**CONTRIBUTION OF CONTEMPORARY CUSTOMERS RELATIONSHIP MANAGEMENT SYSTEMS ON BANKING PERFORMANCE**

**A CASE OF PBZ BANK LTD**

**MTUMWA SAID SHAABAN**

**A DESSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF MASTER OF ARTS IN MONITORING AND EVALUATION OF THE OPEN UNIVERSITY OF TANZANIA**

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# CERTIFICATION

The undersigned certifies that he has read and hereby recommends for examination by the Open University of Tanzania, a dissertation titled; ‘Contribution of Contemporary Customers Relationship Management System on Banking Performance: A Case of PBZ BankLtd.’ in partial fulfilment of the requirements for the Master’s Degree in Monitoring and Evaluation Open University of Tanzania.

…………………………………….

Dr. Felician Mutasa

(Supervisor)

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I, Mtumwa Said Shaaban, do hereby declare that this dissertation is my own original work and that it has not been presented and will not be presented to any other University for a similar or any other Degree award.

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Date

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# DEDICATION

I kindly dedicate this work to my beloved husband Mr Ali Khatib Haji, my mother Mrs. Hawa Maulid Ali and my children Asya Ali Khatib and Ashraf Ali Khatib. They have given me the drive and discipline to tackle any task with enthusiasm and determination. Without their love and support this project should not have been possible.

#

# LIST OF ABBREVIATIONS AND ACRONYMS

ATM Automatic Teller Machine

CRDB Cooperate Rural Development Bank

CRM Customer Relationship Management

CRMS Customer Relationship Management System

NMB National micro finance Bank

PBZ Peoples bank of Zanzibar limited

SWIFT Social World Wider Interbank Financial transaction

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# CHAPTER ONE

# 1.0 INTRODUCTION

## 1.1Background

Customer Relationship Management has developed as an approach based on maintaining positive relationships with customers, increasing customer loyalty and expanding customer lifetime value (Brassingtor and Pattit, 2000).Customer Relationship Management is defined as a firm’s practices to systematically manage its customers to maximize value across the relationship lifecycle (Martin,et al., 2010).

Furthermore customer relationship management is defined as the overall process of building and maintaining profitable customer relationship by delivering superior customer value and satisfaction.(Kotler and Armstrong 2010) Understanding the needs of customers and offering value added services are recognized as factors that determine the success or failure of companies. Customer relationship management is increasingly important to firm as they seek to improve their profit through long-term relationships with customers. Many years ago, economists introduced the concept of value maximization, whereby a firm maximizes profits and business maximizes utility.

Today, we have the concept of Customer Relationship Management. Before now, many invested heavily in Information Technology (IT) assets to better manage their interactions with customers before, during and after purchase (Bohling et al., 2006). It follows that the greater the knowledge about how firm successfully build and combine their technological and organizational capabilities, the greater will be our understanding of how Customer Relationship Management influences performance (Swift, 2001), Bharadwaj 2000; Piccoli and Ives 2005).

In the marketing literature, the term customer relationship management and relationship marketing are used interchangeably. Thus, (Shainetal 1992) have defined relationship marketing as an integrated effort to identify, maintain and build up a network with individual consumers and to continuously strengthen the network for the mutual benefit of both sides, through interactive individualized and value-added contacts over a long period of time. (Giudici&Passerone, 2002, Kubat, etal 2003).

## 1.2 Statement of the Problem

Customer relationship management is the practices, strategies and technologies that companies use to manage and to analyse customer interactions and data throughout the customer lifecycle, with the goal of improving business relationship with customers, assisting in customer retention and driving sales growth. CRM system are designed to compile information on customer across different channels between customer and company which includes ATMs, Mobile Banking and Internet banking.

Today, with more competitiveness of industries, markets, and working atmosphere in productive and service organizations what is very important for maintaining clients present, for attracting new clients and as a result increasing growth of success in organizations is having a suitable relation with clients. Bank is among organizations which are not an exception. Especially, at the moment according to increasing rate of banks` privatization, it can be argued that significance of attracting clients for banks is more than every time.

Also due to modern equipment, tools and systems used in banking industries the bank should ensure used a modern CRM system so as retain their customer.For this issue we evaluate how bank improve performances due to uses of modern systems and equipment.There is no study conducted so far associated with this problem to investigate the actual contribution of modern CRMS therefore the researcher could be intends to carry this study to investigate the Contribution of customer relationship management systems on banking performance.

## 1.3 Objectives of the Study

The objective of the study categories in two main categories general and specific, the following below were explanations:

### 1.3.1 General Objective

To assess contribution of modern CRMS on Bank Performance.

### 1.3.2 Specific Objectives

The specific objectives are stated as below;

1. To assess PBZ Staff and customers awareness of CRMS.
2. To analyze the relationship between CRMS and Bank performance
3. To measure the contribution of CRMS to increase customer

## 1.4 Research Questions

1. How customers knowledge can be measured towards the perceived importance of CRM systems
2. To what extent does Bank establish relationship between customer relationship systems and performance?
3. How the contribution of CRMS can be measured to increase customers?

## 1.5 Significance of the Study

A research report for the better way achieve CRM system of the bank would be establish based on customer relationship and the result would provide better understand on CRM system in banking services industry. This study would provide information to planner, for customer, employees and banks, academic, policy maker, on government institution, government and other stakeholders.

Customer have been access to better and qualitative services from the bank, Employees also would improve condition of services done for better bank performance. The research also would benefit the academic in term of addition to knowledge. The finding would be used to solve problem related to customer relationship and customer care at PBZ.

## 1.6 Scope and Limitation of the Study

The study should be focus on contribution of contemporary customer relationship management systems on banking performance in Tanzania only and not considers worldwide. The research covered only banking industry.

**CHAPTER TWO**

# 2.0 LITERATURE REVIEW

## 2.1 Introduction

This part would review various existing literatures provide insight on the contribution of modern CRMS on bank performance, the issues understudy. It’s a typical part of the research process would contain a theoretical literature review, empirical review, research gape and Conceptual Frame Work of the Study.

## 2.2 Theoretical Framework

### 2.2.1 CRMS in Bank and CRM

According to Peppard (2000) financial service organizations are one of the early adopters of customer relationship management systems. Before implementing CRM systems within the industry, banks and other insurance companies developed close relationships with their customers by providing personal customized services which was mainly a costly, inefficient and time consuming process. But now through CRM systems and information and communication technology (ICT) organizations can provide large customer variety, lower price and customized service and all at the same time. (Gupta and Shukla 2002, pp.101).

In this technology revolution, technology based remote access delivery channels and payment systems surfaced. ATM displaced cashier tellers, mobile banking internet replaced the mail, credit cards and electronic cash replaced traditional cash transactions, and interactive television will replace face-to-face transactions (Sherif, 2002).

CRM is a process that has been “operationally” defined as “A management process of acquiring customers by understanding their requirements, retaining customers by fulfilling their requirements more than expectations and attracting new customers through customer specific marketing approaches. The process invites total commitment on the part of the entire organisation in involving and implementing relationship strategies that would be rewarding to all concerned” (Mohamed and Sagadevan, 2002, p. 3).

Customer Relationship Management (CRM) is a managerial philosophy that seeks to build long term relationships with customers. CRM can be defined as “the developmentand maintenance of mutually beneficial long-term relationships with strategically significant customers” (Buttle, 2001).Barnes (2002) points out that CRM consists of three components which are:

1. customer
2. Relationship (between Company and Customer)
3. Management

 **Customer**

**CRM**

**Relationship Management**

**Figure 1.1: Components of CRM**

**Source:** Barnes (2002)

The customer relationship management process is a continuum that does not just end when a customer is won. Rather it should continue throughout the time that the customer will last in the organization. So with this in mind, Barnes (2002), once more gives a little explanation on what the components of customer relationship management is;

**Customer:** The customer is the only source of the company’s present profit and future growth. However, a good customer, who provides more profit with less resource, is always scarce because customers are knowledgeable and the competition for them is fierce. Sometimes it is difficult to distinguish who the real customer is because the buying decision is frequently a collaborative activity among participants of the decision making process. (Wyner 1999). Information technologies can provide the abilities to distinguish and manage customers; CRM is more of a marketing approach that is based on customer information.

**Relationship:** The relationship between a company and its customers involves a continuous bi-directional communication and interaction. The relationship can be short-term or long-term, continuous or discrete, and repeating or one-time. Relationship can be attitudinal or behavioural. Even though customers have a positive attitude toward the company and its products, their buying behaviour is highly situational. For example, the buying pattern of airline tickets depends on whether the person buys it for family vacation or corporate business trip. CRM involves managing relationships that exist among customers and business owners, so that it will be profitable and mutually beneficial to both parties. Customer lifetime value (CLV) is a tool for measuring such a relationship.

**Management**: CRM is not an activity only within a marketing department. Rather, it involves continuous corporate change in culture, attitude and processes. The customer’s detail that is obtained is being transformed into corporate knowledge that leads to activities that take advantage of the details and of market opportunities. CRM requires a comprehensive change in the organization and its people. (Ngai, 2005).

### 2.2.2 Benefits of CRM

According to Swift (2001), companies gain many benefits from CRM. He states that the benefits are commonly found in one of these areas:

1. Lower cost of recruiting customers: The cost for recruiting customers will decrease since there are savings to be made on marketing, mailing, contact, follow-up, fulfilment and service and so on.

2. No need to recruit so many customers to preserve a steady volume of business: The number of long-term customers will increase and consequently the need for recruiting many customers decreases.

3. Reduced costs of sales: The costs regarding selling are reduced owing to that existing customers are usually more responsive. In addition with better knowledge of channels and distributors the relationships become more effective, as well as that costs for marketing campaigns is reduced.

4. Higher customer profitability: The customer profitability will get higher since the customer-wallet share increases, there are increases in up-selling, cross-selling and Follow-up sales, and more referrals comes with higher customer satisfaction among customers.

5. Increased customer retention and loyalty: The customer retention increases since customers stay longer, buy more and buy more frequently. The customer also more often takes initiatives, which increases the bonding relationship, and as a result the customer loyalty increases as well a customer relationship management (CRM) system is storage of customer information which contains all customer profiles. In addition to the traditional database roles, it has the capability of personalizing needs of individual customers by differentiating products or services for each unique customer (Phan and Vogel, 2009). CRM systems can help organizations to gain potential new customers, promote the existing customers purchase, maintain good relationship with customers as well as to enhance the customer value, thus can improve the enterprise images (Pai and Tu, 2011).

CRM systems provide the infrastructure that facilitates in building long term relationship with customers; these systems also reduce duplication in data entry and maintenance by providing a centralized firm-wide database of customer information. It is a database which replaces the individual sales person and prevents the loss of organizational customer knowledge when that sales person leaves the firm (Hendricks et al, 2007). CRM is much more than information technology solution for collecting customer data; it is a sort of holistic approach by which companies can gain competitive advantage by having more knowledge about customers understanding and relationships (Lange, 2003).

