step above market relationship, to the media, public authorities, and other entities in society that put forth influence on market behavior.

Market Turbulence

Sorescu et al. (2003) argues that market turbulence faces in a dynamic market in which consumer choices are unsteady and change rapidly, there is complexity in identification of consumers 'varying needs, and incremental innovations are improbable to satisfy them. The companies that face market turbulence could become more innovation oriented to provide offerings that lead customer needs and create customer demand by reshaping the way customers behave.

Furthermore, Donaldson (2001) says according to Contingency theory it is the fit between a strategy and the business environment, rather than just the strategy itself that determines business performance. In addition, Ottesen & Grønhaug (2004) previous study on market orientation states that environmental turbulence may have three types: i.e. technological turbulence, competitive intensity and market turbulence. Moreover, Slater & Narver (1994) says Technological turbulence can be define as the frequently pace and the sum of unpredictability of change in technology within an industry ; competitive intensity means the intensity of competition a firm face within an industry (Chan et al., 2012; Paladino, 2007); Hanvanich et al. (2006) and Kohli & Jaworski (1990) refers to the market turbulence is degree and volatility of changes in the composition, behavior and preferences of customers.

Similarly, Atuahene- Gima, Li, & De Luca (2006) argues that a turbulent market can be describe as the extremely fast-moving and difficult to foretell or foresee changes in product preferences and customer needs, in product and production technologies, and in the competitive scenery.

Although, Jap (2001) says Companies make a strenuous effort to recognize changing in market trends and come up with rehabilitated products in turbulent markets. As a result, firms are more energetic to seek profitable ideas from different buddies, which may eventuate in collaborations.

Nevertheless ,Santos-Vijande & Álvarez-González (2007) the market turbulence notion tries to concurrently estimate the change that the firms face from a set of regulars and competitors (market dynamism), and the complexity to prepare the organization to deal with the new competitive scenarios (market uncertainty).

Customer Relationship Management and Organizational Performance

The CRM practices model by means of observation tested in the small and medium enterprises (SMEs) of the food manufacturing industries and found have growing rate in organizational performance.(Mohamad, Othman et al. 2014). Furthermore, the CRM performance construct empirically tested in Jordan's financial service organizations (FSOs) and found to have a significant and positive relationship with business performance embrace of financial and marketing performances. Thus this study shares with the CRM literature the long-held belief that CRM is a critical success factor for business performance (Akroush, Dahiyat et al. 2011). Similarly, Soliman (2011) conducted a study for assessment of the customer relationship management and its impact on marketing performance and found a positive relationship of the CRM on marketing performance in the financial institutions.

CRM capabilities are positively associated with business performance (Wang and Feng 2012).

Moreover, the CRM practices impact on the organizational performance also evaluate in the field of the information technology and results expose a positive and significant path between a superior CRM capability and firm performance.(Coltman, Devinney et al. 2011). With the solid background of different studies we hypothesize that:

H1. There is a significant positive relationship between CRM practices and organizational performance

Key Customer Focus and Organizational Performance

The key customer focus is the imperative factor in escalating organizational performance in firms (Mohamad, Othman et al. 2014). Moreover, first of all the country is accountable for providing the essential financial resources to set up administration liable of CRM and with the necessary proposal provide senior management to these associations for civilizing the organizational performance in general and marketing performance in particular by keeping main focus on key customers, organizational competence and knowledge management. Financial institutions must have the focal point on the key customers, as it was found to have a direct, strong,

positive and statistically significant correlation with the marketing performance (Soliman 2011). Furthermore, results of the (Hong-kit Yim, Anderson et al. 2004) study indicate that there is a positive and significant relation between the customer relationship management (CRM) and key customer focus. For that reason we hypothesize:
H2. Key customer focus with regard to CRM practices has positive relation with organizational performance.

Knowledge Management and Organizational Performance

From the standpoint of a process holder, both CRM and knowledge management approaches undertake positive impression on the cost arrangement and revenue flows for a firm in return for apportioning resources from the core business into supportive functions (Gebert et al., 2002).

