

## The Impact of Effective CRM Or Company Performance in It Industry MNC in Malaysia

Suleiman Ibrahim Mohammad<sup>1</sup>, Asokan Vasudevan<sup>2</sup>, Karthick Anbudurai<sup>3</sup>, Naomi Yang<sup>4</sup>, Ganesan. P<sup>5</sup>, N Raja<sup>6</sup>

### Abstract

The international market of CRM software is estimated to be \$88.19 billion in 2024 due to the tendency to integrate the solutions through clouds, which optimize the provision of customer services, marketing, processes, and business reports. This paper conducts a study of how effective Customer Relationship Management (CRM) influences the performance of a company in multinational IT firms in Penang. The survey method was used gathering information on IT professionals and managers, and by case studies to look at the CRM practices and look at their direct impact on the organizational performance thereof. The study discusses some of the limitations that involve limited access to internal data, study of large MNCs, issues in the measurement of adaptation of global CRM practices in the Malaysian setting. As a countermeasure to these problems, the paper specifies measures to assess CRM performance and to understand the process of internationalizing CRM strategies in Malaysian businesses. The method of research quantitative research has been used, and the study has distributed 500 questionnaires out of which 220 people completed. Multiple regression and correlation tests were used on the data. Based on the findings, there is a positive impact on customer service, and process efficiency enhancements in the performance of the company with the marketing activities being less influential.

**Keywords:** CRM tools, Company performance, Customer services, Marketing, Processes, Business reporting.

**Submitted:** 15 Aug 2025 **Revised:** 5 Dec 2025 **Accepted:** 30 Dec 2025 **Published:** 4 Jan 2026

### Introduction

This research study aims to determine how Customer Relationship Management (CRM) effectively impacts company performance in multinational IT companies in Penang. The CRM is expected to capture revenues of \$88.19 billion by 2024, demonstrating its wider value to businesses worldwide. Cloud-based CRM solutions have been crucial in helping companies to adapt to remote and hybrid working conditions following the COVID-19 pandemic. CRM systems incorporate software that enhances customer service, marketing, business processes, and reporting, making operations more efficient and fostering stronger relationships with customers.

---

<sup>1</sup> Electronic Marketing and Social Media, Economic and Administrative Sciences Zarqa University, Jordan. Faculty of Business and Communications, INTI International University, Persiaran Perdana BBN Putra Nilai, 71800 Nilai, Negeri Sembilan, Malaysia. dr\_sliman@yahoo.com. ORCID: 0000-0001-6156-9063 (corresponding author).

<sup>2</sup> Faculty of Business and Communications, INTI International University, Persiaran Perdana BBN Putra Nilai, 71800 Nilai, Negeri Sembilan, Malaysia. Research Fellow, Wekerle Business School, Budapest, Jázmin u. 10, 1083 Hungary. Email: asokan.vasudevan@newinti.edu.my. ORCID: 0000-0002-9866-4045

<sup>3</sup> Faculty of Business and Communications, INTI International University, Persiaran Perdana BBN Putra Nilai, 71800 Nilai, Negeri Sembilan, Malaysia. Email: karthickanbduai@gmail.com. ORCID: 0009-0001-5256-6132

<sup>4</sup> Career Services, INTI International College Subang, 3, Jalan SS 15/8, Ss 15, 47500 Subang Jaya, Selangor, Malaysia. Email: fan.yang@newinti.edu.my

<sup>5</sup> Kalasalingam Academy of Research and Education, India. Email: deankbs@klu.ac.in. ORCID: 0000-0002-0686-5617

<sup>6</sup> Department of Visual Communication, Sathyabama Institute of Science and Technology, Chennai, Tamil Nadu, India. Email: rajadigimedia2@gmail.com. ORCID: 0000-0003-2135-3051

CRM software originated in the United States, where the industry initially had a few monopolies. The market, however, grew in the 2000s, as niche CRM providers emerged to provide their solutions to various industries. The implementation of CRM in Europe has played a crucial role in driving business growth, as these organizations have utilized CRM systems to understand the behavioral patterns of customers and their cultural trends. Heavy manufacturing countries, such as Germany, and cloud-based countries, like the UK, have experienced significant increases in CRM (Mohammad et al., 2025b; Elmobayed et al., 2024).

The use of CRM is not particularly advanced in Asia, although the nations involved, such as China and India, are rapidly adopting the beneficial application of CRM, particularly in small and medium-sized economies. Nevertheless, the market is highly fragmented, as local firms compete with global CRM players. As advances in technology continue to increase, CRM systems are being integrated with innovations such as Artificial Intelligence (AI), which aim to improve customer experiences (Mohammad et al., 2024c; Mohammad et al., 2025d). Predictive analytics and chatbots are among the AI-driven tools that are making a positive impact on CRM, as they can predict customer behavior and automate customer service processes.