### 2.2.3 Types of CRM

The following bellows are the types of CRM:

**Operational CRM:** It is also known as “front office” CRM. It involves the areas where direct customer contact occurs also known as “touch points”. A touch point can be an inbound contact e.g., a call to a company’s customer support hotline; or an outbound contact e.g., an in-person sales call or an e-mail promotion. In other words, the operational CRM is also used to capture customer’s data. The operational CRM also enables and streamlines communications to and from customers, but it does not necessarily mean optimizing service. Just because a banking customer checks his/her balance on a website won’t conclusively establish that he/she does not prefer to perform his/her transaction in the branch (Dyche’, 2002).

**Analytical CRM:** It is also known as “back office” or “strategic” CRM. It involves understanding the customer activities that occurred in the front office. The analytical CRM requires technology (to compile and process the mountains of customer data to facilitate analysis) and new business processes (to refine customer-facing practices to increase loyalty and profitability). Under pressure from analysts and industry experts, most of today’s CRM vendors are either creating analytical CRM capabilities or partnership with business intelligence (BI) vendors to incorporate analysis into their offerings (Dyche’,2002)

 **Collaborative**: The third primary aim of CRM systems is to incorporate external stakeholders such as suppliers, vendors, and distributors, and share customer information across organizations. For example, feedback can be collected from technical support call, which could help provide direction for marketing products and services to that particular customer in the future. Collaborative CRM enables an organization’s internal customer facing and support staff, mobile sales people, partners and customers themselves to access, distribute and share customer data/ activities (Copulsky and Wolf, 1990).

### 2.2.4 CRMS in Practice

**ATMs:** Computerized machine that permit bank customer to gain access to their accounts with a magnetically encoded plastic card and code number. It enables the customer to perform several banking operations without the help of teller, such as to withdraw cash, make deposits, pay bills, obtain bank statements, effect cash transfers. ATMs are safe and convenient way to manage your money. There are millions of ATMs worldwide and you can use many of ATMs 24 hours a day. Also ATM’s help in reducing the cost of operation as it reduces human intervention and increases profitability of bank.

**MOBILE**-- or the CRM applications built for smart phones and tablets -- is becoming a must-have for sales representatives and marketing professionals who want to access customer information and perform tasks when they are not physically in their offices. Mobile CRM apps take advantage of features that are unique to mobile devices, such as GPS and voice-recognition capabilities, in order to better serve customers by giving employees access to this information on the go. (Sara, 2016).

Mobile banking is a service provided by a bank or other financial institution that allow its customers to conduct financial transactions remotely using mobile device such as mobile phone or tablet. It uses software, usually called app provided by the financial institution for the purpose. Mobile banking is usually available on a 24 hour basis. Some financial institution have restrictions on which accounts may be accessed through mobile banking, as well as limit onthe amount that can be transacted.

Like automated teller machines “ATMs” and mobile banking services, smartphones are giving consumers more options. By being able to access account information and perform transactions without requiring access to bank branches, ATMs, or computers, consumers are able to “bank” wherever and whenever they want — and they are learning to expect such convenience.

**INTERNET BANKING:** Is an electronic payment system that enables customers of a bank or other financial institution to conduct a range of financial transaction the financial institution website. Online banking system will typically connect to or be a part of core banking system operated by a bank. To access a financial institution on internet banking facility, a customer with internet access will need to register with the institution for the service, and set up a password and other credentials for customer verification.

One of the main benefits of using internet baking is that you can quickly and easily send electronic files such as text documents, photos and data sheets to several contacts at the same time by attaching the file to an email. Customer should enable to download copies of bank statement directly into the customer accounting software, to order a cheque book, report loss of credit card, stop payment on cheque and other routine actions.

### 2.2.5 Organizational Performance

Organizational performance comprises the actual output or results of an organization as measured against its intended outputs (or goals and objectives). According to Richard et al. (2009) organizational performance encompasses three specific areas of firm outcomes:

(a) Financial performance (profits, return on assets, return on investment, etc.);

 (b) Product market performance (sales, market share, e.t.c); and

 (c) Shareholder return (total shareholder return, economic value added, customer service, e.t.c). Specialists in many fields are concerned with organizational performance including strategic planners, operations, finance, legal, and organizational development.

## 2.3 Empirical Literature Review

The findings from the recent researches concerning on the impact of modern customers’ relationship management systems on bank performance are: George (2011) in his study “The impact of effective customer relationship on repurchase” Determine if the practice of effective CRM leads to long and short financial impact. And find the degree to which effective CRM leads to customer satisfaction and to assess if services provided by hotel meet the need and wants of customer. Adeyeye (2013) has been observed on the ‘Impact of customer relationship management on perceived Bank performance’. Customers are the major products ofevery bank and the way these products are managed determine the effectiveness and efficiency of the banks and ultimately their performance.

## 2.4 Research Gap

The above researchers discussed on the Customer relationship Management but do not show the contribution of modern customer relationship management system on bank performance. It means that do not consider the systems used by CRM when making performance within the bank. Examples ATMs, mobile banking, internet baking etc. This is my objective to show how the systems courses the contribution of modern Customer relationship management and leads the banking performance.

## 2.5 Conceptual Framework

Adam and Kamuzora (2008) and Ndunguru (2007) describe that, a conceptual frame work aims at indicating the important and the specific area covered by the study. As we cannot build the House without the foundation, a research also needs a conceptual framework as a foundation and pillar of a project. It is an assemblage set of research concepts cum variables together with their logical relationships often represented in the form of diagrams, charts, graphs, pictograms, flow-charts, organ gram or mathematical equations. A framework enables to know what data to be generated from the specific research scope.

The conceptual framework reflects the study variables which explain the research problem. In the framework below Figure 2.1 implementation of customer relationship management System is the intervening variables but formulated by independent variable was CRM systems, the results of implementation was the bank performance this was dependent variable.

Banking Performances

Measured by:

* Customer Satisfaction.
* Employee Satisfaction.
* Return on Investment

#### ATMs

Independent Variable

#### Internet banking

#### Mobile Banking

Implementation of

CRMS

Dependent Variable

Intervening Variable

**Figure 2.1: Conceptual Frame work of the Study**

**Source:** Compiled by the Researcher, 2017

This conceptual frame work has been established through the guide of theoretical literature reviews, practical experience, observations and other related sources, they all have assisted in coming out with the above conceptual frame work which has led the researcher in collecting relevant data, analysing and interpreting them and come out with recommendations/suggestions on the concept of “The contribution of modern CRMS on Banking Performance.

# CHAPTER THREE

# 3.0 RESEARCH METHODOLOGY

## 3.1 Introduction

This chapter describes the procedures that would use in conducting the research. Therefore it presents research design, study population, sampling technique and method that would use in data collection. Also it presents the area of the study and data analysis.

## 3.2 Research Design

To accomplish the study objective, descriptive design such as case study, observation and survey should adopt in data collection through questionnaires for the reason that the validity of the findings would be relevant to the study. This design describe systematically and accurately the fact and characteristics of a given population or area of the interest.

## 3.3 Area of the Study

The study would be conducted at People Bank of Zanzibar. This case study could be chosen to sustain the availability of required information by investigating the impact of modern CRMS on banking performance

##

## 3.4 Population of the Study

The targeted population comprised all customers (clients) use convectional Peoples Bank of Zanzibar and staff employed by the bank. 286 total number of PBZ Staff and 300,000 total numbers of customers. The sample size of this study was basing on the mathematical model formulae. Taro Yamani (1964).

n=

Where

n= sample size. N=population of the study and e = level of significance or error term which is equal 0.1

Where PBZ Staff about 286 and customer about 300,000, the result were following

 300,000 +286 = 300286

n= 300,286

 1 + 300,286 (0.12) =99.9 = 100 for customer and staff population

**Table 3.1: Distribute of the Questioner**

|  |  |
| --- | --- |
|  **Staff** | **Customer** |
| Female 13 |  Female 30 |
| Male 17 |  Male 40 |
| Total 30 | Total 70 |

**Source:** Researcher data

###

### 3.4.1 Sample Size

The sample size could be customers of PBZ Bank and PBZ staff. The targeted sampling was 100 informants, among them 70 were customers, male 40 (57%), female 30(43%). and 30 staff members whereby male17 (57%) and female 13(43%) were picked through which the respective data obtained. This was simply because it was difficult for researcher to cover the whole population.

### 3.4.2 Sampling Procedure/Techniques

Random sampling and Purposeful or Judgmental procedures should be used; the sampling drawn from customers and staff personnel associated with the Contribution of contemporary customer relationship management systems on bank performance.

The arrangement should be depend on size of the sample here the non-probability sampling technique would use like quota, sampling where an individual representing the respective groups selected, in this type of sampling items should select purposely according to their appropriateness to the study.

## 3.5 Types of Data to be Collected

The following below are the types of data collected by researcher.

### 3.5.1 Primary Data

The primary data for this research have been collected by using a questionnaire. According to J. Adam and Kamuzora (2008) there are two types of questionnaires “precoded” (close) and “open”. Precoded contain tick boxes to be fill in and open questions have free space so that respondent give response in their own words In this research would use some open questions for the respondent to answer. All the answers from respondent have been gathered by sending open ended questionnaires

### 3.5.2 Secondary Data

Secondary data which included documentation;

The researcher used various documents like Business plan and Tariff guide to collect relevant data for the research study at People Bank Zanzibar and other source like library.

## 3.6 Data Collection Methods and Instruments

Kothari (2007) identifies that, the task of collecting data begins after a research problem has been defined and research design or work plan has been checked out. The study methodology would acquire various research instruments in the collection of data. This included reviewing the existing literatures as the primary and secondary information tools; interviews, questionnaires, documentary reviews and the like below were relevant document to support the study ideal understanding.

### 3.6.1 Primary Data Collection Method

The following are types of primary data collection: Questionnaire Method and Questionnaire Instruments: The prepared set of close and open questions could be administering the researcher to respondents, who required filling in answers. This included most of customers and staff members. This instrument enabled the respondents’ freedom and gave them enough time for digesting questions and filling questionnaires. For this study technique could be convenient due to the fact that the time, resources and it avoided personal bias from the researcher.

### 3.6.2 Secondary Data Collection Method

The Documentary source would use in order to facilitate the supplement of secondary data. Here a researcher would supposed to obtain second hand information through documentary review, data from variety of sources such Peoples Bank of Zanzibar Business plan 2012, articles, website, and the Diary 2013 at one side and different research studies, journals, brochures, media articles, and some research projects on the other side. This would be typical important that a researcher get to know, justify and test the study validity and reliability of those data would collect and the analysis instruments.

## 3.7 Data Analysis Procedure

The data processing would involve coding, editing, classification and tabulation of collected data so that they would enable to computation of certain measures along with searching for patterns of relationship that existed among data-group. The data collect in this study would analyse by using both qualitative through descriptions and quantitative statistic forms of frequency distribution and percentage (%), using numerals and tabulation.

Data coded from questioner guide would enter into the computer and analyze by the Microsoft Excel software. This method would enable the presentation of data and hence gave out the finding results of this study.