Furthermore, knowledge management have a Significant relation with the organization performance (Hong-kit Yim, Anderson et al. 2004). There is positive relationship between knowledge management and organizational performance. (Massey, Montoya-Weiss, & O'Driscoll, 2002). Even though, KM practices were found to be directly related to organizational performance which, in turn, was directly related to financial performance. A gap exists between the KM practices that firms believe to be important and those that were directly related to organizational performance. (Zack, McKeen, & Singh, 2009). Moreover, there is a significant correlation between marketing performance and focus on the main customers, organizational efficiency and customer knowledge management (Soliman 2011) The results also show that the positive relationship between customer knowledge management and task of the performance depends on statistics complexity (Yang et al., 2014). This leads to the following hypotheses

H3. Knowledge management with regard to CRM practices is positively related to organizational performance

Relationship Marketing and Organizational Performance

Relationship marketing is the important element in increasing organizational performance in firms (Mohamad, Othman et al. 2014). RM has a positive and significant influence on the four aspects of business performance for hotels (Wu and Lu 2012). Moreover, when there are substitute competitive services are available and consumer have the enduring and periodic demand for the services organization must adopt the relationship marketing. There is appositive relationship between the organizational performance indicators and relationship marketing concept victorious relationship is the mutual flow of value (T. Ismail & Y. Alsadi 2010).

Furthermore, In Jordanian insurance companies' relational benefits, internal marketing and relationship quality criteria and their influence on organizational commitment examine and then indicate that there is the positive relationship between the relationship marketing and organizational outcomes because in target market relationship marketing increasing its market shares (T. Ismail 2009). Although, relationship marketing and bank performance indicators have positive and significant relationship. Relationship benefits and relationship quality are the positive and significant determinants of bank performance (Adejoke & Adekemi 2012). Consequently, following is predicted

H4. Relationship marketing with regard to CRM practices is positively related to organizational performance

Moderating Role of Marketing Turbulence

In Russia during economic unsteady external marketing environment and turbulence the market of luxury and premium products also affected. Changes In the consumer behavior and spin of consumers towards less pricy and status symbol products and services had forecasted by experts (Skorobogatykh, Tarasenko & Shirochenskaya, 2015). Although, the relationship between the CRM practices and organizational performance will affect by the increasing in the market turbulence. But during the market turbulence international operations has no performance effect (Hilmersson 2014). Furthermore, when the market turbulence increases the relationship between the CRM practices and organizational performance affect. The data that is composed from customer relationship may help organizations for better realizing the changing in needs of customers and build up proper reactions. To maintain the organizational performance the capability to intelligence and respond becomes even more valuable when these change accure (Mohamad, Othman et al. 2014).

Nevertheless, for high levels of market turbulence market orientation is negatively associated with ROI, while for medium and low market turbulence market orientation is positively associated with ROI (Greenley 1995)

H5. Market turbulence negatively moderates the relationship between CRM practices and organizational performance

In the prior study more focus on the key customer focus and knowledge management but we also thrash out the relationship marketing that all are the dimensions of the CRM practices. Market turbulence is a key factor that can the strong or weak the relationship between the CRM practices and organizational performance there is narrow study on the marketing turbulence as playing the moderating role between the CRM practices and organizational performance so we add the body of knowledge in literature by taking the market turbulence as a mediator between CRM and organizational performance. Furthermore in this study we select the telecommunication sector of Pakistan for evaluating the role of the CRM practices for increasing the productivity

of this sector. In the study of (Mohamad, Othman et al. 2014) the data were collected by the CEOs and managers but we gather the data from all the employees doing work within the organizations because these are the peoples that are personally interact with the regulars and also part of the organization so have such information about the customer centric and interactive communication and other dimensions that will be not have the top level management.

Moreover in this study we also provide attention to the Customer centric and Interactive communication with regard to key customer focus dimensions and Knowledge learning and responsiveness and Knowledge sharing with regard to knowledge management dimensions that it selves are the dimensions of the CRM practices, focused by few researchers.

In additional, in past studies the small and medium enterprises (SMEs) ,national level sectors and few studies were conducted on the multinational companies but in this study we select one and single largest national level telecommunication enterprise that is PTCL and two multinational enterprises that have Warid Telecom and Jazz Telecom brand name within the Pakistan.