# CHAPTER FOUR

# 4.0 DATA PRESENTATION, RESEACH FINDINGS AND ANALYSIS

## 4.1 Data presentation

This chapter focuses on the presentation of the respondent’s background, the responses in relation to the research questions and objectives. It presents and descriptively analyses the data gathered from respondents. The aim of the study was to assess the contribution of contemporary customer’s relationship management systems on bank performance.The responses were analysed using Microsoft excel, results was summarized inform of table, bar and pie chart as appropriate. And findings presented here are derived from systematic analysis, interpretation of data and information obtained from the field.

## 4.2 Demographic Information

In this section the distribution of respondents by their categories, genders, age, level of education and working experience are given.

### 4.2.1 Number of customer- Respondents and their categories

Table 4.1 shows the distribution of customer’s questionnaires administered in terms of the number completed and returned, those not returned at all, and those returned but not completed by respondents.

**Table 4.1: Number of Customer- Respondents and Their Categories**

|  |  |  |
| --- | --- | --- |
| **Questionnaire** | **Respondents** | **Percentage** |
| Completed and Returned | 67 | 95.7% |
| Not Returned at all | 1 | 1.4% |
| Returned but not filled | 2 | 2.9% |
| Total distributed | 70 | 100% |

**Source:** Researcher 2017

Table 4.1 Researcher reveals that 67 equally (95.7%) out of 70 equally (100%) customers questionnaires administered were completed and returned.1equally (1.4%) were not returned at all and 2 equally (2.9%) were Returned but not filled.

### 4.2.2 Number of Staff-Respondents and Their Categories

Table 4.2 shows the distribution of Staff questionnaires ad mastered in terms of the number completed and returned, those not returned at all, and those returned but not completed by respondents.

**Table 4.2: Number of Staff-Respondents and their Categories**

|  |  |  |
| --- | --- | --- |
| **Questionnaire** | **Respondents** | **Percentage** |
| Completed and Returned | 29 | 96.7% |
| Not Returned at all | 1 | 3.3% |
| Returned but not filled | 0 | 0% |
| Total distributed | 30 | 100% |

**Source:** Researcher data, (2017)

Table 4.2 researcher reveals that 29 equally (96.7%) out of 30 (100%) staff questionnaires administered were completed and returned.1equally (3.3%) were not returned at all and 0 equally (0%) were Returned but not filled.

### 4.2.3 Distribution of Customer Respondents BY “SEX

Table 4.3 shows the distribution of Customer by Sex, Male and Female.

**Table 4.3: Distribution of Customer Respondents BY “SEX”**

|  |  |  |
| --- | --- | --- |
| **Sex** | **Frequency** | **Percentage** |
| Male | 38 | 57% |
| Female | 29 | 43% |
| Total | 67 | 100 |

**Source:** Researcher, 2017

Table 4.3 indicates that 38 out of 67 (100%) respondents were Male. This represents 57% of the total respondents. 29 respondents were female. This represents a percentage of about 43 % of the total sample taken. The researcher reveals that good effort done by government in promoting gender balance by ensure women are in power to participate in economic, social and political activities.

### 4.2.4 Distribution of Staff Respondents BY “SEX”

Table 4.4 shows the distribution of Staff Respondents by Sex, Male and Female.

**Table 4.4: Distribution of Staff Respondents BY “SEX”**

|  |  |  |
| --- | --- | --- |
| **Sex** | **Frequency** | **Percentage** |
| Male | 16 | 55% |
| Female | 13 | 45% |
| Total | 29 | 100 |

**Source:** Researcher (2017)

Table 4.4 indicates that 16 out of 29 respondents were Male. This represents 55% of the total respondents. 13 respondents were female. This represents about 45% of the total sample taken.

The researcher observed that the bank should increase the number of Female staff in promoting gender balance by ensuring that women are empowered to participate in economic, social and political activity.

### 4.2.5 Education Level for Customers

Table 4.5 shows the Level of Customers Education

**Table 4.5: Education Level for Customers**

|  |  |  |
| --- | --- | --- |
| **Education Level for Customers** | **Frequency** | **Percentage** |
| Secondary and Primary level | 10 | 15% |
| Certificate | 9 | 13.% |
| Diploma | 14 | 21% |
| Undergraduate  | 29 | 43% |
| Master degree and above | 5 | 8% |
| Total | 67 | 100% |

**Source:** Researcher 2017

Table 4.5 level of education of these respondents as demonstrated in table shown above, was that about 10 respondents equal (15%) were’ O’ and ‘A’ level, 9 respondents equal (13%) were certificate level, 14 respondents equal (21%) were diploma level. 29 respondents equal (43%) were bachelor degree and 5 respondents equal (8%) were Master degrees and above. From the finding that most of the respondents have good academic qualification, hence show good understanding and awareness of contribution of contemporary customer’s relationship management systems on bank performance.

### 4.2.6 Education Level for Staff

Table 4.6 shows the Level of Staff Education

**Table 4.6 : Education Level for Staff**

|  |  |  |
| --- | --- | --- |
| **Education Level f or Staff** | **Frequency** | **Percentage** |
| Secondary and Primary level | 0 | 0% |
| Certificate | 2 | 7% |
| Diploma | 6 | 21% |
| Undergraduate | 17 | 58% |
| Master degree and above | 4 | 14% |
| Total | 29 | 100% |

**Source:** Researcher, 2017

Table 4.6 analysis revealed that 0% of the staff responded to the study (0 staff) have been Secondary and primary level, 2 staff equally (7%) of staff responded were having certificate level, 6 respondents equally (21%) were diploma level. 17 respondents equally (58%) were bachelor degree and remaining 4 respondents equally (14%) were having Master degrees and above. Generally the data revealed that 72% of the staff responded to the study were having the university level of education, This implies that most of Staff have good academic qualification, hence show good understanding and awareness of contribution of contemporary customer’s relationship management systems on bank performance.

### 4.2.7 Years of Experience of Employees in the Bank

Table 4.7 shows Years of Employees Experience in the Bank.

**Table 4.7: Years of Experience as Employees of Bank**

|  |  |  |
| --- | --- | --- |
| **Yearsof Experience** | **Working Experience** | **Percentages** |
| 0-1 | 3 | 10% |
| 2-5 | 9 | 31% |
| 6-10 | 11 | 38% |
| 11- above | 6 | 21% |
| Total | 29 | 100 |

**Source:** Researcher 2017

Table 4.7 shows that 10 percent of employees (3employees) have been working with the bank for the period less than 1 year, 31 percent of employees (9employees) have been working with the bank for the period of 2-5 years, 38 percent of employees (11 employees) have been working with the bank for the period of 6-10 years, and remaining 21 percent (6 employees) have been working with the bank for 11 years and above. The researcher revealed that 59% of the employees involved in the study (17 employees) have been working with the bank for more than five years and hence it implies that the study selected employees who are experienced and had a fairly long period of provide relevant information relating to contribution of CRM system over the period of their term of employment in the bank.

### 4.2.8 Ages of Bank Employees

Table 4.8 shows the Ages of Bank Employees.

**Table 4.8 : Ages of Employee**

|  |  |  |
| --- | --- | --- |
| **Ageof Employees** | **Frequency** | **Percentages** |
| 18-29 | 13 | 45% |
| 30-39 | 11 | 38% |
| 40-49 | 3 | 10% |
| 50-59 | 2 | 7% |
| 60 and above | 0 | 0% |
| Total | 29 | 100% |

**Source:** Researcher 2017

Table 4.8 shows that 45% percent (13 people) of the stuff involved in the study aged between 18-29 years, 38 percent (11 of people) aged between 30-39 years, 10 percent (3 people) aged between 40-49 years, 7 percent (2 of staff) aged between 50-59 years and remaining 0 respondents (0%) their aged between 60-and above.The researcher revealed that about 83% of the staff involved in the study aged between 18 to 39 years, this means that the bank have been enough working force provide quality service to the customers bank.

### 4.2.9 Ages of Customers Bank

Table 4.9 shows the Ages of Customers BANK.

**Table 4.9: Ages of Customer**

|  |  |  |
| --- | --- | --- |
| **Age of Customers** | **Frequency** | **Percentages** |
| 18-29 | 13 | 19% |
| 30-39 | 18 | 27% |
| 40-49 | 21 | 31% |
| 50-59 | 12 | 18% |
| 60 and above | 3 | 5% |
| Total | 67 | 100% |

**Source: Researcher 2017**

Table 4.9 were different age groups. The study show that customers aged groups between 18-29 were equally (19%), customers aged groups between30-19 were equally (27%), customers aged groups between 40-49 were equally (31%), customers aged groups between 50-59 equally (18%), and remaining customer aged between 60 and above were equally (5%).From the data revealed above show that 77% of the customers were aged group between 18-49 this means that majority of bank customers were employed in the Government sector or private sector. From retirement aged vary between 55 to 60years that shown 23%.

## 4.3 Data Analysis and Interpretation for Customer and Staff

When assess PBZ Bank staff and customer’s awareness of customer relationship management systems are questioned.

### 4.3.1 CRM System Concept Awareness to Staff

‘Are you aware on CRM systems concept as a system for customer service?’ was asked and the respondents were as shown in Table 4.11.

**Table 4.10: Staff Awareness of CRM Systems Concept**

|  |  |  |
| --- | --- | --- |
| **Respondents (staff)** | **Frequency** | **Percentage** |
| YES | 29 | 100% |
| NO | 0 | 0 |
| Total | 29 | 100 |

**Source:** Researcher 2017

Table 4.10 above indicate that twenty nine respondents among the Staff member asked, if they were aware onCRM systems concept as a system for customer service? The results from this question show that those who answered NO were zero respondents that are equal to (0%) and staff that agreed and said YES were twenty nine respondents that are equal to (100%). The researcher revealed that majority of staff was aware of Customer relationship Management systems concept as systems for customer service, from bank provide seminar for staff about CRMs.

### 4.3.2 Practice CRM System Awareness to Staff

‘Are you aware that the PBZ Bank is practicing the CRM system?’was asked and the respondents were as shown in Table 4.11.

**Table 4.11: Practice CRM System Awareness to Staff**

|  |  |  |
| --- | --- | --- |
| **Responses (staff)** | **Frequency** | **Percentage** |
| YES | 29 | 100% |
| NO | 0 | 0 |
| Total | 29 | 100 |

**Source:** Researcher 2017

Table 4.11 indicates that twenty nine respondents among the Staff member asked whether had aware that the PBZ Bank is practicing the CRM system. The results from this question show that those who answered NO were zero respondents that are equal to (0%) and staff that agreed and said YES were twenty nine respondents that are equal to (100%), staff had aware that the PBZ Bank is practicing the CRM system The researcher revealed that majority of staff were aware that the PBZ Bank is practicing the CRM system because were familiar.

### 4.3. 3 Awareness to Staff from Arising CRM System

‘Are you aware on different types of customer relationship management systems?’ was asked and the respondents were as shown in Table 4.12.