Research Model

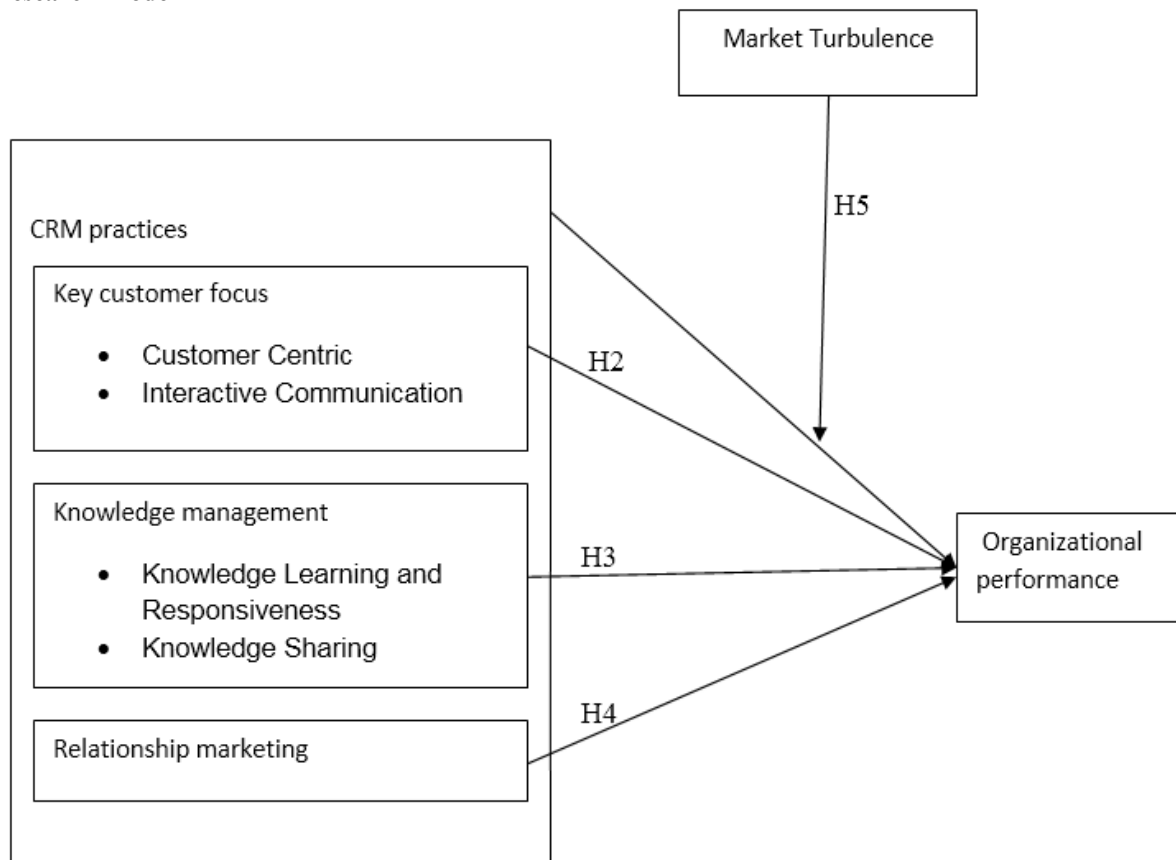


Figure 1. The Conceptual Model

Research Methodology:

This study is a cross sectional study that focuses on the telecommunication sector of the Gujranwala. In survey we used questionnaire. Questionnaires is consists on two sections .First section is related to the personal profile of the respondents including gender, age group, educational level ,length of service, nature of employment which is measured by nominal scales. Second section deals with the under study variables namely customer relationship management practices, market turbulence, and organizational performance measured by 5-point lekert scale. For data collection technique we use the questionnaire that is adopted by the different authors. For measurement of the CRM practices there are the threefold item that erect in the research model. First, the key customer focus scale is adopted from three authors that are (Das et al., 2009, Sin et al., 2005 and Chong & Rundus, 2004),first fold is key customer focus that have two dimensions named as customer centric consist on 6 items and interactive communication consist on 4 items. Second, the Knowledge management adopted from two researchers (Das et al., 2009 and Sin et al., 2005) has two dimensions named as knowledge learning and responsiveness that have 5 items and knowledge sharing consist on 2 items. Third, Relationship marketing adapted by ati et al., 2010) have 8 items.

Demographic:

Demographic section showed the information about respondents' gender, age, education level, nature of employment and length of service. We distributed 200 questionnaires to the responses of respondents out of which 165 valid questionnaires received. 111 filled by males and 54 filled by female respondents whose percentage is 67.35% and 32.7 respectively. Mostly respondents were between the age group of 46-55 whose percentage is 98.85%. Following to this 92.1% and 33.3% were age group of 26-45 and age group of up to 25 respectively. Furthermore respondents were 74.5%, 24.8%, 85.5% and 14.5% belonged to Master's, Bachelor's, PhD's and other category of educational level respectively. 50.3%, 33.3% and 13.9%, respondents were doing their jobs as permanent employees, contractual employees and other category of doing jobs respectively. 24.8% respondents have 5-10 years length of service, 17.6% have up to 1 year length of service, 50.9% and 6.7% respondents have up to 2-5 year and more than 10 years length of service.

**Finding
Table 1**

Construct	Mean	SD	α	1	2	3	4	5	6	7	8
	3.71	.48		---							
1 Customer Centric			.73								
2 Interactive Communication	3.57	.48	.82	.44**	---						
3 Knowledge Learning & Responsiveness	3.88	.42	.78	.46**	.36**	---					
4 Knowledge Sharing	3.87	.63	.84	.29**	.29**	.42**	---				
5 Relationship Marketing	3.83	.35	.83	.48**	.43**	.42**	.35**	---			
6 Market Turbulence	3.60	.56	.79	.25*	.19	.12	.27**	.24**	---		
7 Financial Performance	3.65	.51	.86	.39**	.38**	.25**	.31**	.44**	.34**	---	
8 Customer Loyalty	3.83	.84	.90	.21**	.24	.15*	.23*	.18*	.15*	.23**	---

The above mentioned table is showing the descriptive statistics, reliability and Pearson correlation among all under study variables. The uppermost correlation existed between relationship marketing and customer centric which is valued at .48. It reflecting that customer centric and relationship marketing are positively correlated with each other with a moderate slandered deviation. The other variables like interactive communication, knowledge learning and responsiveness, knowledge sharing, market turbulence, financial performance and customer loyalty also correlated with each other. The mean value is showing the trend of responses that most of them are lied towered agreeableness. Results indicate that alpha values for all variables are under acceptable range to prove data reliability.

Table 2

Items	Factor Loadings	AVE	CR
Customer Centric		0.664	0.845
CC1	.756		
CC2	.822		
CC3	.799		
CC4	.874		
CC5	.762		
CC6	.821		
Interactive Communication		0.682	0.747
IC1	.808		
IC2	.813		
IC3	.901		
IC4	.833		
Knowledge Learning and Responsiveness		0.591	0.792
KLR1	.812		
KLR2	.842		
KLR3	.791		
KLR4	.851		
KLR5	.884		
Knowledge Sharing		0.614	0.752
KS1	.894		
KS2	.912		
Relationship Marketing		0.582	0.778
RM1	.763		
RM2	.701		
RM3	.544		
RM4	.726		
RM5	.733		
RM6	.693		
RM7	.805		
Market Turbulence		0.684	0.810
MT1	.708		
MT2	.813		
MT3	.769		
MT4	.865		
MT5	.734		
MT6	.885		
MT7	.833		
Financial Performance		0.620	0.714
FP1	.781		
FP2	.883		
FP3	.762		
FP4	.862		
FP5	.863		
Customer Loyalty		0.589	0.710
CL1	.795		
CL2	.863		
CL3	.872		
CL4	.799		

FP e measurement model has drawn to carry out the Confirmatory Factor Analysis. **Table3** illustrates the CFA Model. In order to determine the convergent reliability and discriminant validity of data, this model and its fit indices has been illustrated. In order to check the reliability there are three major steps as being illustrated by Fornell and Larcker (1981), these involve the factor loading constructs value of CFI Model being greater than 0.7, the AVE values should be greater than 0.5 and the Composite Reliability (CR) value should be greater than 0.5. thus, the results shown in **Table3** illustrates that the majority values of factor loading are greater than 0.7

and significant at 0.001. While the CR and AVE values are all greater than 0.8 and 0.5. Thus, this result determines our scale convergent being reliable and proves the discriminant validity, which means that the items showing variances are for their own variables that the other. This adds to the reliability and validity factor of the study and relationship of the variables involved.