**Table 4.12: Awareness to Staff from Arising CRM System**

|  |  |  |
| --- | --- | --- |
| **Respondents (Staff)** | **Frequency** | **Percentage** |
| Systems (tools) |  |  |
| Automatic teller machine(ATM) | 14 | 48% |
| Mobile banking | 9 | 31% |
| Internet banking | 6 | 21% |
| Total | 29 | 100% |

**Source:** Researcher, 2017

Table 4.12 represents the frequencies and percentages of Staff were aware of arising the following customer relationship management systems. The results showed that 14 respondents were aware on Automatic teller machine (ATM) equally (48%), 9 respondents were aware on Mobile banking equally (31%), 6 respondents were aware on internet banking equal (21%). The researchers revealed that majority of Bank staff were aware of arising the following customer relationship management systems. From the explanation above the following below was Pie chat show the percentages of staff awareness arising from the following customer relationship management systems.

**Figure 4.1: Percentage of Staff Awareness on CRM Systems**

**Source:** Researcher 2017

### 4.3.4 Low Understanding of the CRM Systems Concept to Staff

‘Do you think low understanding of the CRM systems concept?Was asked and the respondents were as shown in Table 4.13.

**Table 4.13: Low Understanding of the CRM Systems Concept**

|  |  |  |
| --- | --- | --- |
| **Responses ( staff)** | **Frequency**  | **Percentages** |
| Strong agree | 6 | 20.7% |
| Agree | 11 | 37.9% |
| Slightly agree | 3 | 10.3% |
| Disagree | 9 | 31.1% |
| Strongly disagree | 0 | 0% |
| Total | 29 | 100 |

**Source:** Researcher 2017

Table 4.13 the result show that 6 equal (20.7%) of respondents said “Strong agree” to mean low understanding of the CRM systems concept. And11 (37%) of the respondents said “Agree” for the case of low understanding of the CRM systems concept, and also 3 (10.3%) of the respondents said “Slightly agree” low understanding of the CRM systems concept, and 9 equal (31.1%) of the respondent said “Disagree” It is clear from the results that although more than 50% "Strong agree" and "Agree" means that low understanding of the CRM systems concept but the system operate this result occurred either by staff fail to get course or receive seminar only about CRM systems.

### 4.3.5 Staffs have Lack of Product Knowledge

‘Do you think staffs have lack of product knowledge? ’Was asked and the despondences were as shown in Table 4.14.

**Table 4.14: Staffs Have Lack of Product Knowledge**

|  |  |  |
| --- | --- | --- |
| **Responses ( staff)** | **Frequency**  | **Percentages** |
| Strong agree | 7 | 24.1% |
| Agree | 9 | 31.1% |
| Slightly agree | 1 | 3.4% |
| Disagree | 10 | 34.5% |
| Strongly disagree | 2 | 6.9% |
| Total | 29 | 100 |

**Source:** Researcher 2017

Table 4.14 presents the results of the number and percentages of a sample of 29 respondents that confirm about the staffs have lack of product knowledge of CRM system. The result show that 7 equal (53.1%) of respondents said “Strong agree” mean staffs have been lack of product knowledge of CRM system. And 9 equal (31.1%) of the respondents said “Agree” mean that staffs have been lack of product knowledge. and 1equal (3.4%) of the respondents said “ slightly agree” and 10 (34.5%) of the respondent said “ Disagree” and also and 2 equal (6.9%) of the respondents said “ Strongly disagree”. From the results show that more than 50.1% of respondents select “Strong agree" and “Agree" that means staffs have lack of product knowledge of CRM systems.

### 4.3.6 Types of CRM system known by Customers

‘Is there any types of customer relationship management system do you know?’was asked and the respondents were as shown in Table 4.15.

**Table 4.15: Types of CRM System Known by Customer**

|  |  |  |
| --- | --- | --- |
| **Respondents (customers)** | **Frequency** | **Percentage** |
| **YES** | 59 | 88% |
| **NO** | 8 | 12% |
| **NO ANSWER** | 0 | 0% |
| **Total** | 67 | 100 |

**Source:**Researcher 2017

Table 4.15 showed that fifty nine respondents equal to (88%) out of two sixty-seven equally (100%) agreed that were know customer relationship systems. Where by eight respondents which equal to (12%) didn’t know customer relationship management system and zero respondents equally (0%) were no answer. From the question asked reveals that large number of respondents and high percentage of good answer received, has been provide good direction for researcher of this study.

### 4.3.7 Types of CRM System Available to Customers

‘Which of the following system do you know?’ was asked the respondents were as shown in table 17Tick only one appropriate.

**Table 4.16: Types of CRM System Available to Customers**

|  |  |  |
| --- | --- | --- |
| **Respondents (customers)** | **Frequency** | **Percentage** |
| Systems (tools) |  |  |
| Automatic teller machine(ATM) | 35 | 52% |
| Mobile banking | 23 | 34% |
| Internet banking | 9 | 13% |
| Total | 67 | 100% |

**Source; Researcher 2017**

Table 4.16 represents the frequencies and percentages of customers know the customer relationship management system. The results showed that 35 respondents know Automatic teller machine (ATM) equally (52%), 23 respondents know Mobile Banking equally (34%), 9 respondents know Internet banking equally (13%). The researcher revealed that majority of Bank customers employed by Government and private sectors used customer relationship management systems for salaries drew, look when money interred within the account and payment for bill like electricity, cables, from these reasons course two system to be known by customers. Customers are not aware much on internet banking.

In November 30th 2011 the bank has 15 operating ATMs; this show that the Bank has number of ATM than other bank in Zanzibar. (PBZ LIMITED Business Plan 2015-2016) in now bank has 40 operating ATMs.

From the explanation above the following below was Pie chat show the percentages of customer’s awareness arising from the following customer relationship management systems.

It shows the relationship between customers’ relationship management systems and Bank performance

**Figure 3.2: Percentages of Customer Awareness CRM Systems**

### Sources: Researchers 2017

### 4.3.8 Staff Attend Course Regarding the CRM System Concept

Have you attended any course regarding the CRMs concept?’ was asked and the respondents were as shown in Table 4.17.

**Table 4.17: attend course regarding the CRM system concept**

|  |  |  |
| --- | --- | --- |
| **Responses (staff)** | **Frequency** | **Percentage** |
| YES | 8 | 27% |
| NO | 21 | 72% |
| Total | 29 | 100 |

**Source:** Researcher 2017

Table 4.17 presents the results by frequency and percent of the staff attended any course regarding the CRM systems concept. A sample of 29 respondents were obtained, the results show that 21 respondents equally 72% that completed this question said “ NO” indicated that have not attended any course regarding the CRMs concept, and 8 respondents equally 27% that completed this question said “YES” indicate that have attended any course regarding the CRMs concept. Researcher revealed that majority of staff do not attend any course concerning to CRM Systems, therefore majority of staff works with experience if the problems occurs fails to solve and bank suffered negligence loss.

From the explanation above the following below was Pie chat shown the percentages of staff attend and not attend course of customer relationship management systems.



**Figure 4.3: Staff Attend Course of CRM System**

**Source:** Researcher 2017

### 4.3.9 CRM Systems Increase Revenue and Profit to the Bank

Do you think Customer Relationship Management systems increase revenue and profit to the bank?’ was asked and the respondents were as shown in Table 19.

**Table 4.18 : CRM systems increase revenue and profit to the bank**

|  |  |  |
| --- | --- | --- |
| **Responses (STAFF)** | **Frequency** | **Percentage** |
| Strongly agree | 11 | 38% |
| Agree | 14 | 48% |
| Slightly agree | 4 | 14% |
| Disagree | 0 | 0% |
| Strongly disagree | 0 | 0% |
| Total | 29 | 100 |

**Source:** Researcher, 2017

Table 4.18 shows the total number of respondents and their percentage level that responded to the question. A total number of 11 (38%) respondents “Strongly Agree” to the questions said that Customer Relationship Management systems increase revenue and profit to the bank, while 14 (48%) respondents simply “Agreed” with the question. 4 (14%) respondents were “Slightly agree” about the questions. No respondents “Strongly Disagreed and Disagree” to the question.

 The net profit of the PBZ bank increases each year from 2012, 2013,and 2014. Were TZS: 4,005,523,060. TZS: 5,682, 504, 546. 37. TZS 6,546, 810, 398. 54 (PBZ BANK BUSINESS PLAN 2012-2014). From the explanation above, the following below was the bar chart shows the percentage of staff support Customer Relationship Management systems increase revenue and profit to the bank.

**Figure 4.4: CRM System Increase Revenue to PBZ Bank**

**Sources:** researcher 2017

### 4.3.10 CRM Systems Reduce Customer Congestion in the Bank Hall

‘Do you think Customer Relationship Management systems reduce customer congestion in the bank hall?’ was asked and the respondents were as shown in Table 4.19

**Table 4.19: CRM Systems Reduce Customer Congestion in the Bank Hall**

|  |  |  |
| --- | --- | --- |
| **Responses (STAFF)** | **Frequency** | **Percentage** |
| Strongly agree | 9 | 31% |
| Agree | 16 | 55% |
| Slightly agree | 4 | 14% |
| Disagree | 0 | 0% |
| Strongly disagree | 0 | 0% |
| Total | 29 | 100 |

**Source:** Researcher 2017

 Table 4.19, showed that 9 respondents equal to 31% of the respondents were “strong agree” Customer Relationship Management systems reduce customer congestion in the bank hall. 16 respondents equal to 55% “agree” Customer Relationship Management systems reduce customer congestion in the bank hall, 4 respondents equal 14% were “slightly agree” Customer Relationship Management systems reduce customer congestion in the bank hall and no one respondents ticked “Disagree” and “strong disagree” that Customer Relationship Management systems reduce customer congestion in the bank hall. The researcher revealed that customer relationship management system reduces customer’s congestion in the bank halls.

### 4.3.11 CRM Systems Reduce Customer Complaint

Do you think Customer Relationship Management systems reduce customer complaint?’ Was asked and the respondents were as shown in Table 4.20.

**Table 4.20: CRM Systems Reduce Customer Complaint**

|  |  |  |
| --- | --- | --- |
| **Responses (staff)** | **Frequency** | **Percentages** |
| Strongly agree | 4 | 14% |
| Agree | 21 | 72% |
| Slightly agree | 3 | 10% |
| Disagree | 1 | 4% |
| Strongly disagree | 0 | 0% |
| Total | 29 | 100 |

**Source:** Researcher 2017

Table 4.20 shows the total number of respondents and their percentage level that responded to the question. 4 (14%) respondents “Strongly Agreed” to the question, while 21 (72%), respondents “Agreed” to the question. 3 (10%) “Slightly agreed” to the question, while only 1 (4%) respondent was “Disagree” in his response to the question above. No respondent Strongly Disagree to the question above. From the result obtained researcher was observed that the bank users believe that good customer relationship service quality from PBZ Bank should be always lead to satisfaction this leads Staff to support over 50% that CRM system reduce number of complaint.

### 4.3.12 CRM Systems Improve the Value Chain of the Banks Service

Do you think Customer Relationship Management systems improve the value chain of the banks service? Was asked and the respondents were as shown in Table 4.21.