Table 3
Fit Indices for CFA & SEM

Fit Indices	CFA	SEM
Chi-square/df	3.03	3.02
GFI	0.94	0.95
AGFI	0.81	0.82
CFI	0.93	0.94
RMSEA	0.05	0.06

Table 3 is presenting the results of model fitness from both CFA and SEM dimensions. Goodness of fit index is given at the first place which represents the variance covariance matrix and as its value is greater than 0.90 so it is declaring a good fit of the model. AGFI is adjusted GFI whose value is greater than 0.8 which is quite good to prove that model is good fit. CFI is representing the comparative fit index which is showing more realistic values that are proving that model is near to absolute fit due to greater than 0.9 value. RMSEA is root mean square error of approximation whose value is lesser than 0.10 so that is also indicating the good fitness of model. The values of NFI, PGFI and PNFI are also lies in good range so they are also contributing that the understudy model is quite fit in statistical term

Table 4.

Organizational Performance	<---	Key Customer Focus	.481	.098	.057	.01
Organizational Performance	<---	Knowledge Management	.448	.089	1.255	.02
Organizational Performance	<---	Relationship Marketing	.398	.74	2.824	.01

Structural Model Regression Weights

Table 2 shows regression weights significance level for relationship hypothesized in H1, H2 and H3. The results provide an evidence that key customer focus, knowledge management and the relationship marketing have a positive and significant impact on organizational performance ($p < 0.05$), therefore H1 and H2 and H3 are supported. SEM analysis showed the positive estimates and S.E in relation with independent variables to dependent variable. Consequently, H1, H2 and H3 were supported.

Moderating Role Market Turbulence between key customer focus and organizational performance

Outcome: organizational performance

Model

	Coeff	se	t	p
int.	.40	.12	2.4	.01

Interactions:

IInt_1	K_C_F	X	M_T
--------	-------	---	-----

R-square increase due to interaction(s):

	R2-chng	F	df1	df2	p
int_1	.04	11.2	1.0	111.0	.01

The model outcome as shown being having coefficient value 0.40 > p value of 0.01 and the interaction value of r2 being 0.04 > p=0.01 provides a supportive result for the moderating factor of being involved in the study. The statistics values as shown in above table of moderation analysis provide supportive results for the moderating role of market turbulence between key customer focus and organizational performance.

Moderating Role Market Turbulence on the relationship between knowledge management & Organizational Performance

Outcome: Organizational performance
 Model

	Coef	se	t	p
int.	.412	.41	3.5	.02

Interactions:

Int_1K_M X M_T

R-square increase due to interaction(s):

	R2-chng	F	df1	df2	p
int_1	.08	12.1	1.0	111.0	.01

The model outcome as shown being having coefficient value 0.412 > p value of 0.02 and the interaction value of r2 being 0.08 > p=0.01 provides a supportive result for the moderating factor of being involved in the study. The statistics value as shown in above table of moderation analysis provides supportive results for the moderating role of market turbulence between knowledge management and organizational performance.

Moderating Role of Market Turbulence between Relationship marketing and organizational performance

Outcome: Organizational performance
 Model

	Coeff	se	t	p
int.	.341	.15	1.9	.02

Interactions:

Int_1R_M X M_T

R-square increase due to interaction(s):

	R2-chng	F	df1	df2	p
int_1	.06	08.4	1.0	123.0	.02

The model outcome as shown being having coefficient value 0.341 > p value of 0.02 and the interaction value of r2 being 0.06 > p=0.02 provides a supportive result for the moderating factor of being involved in the study. The statistics values as shown in above table of moderation analysis provide supportive results for the moderating role of market turbulence between relationship management and organizational performance.

Discussion and conclusion

In today's competitive environment customer relationship management practices are considered valuable tools to enhance the organizational performance. The core purpose of this study is to explore the relationship between customer relationship management practices and organizational performance and moderating role of market turbulence. This study shows that there is a positive relationship between customer relationship management and organizational performance and supported to H1. On the basis of literature review if an organization implement customer relationship management practices successfully then performance of that organization will definitely be increase. Similarly, this study is supported by Soliman (2011) conduct a study for assessment of the customer relationship management and its impact on marketing performance and found a positive relationship of the CRM on marketing performance in the financial institutions. Moreover, the results shows that there is a positive and significant relationship between key customer focus and organizational performance that is supported by H2.If an organization give worth to its internal and external customers then customers will be more committed and loyal with that organization and as a result Organizational performance will also be enhance. In the same way, when the links are established between customer needs (Donaldson & O' Toole, 2002; Sousa, 2003), customer satisfaction (Gebert et al., 2002) and customer preservation and loyalty the customer focus involves. This will persuade customers to stay longer, buy further frequently, thus growing firm's long term worth to the business. The key customer focus is the imperative factor in escalating organizational performance in firms (Mohamad, Othman et al. 2014).