**Table 4.21: CRM systems improve the value chain of the banks service**

|  |  |  |
| --- | --- | --- |
| **Responses(Staff)** | **Frequency** | **Percentage** |
| Strong agree | 7 | 24.% |
| Agree | 14 | 48.% |
| Slightly agree | 4 | 14% |
| Disagree | 3 | 10.% |
| Strong disagree | 1 | 4% |
| Total | 29 | 100 |

**Source:** Researcher, 2017

Table 4.21 shows the total number of respondents and their percentage level that responded to the question. 7 (24%) respondents “Strongly Agree” with the fact that, Customer Relationship Management systems improve the value chain of the banks service, While 14 (48%) respondents “Agree” to the question above. Also, 4 (14%) respondents were “Slightly agree” in their response. Only 3(10%) respondent “Disagree” to the question above. 1(4%) respondents “Strongly Disagreed” to the question above. From the result obtained, it was observed that majority of respondents combining both the “Agree” and “Strongly Agree” responses with (72%) believe that Customer Relationship Management systems Improve the value chain of the banks service.

### 4.3.13 CRM Systems Increase Loan Portfolio and Deposits

“Do you think Customer Relationship Management systems increase loan portfolio and deposits?” was asked and the respondents were as shown in Table 4.22.

**Table 4.22 : CRM Systems Increase Loan Portfolio and Deposits**

|  |  |  |
| --- | --- | --- |
| **Responses (Staff)** | **Frequency** | **Percentage** |
| Strong agree | 5 | 17% |
| Agree | 13 | 45% |
| Slightly agree | 4 | 14% |
| Disagree | 7 | 24% |
| Strong disagree | 0 | 0% |
| Total | 29 | 100 |

**Source:** Researcher 2017

Table 4.22 shows the total number of respondents and their percentage level that responded to the question. 5 (17%) respondents “Strongly Agree” with the fact that Customer Relationship Management systems increase loan portfolio and deposits, while 13 (45%), respondents “Agree” to the question. Also, only 4 (14%) respondents were “slightly agree” in their response to the question, 7 (24%) respondents were “disagree” to the question, and 0 (0%) respondents were “strong disagree” to the question. From the result obtained, it was observed that 62% of the bank staff agrees to the fact that Customer Relationship Management systems increase loan portfolio and deposits. So therefore, it is important for the PBZ Bank must put more consideration to their Customer Relationship Management systems because it increase loan portfolio and deposits which leads profit for the bank.

### 4.3.14 CRM System Develop Services According to Customer Needs

‘Do you think Customer Relationship Management system develop services according to customer needs?’ Was asked and the respondents were as shown in Table 4.23.

**Table 4.23: CRM System Develop Services According to Customer Needs**

|  |  |  |
| --- | --- | --- |
| **Responses(Staff)** | **Frequency** | **Percentage** |
| Strong agree | 6 | 20.7% |
| Agree | 19 | 65.5% |
| Slightly agree | 4 | 13.8% |
| Disagree | 0 | 0% |
| Strong disagree | 0 | 0% |
| Total | 29 | 100 |

**Source:** Researcher 2017

Table 4.23 shows the total number of respondents and their percentage level that responded to the question. 6 equal (20.7%) respondents “Strongly Agree” with the fact that Customer Relationship Management systems develop services according to customer needs, while 19 (65.5%) respondents “Agree” to the question. Also, 4 (13.8%), respondents were “Slightly agree” in their response to the question. No respondents “Strongly Disagree and Disagree” to the question stated.

From the result obtained, it is observed that 86.2% of the staff agree to the fact that in PBZ Bank customer relationship management systems develop services according to customer needs, this is very important if a customer enjoys more benefit from a particular service, there is every possibility that he/she will keep on patronizing of PBZ Bank services and will have no need of going other Bank. The bank has got a number of ATMs than any other bank in Zanzibar. PBZ ATMs are connected to Umoja Switch Network where you can access the ATM services wherever you are in Tanzania through this network. (PBZ Bank Diary 2013).

### 4.3.15 Bank Staff Have Positive Attitude Towards CRM Systems Concept

Does all staff in the Bank have positive attitude towards CRM systems concept?’Was asked and the despondences were as shown in Table 25.

**Table 4.24: Bank Staff Have Positive Attitude Towards CRM Systems Concept**

|  |  |  |
| --- | --- | --- |
| **Responses (staff)** | **Frequency** | **Percentage** |
| YES | 9 | 31% |
| NO | 20 | 68% |
| Total | 29 | 100 |

**Source:** Researcher, 2017

Table 4.24 indicates that twenty nine respondents among the staff members asked whether if they had positive attitude towards CRM systems concept. The results from this question show that those who answered “NO” were 20 respondents that ware equal to (68%) and staffs that agreed and said “YES” were 9 respondents that ware equal to (31%). Researcher revealed that majority of staff think that CRM systems comes to reduce their employment chance a specially Bank Teller for ATMs Machines. Therefore majority of Bank Teller had not positive attitude towards ATMs Machines.

### 4.3.16 CRM Systems Retain Customer

Do you think Customer Relationship Management systems retain customer?’ was asked and the respondents were as shown in Table 4.25.

**Table 4.25: CRM Systems Retain Customer**

|  |  |  |
| --- | --- | --- |
| **Responses (STAFF)** | **Frequency** | **Percentage** |
| Strongly agree | 8 | 28% |
| Agree | 12 | 41% |
| Slightly agree | 7 | 24% |
| Disagree | 2 | 7% |
| Strongly disagree | 0 | 0% |
| Total | 29 | 100 |

**Source:** Researcher 2017

Table 4.25 shows the total number of respondents and their percentage level that responded to the question. A total number of 8 (28%) respondents “Strongly Agree” to the questions asked that do you think Customer Relationship Management systems retain customer. While 12 (41%) respondents simply “Agreed” with the question asked that Do you think Customer Relationship Management systems retain customer.7 (24%) respondents were “Slightly agree” about the questions, while, only 2 (7%) respondent “Disagree” with the question. No respondents “Strongly Disagreed” to the question.

From the result obtained, it was observed that majority of staff support that Customer relationship management systems help bank to retained customer.

 The PBZ bank now has more than 300,000 customers around Tanzania. (PBZ Managing Director of speech at 50Th anniversary 29/6/2016)

### 4.3.17 Senior Staff Fearing to Lose Their Power and Decision Making

‘Do you think resistance of some senior staff fearing to lose their power and decision making?’ was asked and the despondences were as shown in Table 27.

**Table 4.26: Senior Staff Fearing to Lose Their Power and Decision Making**

|  |  |  |
| --- | --- | --- |
| **Responses ( staff)** | **Frequency**  | **Percentages** |
| Strong agree | 4 | 13.8% |
| Agree | 14 | 48.2% |
| Slightly agree | 2 | 6.9% |
| Disagree | 8 | 27.6% |
| Strongly disagree | 1 | 3.5% |
| Total | 29 | 100 |

**Source:** Researcher 2017

Table 4.26 shows the total number of respondents and their percentage level that responded to the question. 1 (3.5%), respondents were “Strong disagree” to the question stated. 8 (27.6%), respondents were “Disagree” to the question, while 2 (6.9%), respondents “Slightly agree” to the question. Also, 14 (48.2%), respondents “Agree” to the question. 4 (13.8%), respondents “Strongly Agree” to the question. It was observed that more than 50% of respondents were “Agree” and “Strong agree” that resistance of some senior staff fearing to lose their power and decision making. There for education is needed to be provided to senior staff about important of CRM systems to the bank itself and staff of the bank.

### 4.3.18 Slow Decisions Making as Result of Things are Centralized

‘Do you think that decision making slowed as result of many things are centralized include loan providing, ATMs failure and charges approvals.’ (mobile banking charge, ATM charges, internet Banking charges) was asked and the despondences were as shown in Table 4.27.

**Table 4.27: Slow Decisions Making as Result of Things Are Centralized**

|  |  |  |
| --- | --- | --- |
| **Responses ( staff)** | **Frequency**  | **Percentages** |
| Strong agree | 7 | 24.1% |
| Agree | 9 | 31.1% |
| Slightly agree | 4 | 13.8% |
| Disagree | 7 | 24.1% |
| Strongly disagree | 2 | 6.9% |
| Total | 29 | 100 |

**Source:** Researcher, 2017

Table 4.27 shows the total number of respondents and their percentage level that responded to the question. 7 (24.1%) respondents “Strongly Agree” with the fact that decisions making slowed as approval of many things are centralized include loan providing, ATMs failure and charges approvals. (Mobile banking charge, ATM charges, internet banking charges), while 9 (31.1%) respondents “Agree” to the question. 4 (13.8%) respondents were “Slightly agree” to the question. 7 (24.1%) respondent “Disagree” to the question. Lastly, only 2 (6.9%) responded “Strongly Disagree” with the question. From the result derived, it was observed from the result that decisions making slowed as approval of many things are centralized include loan providing, ATMs failure and charges approvals. (Mobile banking charge, ATM charges, internet banking charges), therefore in order to improve decision making Bank should be decentralized other things like teller supervisor and ATM supervisor better to be separate, or ATMs Manager and Branch manager should be separate.

### 4.3.19 Consideration an Impossible to CRMs Concept

‘Do you think that considered an impossible CRMs concept?’ was asked and the respondents were as shown in Table 4.28.

**Table 4.28: Consideration an Impossible to CRMs Concept**

|  |  |  |
| --- | --- | --- |
| **Responses ( staff)** | **Frequency**  | **Percentages** |
| Strong agree | 6 | 20.7% |
| Agree | 5 | 17.2% |
| Slightly agree | 3 | 10.4% |
| Disagree | 13 | 44.8% |
| Strongly disagree | 2 | 6.9% |
| Total | 29 | 100 |

**Source:** Researcher, 2017

Table 4.28 shows the total number of respondents and their percentage level that responded to the question. 6 equal (20.7%) respondents “Strongly Agree” with the fact that that considered an impossible CRMs concept, while 5 (17.2%) respondents “Agree” to the question. 3 (10.4%) respondents were “Slightly agree” to the question. 13 (44.8%) respondents were “Disagree” to the question. Lastly, only 2(6.9) of respondents were “Strong disagree “to the question. From the result show that CRMs were possible concept but researcher revealed that in order this concept to be possible to operate long course and short course needed to the staff.

From the explanation above, the following below was the bar chart showsthe percentage of staff shown that Customer Relationship Management systems consider an impossible concept

**Figure 4.5 : Show staff consideration CRM systems is an impossible concept**


### 4.3.20 The Morale is Low Due to Lack of Motivation

Do you think that morale is low due to lack of motivation?Was asked and the respondents were as shown in table 4.2

**Table 4.29: the Morale is Low Due To Lack of Motivation**

|  |  |  |
| --- | --- | --- |
| **Responses ( staff)** | **Frequency**  | **Percentages** |
| Strong agree | 8 | 27.6% |
| Agree | 11 | 37.9% |
| Slightly agree | 4 | 13.8% |
| Disagree | 6 | 20.7% |
| Strongly disagree | 0 | 0% |
| Total | 29 | 100 |

**Source:** Researcher 2017

Table 4.29 shows the total number of respondents and their percentage level that responded to the question. 11 (37.9%) respondents “Agree” with the fact that morale is low due to lack of motivation, while8 (27.6%) respondents “Strongly Agree” to the question. 4 (13.8%) respondents were “Slightly agree” to the question above, and lastly only 6 (20.7%) respondent “Disagree” in his/her response to the question stated above. The implication therefore is that morale is low due to lack of motivation, example of motivation were staff should receive course and training, Bank should provide gift to staff at the end of the year.

### 4.3.21 Lack of Adequate Training in CRM Systems

Do you think Lack of adequate training in customer relationship management systems?’ was asked and the respondents were as shown in Table 4.30.

**Table 4.30: Lack of Adequate Training in CRM systems**

|  |  |  |
| --- | --- | --- |
| **Responses ( staff)** | **Frequency**  | **Percentages** |
| Strong agree | 6 | 20.7% |
| Agree | 13 | 44.8% |
| Slightly agree | 4 | 13.8% |
| Disagree | 5 | 17.2% |
| Strongly disagree | 1 | 3.5% |
| Total | 29 | 100 |

**Source:** Researcher 2017

Table 4.30 shows the total number of respondents and their percentage level that responded to the question. 6 (20.7%) respondents “Strongly Agree” with the fact that Lack of adequate training in customer relationship management systems, while 13 (44.8%), respondents “Agree” to the question.4 (13.8%) respondents were “Slightly agree” in their response to the question. 5 (17.2%) respondents were “agree” in their response to the question. Also, only 1 (3.5%) respondents were “Strong disagree” in their response to the question. From the result obtained, it was observed that 65.5% respondents (Bank staff) think that Bank has Lack of adequate training in customer relationship management systems. CRM systems must keep customers updated with services in order to create satisfaction and increase performance.

### 4.3.22 CRM Systems Create Customers Satisfaction and Increase Performance

“CRM systems must keep customers updated with services in order to create satisfaction and increase performance’. The respondents were asked to tick Excellent, Good, Average, Poor, Undecided.

**Table 4.31: CRMS Create Customers Satisfaction and Increase Performance**

|  |  |  |
| --- | --- | --- |
| **Responses (customers)** | **Frequency** | **Percentage** |
| Excellent | 19 | 28% |
| Good | 27 | 40% |
| Average | 11 | 16% |
| Poor | 7 | 11% |
| Undecided | 3 | 5% |
| Total | 67 | 100% |

**Source:** Researcher 2017

Table 4.31 indicated that sixty seven responses were divided as follow according to their responses: Excellent were nineteen equal to twenty eighty percentages, Good were twenty seven respondents equal to forty percentage, Average were eleven respondents equal sixteen percentage, Poor were seven respondents equal eleven percentage and undecided were three respondents that is equal to five percentage. The researcher revelled that CRM systems must keep customers updated with services in order to create satisfaction and increase performance, Majority of customers use mobile banking should have the Mobile Telephone through mobile telephone the customer receive short massages (SMS) when drew and deposit the money through his or her account.

### 4.3.23CRM System Mobile Banking Attract Customers to their Net Work

Good customer relationship Management system from Mobile banking could attract customers to their network.’ was asked and the respondents were as shown in Table32.

**Table 4.22: CRM System Mobile Banking Attract Customers to Their Net Work**

|  |  |  |
| --- | --- | --- |
| Responses(Customers) | Frequency’ | Percentage |
| Excellent | 20 | 30% |
| Good | 24 | 36% |
| Average | 10 | 15% |
| Poor | 12 | 18% |
| Undecided | 1 | 1% |
| Total | 67 | 100% |

**Source:** Researcher, 2017

Table 4.32 indicated that twenty respondents which were equal to (30%) answered Excellent while twenty four respondents equal to (36%) responded the answer were good, Ten respondents equal to (15%) commented Average, twelve respondents that were equal to (18%) replied Poor, One respondents equal to (1%) comment undecided. This result ensures that Good customer relationship Management system from Mobile banking could attract customers to their network.

The Bank of Tanzania Monetary Policy Statement For the mid-year review, there were 19445248 registered customers as of the end of November 2011; this was up from 14327 at the end of June 2008. (PBZ Launches mobile banking in Tanzania 30/ 04/ 2012).

### 4.3.24 Excellent Performance of CRM System at Social CRM System

There is an excellent performance of Customer Relationship Management System at Social CRM System such as Face book, Twitter and what sap banking’. Was asked and the respondents were as shown in Table 4.33.

**Table 4.33: Excellent Performance of CRM System at Social CRM System**

|  |  |  |
| --- | --- | --- |
| Responses(Customers) | Frequency’ | Percentage |
| Excellent | 5 | 8% |
| Good | 11 | 16% |
| Average | 12 | 18% |
| Poor | 31 | 46% |
| Undecided | 8 | 12% |
| Total | 67 | 100% |

**Source:** Researcher, 2017

Table 4.33 shown that sixty seven responses were categorized as follow according to their responses: Excellent were five respondents equal to eighty percentage, Answered “Good” were Eleven respondents equal to sixteen percentage, Average were twelve respondent that’s equal to eighteen percentage and Thirty one respondents have tick at Poor equal to forty six percentage, and remaining 8 respondents ticked at undecided equal twelve percentage. These results here show that there were no an excellent performance of Customer Relationship Management at Social CRM System such as Face book, Twitter and what sap banking, From these systems were not common in the society.

### 4.3.25 Technological CRM Systems are Best in Terms of Quality

Technological CRM systems are best in terms of quality services rendered in the PBZ Bank’ was asked and the respondents were as shown in Table 4.34.

**Table 4.34: Technological CRM Systems Are Best In Terms of Quality**

|  |  |  |
| --- | --- | --- |
| **Responses (Customer)** | **Frequency** | **Percentage** |
| Excellent | 17 | 25% |
| Good | 19  | 28% |
| Average | 12 | 18% |
| Poor |  14 | 21% |
| Undecided | 5 | 8 |
| Total | 67 | 100 |

**Source:** Researcher 2017

Table 4.34 shows the total number of respondents and their percentage level that responded to the question. A total number of 17 equal (25%) respondents “Excellent” to the questions, while 19 equal (28%) respondents simply “Good” with the question.12 equal (18%) respondent “Average” with the question. 14 equal (21%) respondent “poor” to the question, and 5 equal (8%) respondents were “ undecided” about the question. The researcher observed that majority of Bank users are satisfied from the quality service rendered in the PBZ Bank through technological CRM system.

From the explanation above, the following below was the pie chart showsthe percentage of customer shown the quality of Customer Relationship Management systems

**Figure 4.6: Percentage of Customer use CRM system in terms of Quality Services**

### Source: Researcher 2017

### 4.3.26 Rate of Service Technology CRM Systems Offer to its Customers

How would you rate the services that may technology CRM systems offer to its customers?’ was asked and the respondents were as shown in Table 35

**Table 4.34: Rate of Service Technology CRM Systems Offer to its Customer**

|  |  |  |
| --- | --- | --- |
| **Responses(Customer)** | **Frequency** | **Percentages** |
| Excellent | 16 | 24% |
| Good | 18 | 27% |
| Average | 24 | 36% |
| Poor | 9 | 13% |
| Undecided | 0 | 0% |
| Total | 67 | 100 |

**Source:** Researcher 2017

Table 4.35 presents the results of the number and percentages of a sample of 67 respondents that confirm on how would charge the rate services that may technology CRM systems offer to its customers. The result show that 16 equal 24% of respondents said “Excellent” to mean rate of service is very fair through technological CRM systems offer to its customers. And18 equal 27% of the respondents said “Good” to mean rate of services is fair through technology CRM systems offer to its customers. And also24 equal 36% of the respondents said “Average” mean rate of service is between fair or unfair through technological CRM systems offered to its customers. And 9 equal 13% of the respondent said “Poor” mean rate of services is un fair through technological CRM systems offered to its customers.

 For customer use ATMs services charged Tsh 1000 and the customer use Teller window charged Tsh. 3000 per service received (PBZ Bank Circular For Implementation of Tariff Guide 2016).

### 4.3.27 Poor CRM Systems Result to Low Patronage of Bank Service

‘Poor customer relationship management systems will most likely result to low patronage of Bank service’ was asked and the respondents were shown in table.36

**Table 4.35: Poor CRM systems to low patronage of Bank service**

|  |  |  |
| --- | --- | --- |
| **Responses(Customer)** | **Frequency** |  **Percentage** |
| YES | 62 | 92.5 |
| NO | 5 | 7.5 |
| Total | 67 | 100 |

**Source:** Researcher, 2017

Table 4.36 customers showed that sixty two respondents equal to (92.5%) out of sixty seven agreed that Poor customer relationship management systems will most likely result to low patronage of Bank service whereby five respondents which is equal to (7.5%) didn’t agree Poor customer relationship management systems will most likely result to low patronage of Bank service.

The data presented above from question asked reveals that majority of respondents had agree that Poor customer relationship management systems will most likely result to low patronage of Bank service from the high percentage of good answer received. Therefore, researcher conclude that if the ATMs service fail the long cuing occurred in the bank hall and if the ATMs service operate small cuing occurred in the bank hall. And since banks use mobile banking system the number of customers decreases to ask the balances because the balance received through the telephone there for customer save time for waiting balance.

### 4.3.28 Efficiency of Customer Relationship Management System

‘You believe on efficiency of customer relationship management system?’was asked and the respondents were as shown in table 37.

**Table 4.36: Efficiency of Customer Relationship Management System**

|  |  |  |
| --- | --- | --- |
| Responses(customers) | Frequency | Percentage |
| Excellent | 15 | 22% |
| Good | 32 | 48% |
| Average | 8 | 12% |
| Poor | 9 | 13% |
| Undecided | 3 | 5% |
| Total | 67 | 100% |

**Source:** Researcher 2017

Table 4.37 showed that more than 70 % respondents believe efficiency of customer relationship management system were available. The result were as follows:15 respondents were excellent equally (22%), 32 respondent were good equally48%, 8 respondent were average equally12%, 9 respondent were poor equally13%, and 3 respondents were undecided equally 5% . The result indicates that the number of customer queue reduced from majority of customer used ATMs machine to draw money instead use bank teller. This would enhance the efficient of customer relationship management system.

 The PBZ ATMs were connected to UMOJA SWITCH NET work where you can access the ATM services wherever you are in Tanzania through this network. (PBZ Bank LIMITED Diary 2013).

### 4.3.29 Poor CRM Systems Increase Disappoint to Customers

Do you think poor customer relationship management systems increase disappoints to customers? Was asked and the despondences were as shown in table 38

**Table 4.37: CRM Systems Increase Disappoint to Customers**

|  |  |  |
| --- | --- | --- |
| **Responses** | **Frequency** | **Percentage** |
| Yes | 25 | 86% |
| No | 4 | 13% |
| Total | 29 | 100 |

**Source:** Researcher, 2017

Table 4.38 shown total number of respondents and their percentage level that responded to the question. 25 respondent equal 86% agree that poor customer relationship management system disappoint to the customer, 4 respondent equal 13.6% respondents were “Disagree” to the question stated above. This result explains that if there is a poor customer relationship management systems increase disappoint to customer in PBZ Bank. Bank should improve customer relationship management system like ATM and their bank system in general.