Furthermore, the study indicates that there is a significant and positive relationship between knowledge management and organizational performance which is supported by H3. Knowledge is considered valuable asset of an organization for implementing customer relationship management technique. The results also show that the positive relationship between customer knowledge management and task of the performance depends on statistics complexity (Yang et al., 2014).This leads to above hypothesis.

The study results described that there is a positive relationship between relationship marketing and organizational performance that supported to H4.If an organization establish, maintain and develop a strong

relationship with their customers, stakeholders, and suppliers then they will be more committed and loyal with that organization and as a result the performance of the organization will be enhanced. This study results backed by the Mohamed, Othman et al. (2014) "Relationship marketing is the important element in increasing performance in firms. This study findings also supported by Adejoke & Adekemi (2012) He said that relationship benefits and relationship quality are the positive and significant determinants of bank performance.

The results enlightened that there is a negative relationship between market turbulence and organizational performance that supported to H5. Today's organizations facing a very complex situation market turbulence, a situation in which there is difficulty in identification of varying needs of consumers and incremental changes are impossible to satisfy them and there is chances to decrease in organization performance. This study supported by the Mohamed, Othman et al. (2014).he said that when the market turbulence increases the relationship between the CRM practices and organizational performance affect. The data that is composed from customer relationship may help organizations for better realizing the changing in needs of customers and build up proper reactions. To maintain the organizational performance the capability to intelligence and respond becomes even more valuable when these change accure.

Practical implication

This study provides close understanding the rising importance of customer relationship management practices. If the telecommunication sector and other organizations use our findings and implement customer relationship management tools in their organizational culture successfully then their organizational performance will be boost up.

Limitations and future direction

This study can be more accurate and perfect by increasing sample size. In this study our Sample was too small future researchers can increase sample size in their study. Due to time and financial constraints our study covers a small geographical area and limited to Telecom industry in Gujranwala. Future researchers can cover large geographical area in their study. Our study limited to few dimensions of customer relationship management to judge the performance of the organization future researchers can use other dimensions of customer relationship management in their study. Our study is cross-sectional nature future researchers can make it longitudinal study.

References

- Abdullateef AO, Moktar SS, Yusoff RZ (2010) The impact of CRM dimensions on call center performance. *International Journal of Computer Science and Network Security* 10: 184-195.
- Abdul AM, Basri BR (2012) Customer relationship management (CRM) in hotel industry: a framework proposal on the relationship among CRM dimensions, marketing capabilities and hotel performance. *International Review of Management and Marketing* 2: 220-230.
- Armstrong, Gary, and Philip Kotler (2003), *Marketing: An Introduction*, 6th ed., Upper Saddle River, NJ: Prentice Hall.
- Atuahene-Gima, K., Li, H., & De Luca, L. M. (2006). The contingent value of marketing strategy innovativeness for product development performance in Chinese new technology ventures. *Industrial Marketing Management*, 35(3), 359–372.
- Blomqvist, R., Dahl, J. and Haeger, T., *Relations marknadsföring. Strategi och method för servicekonkurren* (Relationship marketing. Strategy and methods for service competition), IHM Förlag, Göteborg, Sweden, 1993.
- Christopher, Martin, Payne, Adrian and Ballantyne, David (1991), *Relationship Marketing*. London: Butterworth-Heinemann.
- Chan, R.Y.K., He, H.W., Chan, H.K. and Wang, W.Y.C. (2012), "Environmental orientation and corporate performance: the mediation mechanism of green supply chain management and moderating effect of competitive intensity", *Industrial Marketing Management*, Vol. 4 No. 4, pp. 621-630.
- Dienhart, J. R., & Gregoire, M. B. (1993). Job satisfaction, job involvement, job security, and customer focus of Quick-service restaurant employees. *Hospitality Research Journal*, 16(2), 29-42.
- Donaldson, B., & O' Toole, T. (2002). *Strategic Marketing Relationship*. Chichester.: John Wiley.
- Drucker, P. F. (1954). *The Practice of Management*. New York: Harper and Row.
- Donaldson, L. (2001). *The contingency theory organizations*. Thousand Oaks, CA: Sage.
- Gebert, H., Geib, M., et al. (2002). *Towards customer knowledge management: Integrating customer relationship management and knowledge management concepts*. Paper presented at the The Second International Conference on Electronic Business, Taipei, Taiwan.
- Grayson, C.J. and O'Dell, C.S. (1998), "Mining your hidden resources", *Across the Board*, April, pp. 238
- Grant, R.M. (1997), "the knowledge-based view of the firm: implications for management practice", *Long Range Planning*, Vol. 30, pp. 450-54.