### 4.3.30 CRM System Decrease Number of Customers in the Bank

Improvement in customer relationship management system would be increase number of customers in the bank’. The question was asked, results are organized at the Table 4.38.

**Table 4.38: CRM System Decreases Number of Customers in the Bank**

|  |  |  |
| --- | --- | --- |
| Responses(Customer) | Frequency | Percentage |
| YES | 34 | 51.% |
| NO | 33 | 49.4% |
| TOTAL | 67 | 100 |

**Source:** Researcher 2017

Table 4.39 indicate that 67 respondents among customer members asked whether Improvement in customer relationship management system would decrease number of customers in the bank. The results from this question show that those who answered NO were 33 respondents that were equal to (49%) and that agreed and said YES were 34 respondents that were equal to (51%). From the result above show nearly the same, Improvement in customer relationship management system would decrease number of customers in the bank at the same time there is a number of people in banking hall. This because some of customer do not aware of CRMS Tools.

### 4.3.31CRM System Increase Revenue and Profit for the Bank

Do you think that application of CRM system increase revenue and profit for the bank? was asked and the respondents were as shown in Table 49.

**Table 4.9: CRM System Increase Revenue and Profit for the Bank**

|  |  |  |
| --- | --- | --- |
| Responses(Customer) | Frequency | Percentage |
| YES | 65 | 97% |
| NO | 2 | 3% |
| Total | 67 | 100 |

**Source:** Researcher, 2017

Table 4.9 presents the frequencies and percentages of the number of customers that think application of CRM system increase revenue and profit for the bank. The results show that majority of respondents where 65 respondents equal to 92% that completed indicated that application of CRM system increase revenue and profit for the bank, and only 2 respondents equal to 3% show that if don’t apply CRM system revenue and profit for the bank increased. The researcher revealed that the number of customer increase result increasing of revenue.

 Manager of Marketing and Business development at PBZ said that Financial institution now has 138,000 customers, so mobile bank will be the perfect way to ease the strain on the banking system. The PBZ bank now introduce mobile money transfers (Z pesa by Zante, Tigopesa, due to the number of mobile money users and transfer. (PBZ Launches mobile banking in Tanzania 30/ 04/ 2012). The challenges in implementation of CRM systems within PBZ Bank were as follows.

### 4.3.32 CRM System Reduce Bureaucratic Procedure

Reducing bureaucratic procedures so as to speed up decision making without compromising risk. Was asked and the respondents were as shown in Table 4.10.

**Table 4.10: CRM System Reduce Bureaucratic Procedure**

|  |  |  |
| --- | --- | --- |
| **Responses(Staff)Ranking Score** | **Frequency** | **Percentages** |
| 6 | 16 | 55.2% |
| 5 | 5 | 17.2% |
| 4 | 3 | 10.4% |
| 3 | 2 | 6.9% |
| 2 | 2 | 6.9% |
| 1 | 1 | 3.4% |
| Total | 29 | 100 |

**Source:** Researcher, 2017

Table 4.41 above shows the total number of respondents, Score rank and their percentage level. 16 (55.2%) respondents have been support CRM system reducing bureaucratic procedure so as to speed up decision making without compromising risk. and score 6 ranking”, while 5 (17.2%) respondents have been support CRM system reducing bureaucratic procedure so as to speed up decision making without compromising risk. and score 5 ranking ”. Also, 3 (10.4%%), respondents have been support CRM system reducing bureaucratic procedure so as to speed up decision making without compromising risk. and score 4 ranking”. 2 (6.9%) respondents have been support CRM system reducing bureaucratic procedure so as to speed up decision making without compromising risk. and score 3 ranking “2 (6.9%) respondents have been support CRM system reducing bureaucratic procedure so as to speed up decision making without compromising risk. And score 2 ranking “1 (3.4%) respondents have been support CRM system reducing bureaucratic procedure so as to speed up decision making without compromising risk and score 1 ranking”

From the result obtained, it was observed that majority of the respondents have been support CRM system reducing bureaucratic procedure so as to speed up decision making without compromising risk this leads number of customer increased in the Bank.

### 4.3.33 Distribution of Customers Through CRM Systems Improve Efficiency

Right distributions of customers to the relationship management systems so as to improve efficiency. Was asked and the respondents were as shown in Table 4.11.

**Table 4.11: Distribution of Customers Through CRMS Improves Efficiency**

|  |  |  |
| --- | --- | --- |
| **Responses(Staff) Ranking Score** | **Frequency** | **Percentages** |
| 6 | 11 | 37.9% |
| 5 | 3 | 10.4% |
| 4 | 2 | 6.9% |
| 3 | 7 | 24.1% |
| 2 | 4 | 13.8% |
| 1 | 2 | 6.9% |
| Total | 29 | 100 |

**Source:** Researcher, 2017

Table 4.42 shown total number of respondents and their percentage level that responded to the question. 11 (37.9%) respondents and score 6 ranking to the question, while 3 (10.4%), respondents score 5 ranking to the question. 2 (6.9%) score 4 ranking to the question, while only7 (24.1%) respondent was score 3 ranking to question above.4(13.8%) score 2 ranking to the question, while only 2 (6.9%) respondent was score 1 ranking to question above.

From the result obtained it was observed that over 50% of respondents support that right distribution of customers to the relationship management systems so as improve efficiency which course to increase number of customers.

### 4.3.34 Create Awareness of the CRM Systems to All Staff

 ‘Create awareness of the CRM systems to all staff’ was asked and the respondents were as shown in Table 4.43.

**Table 4.12: Create Awareness of the CRM Systems to All Staff**

|  |  |  |
| --- | --- | --- |
| **Responses(Staff) Ranking Score** | **Frequency** | **Percentages** |
| 6 | 9 | 31% |
| 5 | 7 | 24.1% |
| 4 | 4 | 13.8% |
| 3 | 5 | 17.2% |
| 2 | 3 | 10.4 |
| 1 | 1 | 3.5 |
| Total | 29 | 100 |

**Source:** Researcher, 2017

Table 4.43 show that 9 equal 31% respondent were Score 6 Ranking, 7 equal 24.1% respondents were Score7 Ranking, 4 equal 13.8% respondent were Score 4 Ranking, 5 equal 17.2% respondents Score 3 Ranking. 3 equal 10.4% respondents Score 2 Ranking. 1 equal 3.4% respondents Score 1 Ranking.

These results indicate that awareness created by CRM systems to the staff is the big challenges in implementation of CRM systems in PBZ bank. This could enhance innovation to the staff and number of customers increased.

### 4.3.35 Stiff Competition from Other Banks

Stiff competition from other banks’ was asked and the respondents were as shown in Table 4.44.

**Table 4.44: Stiff Competition from Other Banks**

|  |  |  |
| --- | --- | --- |
| Responses(Staff) Ranking Score | Frequency | Percentages |
| 6 | 11 | 37.9% |
| 5 | 5 | 17.2% |
| 4 | 3 | 10.5% |
| 3 | 2 | 6.9% |
| 2 | 6 | 20.7% |
| 1 | 2 | 6.9% |
| Total | 29 | 100 |

**Source:** Researcher, 2017

Table 4.44 indicated that twenty nine responses were divided as follow according to their responses: Score 6 Ranking were eleven respondents which was equal to 37.9%, Score 5 Ranking were five respondents which was equal to 17.25, Score 4 Ranking were three respondent that’s equal to 10.5%, Score 3 Ranking were two respondent that’s equal to 6.9%, Score 2 Ranking were six respondent that’s equal to 20.7%, Score 1 Ranking were two respondent that’s equal to 6.9%

These results here show that the Stiff competition from other banks is the one among the challenge of CRMs within PBZ Bank; therefore action was taken like to review law and regulation, provide course and training for staff, as a key factor of reducing competition from other Bank.

### 4.3.36 High Quality of Competitor’s Level of Staff

‘High quality of competitor’s level of staff ‘was asked and the respondents were as shown in Table 4.45

**Table 4.13: High Quality of Competitor’s Level of Staff**

|  |  |  |
| --- | --- | --- |
| **Responses(Staff) Ranking Score** | **Frequency** | **Percentages** |
| 6 | 14 | 48.3% |
| 5 | 4 | 13.8% |
| 4 | 3 | 10.4% |
| 3 | 5 | 17.2% |
| 2 | 2 | 6.9% |
| 1 | 1 | 3.4% |
| Total | 29 | 100 |

**Source:** Researcher, 2017

Table 4.45 show that 14 respondents which were equal to 48.3% and Score 6 Ranking, while the 4 respondents equal to 13.8% responded and Score 5 Ranking, 3respondents equal to 10.4% commented and Score 4 Ranking, 5 respondents that were equal to 17.2% replied and Score 3 Ranking. 2 respondents that were equal to 6.9% replied and Score 2 Ranking.1 respondent that were equal to 3.4% responded and Score 1 Ranking. Researcher revealed that stiff competition leads customers to move from one bank to another this can increase customer or reduce customers to the bank.

### 4.3.37 The Quality Prevailing Between You and PBZ Bank

‘Assess the quality prevailing between you and PBZ Bank by ticking the appropriate box listed in this section, was asked and the respondents were as shown in Table 4.46.

**Table 4.14: The Quality Prevailing Between You and PBZ Bank**

|  |  |  |
| --- | --- | --- |
| Responses (customer) | Frequency | Percentage |
| Extremely | 6 | 9% |
| Moderately | 9 | 13% |
| High relationship | 31 | 46% |
| Not aware | 3 | 5% |
| Low quality | 18 | 27% |
| Slightly low quality | 0 | 0% |
| Extremely low quality | 0 | 0% |
| Total | 67 | 100 |

**Source:** Researcher, 2017

Table 4.46 presents the frequencies and percentages of the number of customer that Assess the quality prevailing between you and PBZ Bank by ticking the appropriate box listed in this section. The results show that 6 respondents equal to 9% agree that the quality prevailing between you and PBZ Bank were excellent by ticking “Extremely”, 9 respondents equal 13% agree that the quality prevailing between you and PBZ Bank were very good by ticking “Moderately”, 31 respondents equal 46% agree that the quality prevailing between you and PBZ Bank is good by ticking” high relationship”,3 respondents equal 5% agree that the quality prevailing between you and PBZ Bank were good by ticking “Not aware” 18 respondents equal 27% agree that the quality prevailing between you and PBZ Bank is poor by ticking “low quality” , no one respondents ticked the extremely low quality and slightly low quality.

The researcher reviled that at the end of the month majority of customers receive salaries through the bank and not preferable to use ATMs from low knowledge of ATM services course long cuing in the bank hall and the respondents claim the service were low quality. At the middle of the month number of customer reduced there for bank

provide better quality at small Cuing, then bank provide other services like SWIFT which is safe for fund transferred compare with other means.

### 4.3.38 CRM System Improve More on the Current Bank Performance

‘Do you think that Customer relationship Management System will improve more on the current bank performance?’ was asked and the respondents were as shown in Table 47.

**Table 4.15: CRM System Improve More Current Bank Performance**

|  |  |  |
| --- | --- | --- |
| **Responses (Staff)** | **Frequency** | **Percentage** |
| YES | 19 | 65.5% |
| NO | 10 | 34.5% |
| Total | 29 | 100 |

**Source:** Researcher, 2017

Table 4.47 indicates that twenty nine respondents among the management members asked whether Customer relationship Management System will improve more the current bank performance. The results from this question show that those who answered NO were ten respondents that are equal to 34.5% and other staffs that agreed and said YES were nineteen respondents that are equal to 65.5%. Researcher reviled that Customer relationship management systems improve bank performance through internet bank the PBZ Bank make the payment to other bank on behalf of customers after receive instructions from customers, this systems known as SWIFT.

From the explanation above, the following below was the pie chart shows the percentage of staff shown that Customer Relationship Management systems improve bank performance.

|  |
| --- |
|  |

**Figure 4.7: Show the Percentage of Staff on How CRM System Improve Bank Performance**

# CHAPTER FIVE

# 5.0 CONCLUSION AND RECOMMANDATION

## 5.1 Conclusion

The research study focuses on the contribution of CRMS on banking performance. This comes from increasing number of customer’s complaints through poor customer service at the different organisation like banks. CRMS suffers when it is poorly understood, no relationship with performance, and incorrectly measured and managed. This study focuses three factors with the aims to reach good CRMS. The Management of PBZ Bank should improve the attitudes and knowledge for staff and customers concerning to CRMS and provide short and long course or training to staff concerning to customer relationship management systems.

The CRM system is a powerful and effective marketing tool and its applicable in PBZ Bank’s has brought about customer satisfaction, and customer retention. Never the less at this time there was no solution should be use Contemporary customer relationship management systems.

### 5.1.1 Summary of the Key Findings

This study was set to assess the contribution of contemporary CRMS on banking performance. With this regard, the study came up with three objectives, namely; to assess PBZ Bank staff and customer’s awareness of customer relationship management systems, to analyse relationship between customer’s relationship management systems and Bank performance, to measure the contribution of customer relationship management systems to increase customers.

 Financial service organizations are one of the early adopters of customer relationship management systems. Before implementing CRM systems within the industry, banks and other insurance companies developed close relationships with their customers by providing personal customized services which was mainly a costly, inefficient and time consuming process .But now through CRM systems and information and communication technology (ICT) organizations can provide large customer variety, lower price and customized service and all at the same time. Peppard (2000).CRM consists of three components which are the customer, Relationship, Management Winer (2001).

Certainly, the study methodology used the case study design (PBZ Bank) with the sample size of 100 respondents, 70 bank Customers and 30 Staff, under random and judgement simple designed. Data collection methods and instruments ranged from questionnaire, documentary review and the data analysis procedures were generated and analysed using both qualitative and quantitative methods such tables to enable the presentation of data and hence give out the study results more comprehensively.

The data analysis was conducted in accordance to the responses received from the respondents which typical were answers the research questions as shown below:

1. How staff and customers knowledge can be measured towards the perceived importance of CRM systems
2. To what extent does Bank establish relationship between customer relationship systems and performance?
3. How the contribution of CRMS can be measured to increase customers?

Micro soft excel was used in doing analysis of the data collected from staff and Customers who responded to the questioners. This method would enable the presentation of data and hence gave out the finding results of this study.

### 5.1.2. Answers to Research Questions

 The research question which was intended to assess PBZ Bank staff and Customers awareness of customer relationship management systems. The typical results revealed that for staff of PBZ bank have been aware on CRMS because were families, but for Customers have been little awareness on CRMS because were not families, therefore PBZ bank should provide knowledge to the customers through advertising media like Televisions, Radio, flyers and newspaper to increase awareness specifically on ATM, Mobile banking, and Internet banking.

Secondly this set to analyze relationship between customer’s relationship management systems and Bank performance. The researcher revealed that the relationship between the customer relationship management systems and bank performance were available but for staff take small part because majority of staff were not attend course or training concerning to CRMS there for staff done their works from experience and majority of staff fear to lose their chance from increasing of systems. For customer’s side show that has large percent of relationship between bank performance and CRMS, this shown by reduces number of customers queue in the bank hall through increase number of ATMs machines, establishment of mobile banking and internet banking. The supported study findings were as follows, have you attended any course regarding the CRMs concept, does all staff in the Bank have positive attitude towards CRM systems concept?, do you think that morale is low due to lack of motivation?

The lastly was to measure the contribution of customer relationship management systems to increase customers. The study findings below helps researcher measure the contribution of customer relationship management systems to increase customers. Improvement in customer relationship management system would increase number of customers in the bank, do you think that application of CRM system increase revenue and profit for the bank? Assess the quality prevailing between you and PBZ Bank by ticking the appropriate Extremely, Moderately, High relationship, Low quality, slightly low quality, extremely low quality. The researcher revealed that staff and Customer agree that since bank use CRMS the number of customers increased because the CRMS made service received at right time, right place, right persons and right quantity and quality. From the bank provide quality services to customers more people attracted to join with PBZ Bank. The bank has got a number of ATMs than any other bank in Zanzibar. PBZ ATMs are connected to Umoja Switch Network where you can access the ATM services wherever you are in Tanzania through this network (PBZ Bank Diary 2013).

## 5. 2 Recommendations

There are various implications which were obtained from the findings of this study which concern policy makers and institutions, following below were explanations:

### 5.2.1 Institutions

Bank should advertise more the services offered through contemporary customer relationship management systems, it’s better for bank to use radio because it facilitate to lower income earner and illiterates, then it better to use brochure because it facilitate lower income earner and literates from bank provide brochure free of charge. For high income earner better to use television and newspaper, all these are targeted to increase knowledge for customers on how to use contemporary customer relationship management systems.

The PBZ bank should immediately outsource mobile bank and internet function to reputable company to facilitate speed, response of customer complaints, as well as check and balance to measure independently reports designed by mobile or internet respect of customer service and customer care. The bank management must increase number of staff attending in training, short and long course inside and outside the country these will reduce to suffer unnecessary loss for bank.

### 5.2.2 Policy Makers

There is a need for policy makers to review the current financial policy with relation to customer relationship management system and mobilization of adequate financial resources to enable its implementation so as to gain benefits and attract customers from different parts. Policy maker should remember that policy needs to have legal instrument that would stand on their owner during implementation of the policy.

### 5.2.3 Recommendations for Further Study

This study does not provide an end to itself. The limitations posed in this research provide a push for more inquires. The research has investigated the contribution of contemporary customer’s relationship management system on banking performance. The study has certainly derived some relevant insights which are believed to render a useful contribution in fostering on the contribution of contemporary customer’s relationship management system on banking performance especially PBZ Bank.

However, there were other avenues for further research in the subject matter. The research focused only on the contribution of contemporary customer’s relationship management system on banking performance. As a leading point, other studies could be conducted on the contribution of contemporary customer’s relationship management system on banking performance at Mkombozi Bank, Akiba Bank, Stanbic Bank, CRDB bank and NMB Bank

The Researcher believes that with the above highlights, more researches could be conduct on the same field from different angles from where this research had been adjourned.

Again, this study does not provide an end to itself.

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**APPENDICES**

**FOR PBZ STAFF ONLY**

Please tick were appropriate.

1. Sex Male F Female
2. Age of the staff:

18-29 30-39 40- 49

 50-59 60 and above

1. Formal qualification:
2. Certificate Diploma Degree Masters
3. How long have you worked with the Bank?

1-3 3-6 6-10 Above 10 years

1. Are you aware of customer Relationship Management systems (CRMS) concept as a tool for customer service?

 Yes No

1. Are you aware that the PBZ Bank is practicing the CRM system concept?

 Yes No

1. Are you aware on different types of Customer Relationship Management System? Tick were appropriate.
2. Automatic teller Machine(ATM) Yes No

Mobile banking Yes No

1. Internet Banking Yes No
2. Have you attended any course regarding to CRMS concept.

 Yes No

1. Are you aware of the arising of the Customer Relationship Management System.?

Yes No

1. If the answer in question 9(nine) above is yes, which areas do you think CRMS has contribute most? (Ranking weight should be in scale of 5to 1 a score can repeat).

5=strongly agree, 4= agree, 3=slightly agree, 2=disagree, 1=strongly disagree.

|  |  |
| --- | --- |
| REASON | RANKING |
| 1 | 2 | 3 | 4 | 5 |
| Reduce customer congestion in the banking hall. |  |  |  |  |  |
| To increase revenue and profit of the bank |  |  |  |  |  |
| Reduce customer complaint |  |  |  |  |  |
| To improve the value chain of the banks services |  |  |  |  |  |
| To increase loan portfolio and deposits |  |  |  |  |  |
| To develop services according to customer needs |  |  |  |  |  |

1. Does all staff in the bank have positive attitude toward CRMS Concept.

 Yes No

If the answer in question 12 above is No what are the reason.( Ranking weight should be in scale of 5 to 1).

 5=strongly agree, 4=agree, 3=slightly agree, 2=disagree, 1=strongly disagree.

|  |  |
| --- | --- |
| REASON | RANKING |
| 1 | 2 | 3 | 4 | 5 |
| Low understanding of the CRMS concept |  |  |  |  |  |
| Lack of product knowledge |  |  |  |  |  |
| Resistance of some staff fearing to lose their employment opportunities. |  |  |  |  |  |
| Morale is low due to lack of motivation |  |  |  |  |  |
| Lack of adequate training in customer service. |  |  |  |  |  |
| Decision making is slowed as approval of many things are centralized including loan, ATM failure and charges approvals. |  |  |  |  |  |
| It considered an impossible concept  |  |  |  |  |  |

1. Do you think that CRMS will improve more on the current bank performance?

Yes No

 If the answer is in question 13 is No Please explain.

 …………………………………………………………………………………………

 …………………………………………………………………………………………

1. What are the challenge in implementing of CRMS tools within PBZ Bank?

……………………………………………………………………………………

**FOR CUSTOMER ONLY**

Please tick were appropriate.

1. Sex Male Female
2. Age of customers.

18-29 30-49 50-60 above 60

1. Formal qualification.

Certificate Diploma Degree Master

1. Customer working status.

Employed Self employed

1. Is there any customer relationship management system do you know?

Yes No

1. Which of the following do you know? Ticking the appropriate.

Automatic teller machine

1. Mobile banking
2. Internet banking
3. The improvement of customer relationship management system will decrease number of customer in the PBZ Bank.

Yes No

1. Poor CRMS tools will mostly likely result to a low patronage of Bank service.

Yes No

1. Do you think that application of CRMS increase revenue and profit of the bank?

Yes No

1. Asses the quality prevailing between you and the PBZ Bank by ticking the appropriate box listed in this section.

7= extremely high quality relationship, 6=moderately high quality relationship, 5=high relationship, 4= not aware, 3=low quality, 2= slightly low quality,1=extremely low quality.

 7 6 5 4 3 2 1

1. Technological CRMS tools are best in term of quality service rendered in the PBZ Bank.

 Yes No

1. Good customer relationship Management system from Mobile banking could attract customer to their network.

Yes No

1. There are excellent performance of customer Relationship Management at social CRMS such as face book, Twitter and what sap

Yes No