- Gummesson, E., "Marketing Revisited: The Crucial Role of the Part-time Marketers", *European Journal of Marketing*, Vol. 25 No. 2, 1991, pp. 60-7.
- Grönroos, C., "Defining Marketing: A Market-oriented Approach", *European Journal of Marketing*, Vol. 23 No. 1, 1989, pp. 52-60.
- Gummesson, Evert (1999), *Total Relationship Marketing*, Oxford, UK: Butterworth-Heinemann.
- Heinrich B. (2005) Transforming strategic goals of CRM into process goals and activities. Business process management
- Hanvanich, S., Sivakumar, K. and Hult, G.T.M. (2006), "The relationship of learning and memory with organizational performance: the moderating role of turbulence", *Journal of the Academy of Marketing Science*, Vol. 34 No. 4, pp. 600-612.
- Jain, Dipak, and Siddhartha S. Singh (2002), "Customer Lifetime Value Research in Marketing: A Review and Future Directions," *Journal of Interactive Marketing*, 16 (2), 34-46.
- Jap, S. D. (2001). "Pie sharing" in complex collaboration contexts. *Journal of Marketing Research*, 38(1), 86-99.
- Kohli, A. and Jaworski, B. (1990), "Market orientation: the construct, research propositions, and managerial implications", *Journal of Marketing*, Vol. 54 No. 2, pp. 1-18.
- Ku, E. (2010), "The Impact of Customer Relationship Management Through Implementation of Information Systems". *Total Quality Management & Business Excellence*, Vol. 21, Issue. 11, pp. 1085-1102.
- Manville, B. and Foote, N. (1996), "Harvest your workers' knowledge", *Datamation* (Online), July, <http://www.datamation.com/PlugIn/Issues/1996/July/07know1.html>
- Demarest, M. (1997), "Understanding knowledge management", *Long Range Planning*, Vol. 30, pp. 374-84.
- Nagai et al (2009) Customer relationship management research (1992-2002). An academic Literature review and classification. *Marketing intelligence & planning*, 23(6/7), 582-605.
- Ottesen, G.G. and Grønhaug, K. (2004), "Exploring the dynamics of market orientation in turbulent environments: a case study", *European Journal of Marketing*, Vol. 38 No. 8, pp. 956-973.
- Payne, A., & Frow, P. (2006). Customer relationship management: from strategy to implementation. *Journal of Marketing Management*, 22, 135-168.
- Payne, A. and Frow, P. (2005), "A strategic framework for customer relationship management", *Journal of Marketing*, Vol. 69 No. 4, pp. 167-76.
- Parvatiyar, A. and Sheth, J.N. (2001), "Conceptual framework of customer relationship management", in Sheth, J.N., Parvatiyar, A. and Shainesh, G. (Eds), *Customer Relationship Management – Emerging Concepts, Tools and Applications*, Tata/McGraw-Hill, New Delhi, pp. 3-25.
- Paladino, A. (2007), "Investigating the drivers of innovation and new product success: a comparison of strategic orientations", *Journal of Product Innovation Management*, Vol. 24 No. 6, pp. 534-553.
- Ryals, Lynette, and Simon Knox (2001), "Cross-Functional Issues in the Implementation of Relationship Marketing Through Customer Relationship Management," *European Management Journal*, 19 (5), 534-542.
- Slater, S. and Narver, J. (1994), "Does competitive environment moderate the market orientation performance relationship?", *Journal of Marketing*, Vol. 58 No. 1, pp. 46-55.
- Santos-Vijande, M. L., & Álvarez-González, L. I. (2007). Innovativeness and organizational innovation in total quality oriented firms: the moderating role of market turbulence. *Technovation*, 27(9), 514-532.
- Vandermerwe, Sandra (2004), "Achieving Deep Customer Focus," *MIT Sloan Management Review*, 45 (3), 26-34.