The Malaysian CRM software market is on a rapid development track, with a forecasted value of USD 320.20 million by 2024. This growth is driven by the increasing adoption of cloud-based CRM tools that are both easy to use and economical. The high use of social media in Malaysia has also contributed to the increased adoption of Social CRM (Customer Relationship Management) practices, whereby organizations utilize social media platforms such as Facebook and WhatsApp to interact with their customers. The adoption of CRM has also been driven by government support for SMEs, including funding programs and tax incentives. Additionally, companies are adopting the use of AI and machine learning, as well as CRM platforms, to automate tasks such as lead qualification and data entry, which are time-consuming and expensive. Although the trend of using CRM systems is increasing, most businesses struggle to maximize the use of these tools. In the absence of CRM solutions, companies tend to experience inefficiencies, particularly in customer service. The long waiting time and big calls may cause customer dissatisfaction and churn. On the same note, marketing campaigns with efforts go to waste as the response rate is low without CRM software, and it becomes hard to translate leads into sales. The absence of CRM integration also creates silos between departments, such as marketing and sales, making them unproductive and leading to lost opportunities. Organizations that still follow outdated approaches, such as paper reporting or the use of spreadsheets, face challenges in monitoring sales performance and predicting revenue precisely.

By examining the correlation between CRM effectiveness and the performance of companies within the IT industry in Penang, this study aims to fill the research gap that exists in the business world. The study aims to provide an understanding of how CRM systems can enhance the performance and competitiveness of the company by exploring the significance of CRM in improving customer service, marketing, and other business processes. Among the questions that the research will focus on are how the issue of CRM can influence customer satisfaction, sales, and internal processes, as well as what areas make CRM most effective in these regards.

The research objectives will be to find out how well the CRM systems are effective in enhancing customer relationships, finding out certain functional areas within the CRM that influence the company's performance positively, and lastly, to find out the obstacles to the adoption of the CRM in the Malaysian IT industry. The research also aims to fill existing research gaps by considering that there has been limited research conducted on the IT sector in Malaysia, particularly in multinationals based in Penang. In addition, this study will outline several key variables, including CRM effectiveness, customer satisfaction, and company performance, to develop a clearer understanding of the relationship between these variables and the success of a business.

### **Research Objectives**

RO1: To examine the impact of customer service on company performance in IT industry in Penang

RO2: To examine the impact of marketing on company performance in IT industry in Penang

RO3: To examine the impact of processes on company performance in IT industry in Penang

RO4: To examine the impact of business reporting on company performance in IT industry in Penang

## Literature Review

In the contemporary business world, Customer Relationship Management (CRM) has emerged as a vital resource for organizational performance in a highly competitive environment. By using the performance of the company as the dependent variable and the CRM dimensions that include customer service, marketing, processes, and business reporting as the independent variables, this review analyzes the previous studies to determine the correlation between good CRM practices and its performance within the category of Information Technology (IT) industry. The review assesses the worldwide body of knowledge on the effectiveness of CRM and examines the consequences of implementing CRM in IT MNCs in Penang, drawing comparisons between CRM adoption by global companies and those in Penang.

### The Global Research of Effective CRM

In the contemporary business world, Customer Relationship Management (CRM) has emerged as a resource that is essential for the performance of organizations in the highly competitive business world. By using the performance of the company as the dependent variable and the CRM dimensions that include customer service, marketing, processes, and business reporting as the independent variables, this review analyzes the previous studies to determine the correlation between good CRM practices and its performance within the category of Information Technology (IT) industry. The review assesses the worldwide body of knowledge about the effectiveness of CRM and examines the consequences of having CRM in the IT MNCs in Penang and draws comparisons between the CRM adoption by the global companies and the firms in Penang.

Kim et al. (2020) revealed Customer Relationship Management (CRM) as an essential driver of data-driven decision making, which is helpful in knowing how sales perform, how marketing works, and more about customer interactions. This enables the companies to deploy their resources in a strategic manner, streamline their business operations and make changes in service delivery to suit the demands of the local market. However, researchers like Lee and Jeong (2016) contend that the widespread usage of CRM in the world should respect cultural diversity and compliance with regulatory obligations in various places. Obstacles in the cross-border incorporation of data persist as well, a fact that cannot be overlooked as much as localized customization matters to the global firms.

### The Effectiveness of CRM on Enhancing IT MNC Performance in Penang

For IT MNCs in Penang, strong customer relationships are critical to sustaining growth and competitiveness in the Southeast Asian market. Literature indicates that effective CRM facilitates customer satisfaction and retention by centralizing communication histories and customer preferences, allowing companies to personalize interactions and resolve issues more effectively.

Research by Gonzalez-Benito et al. (2017) found that CRM systems enhance marketing effectiveness by leveraging customer data to identify upselling and cross-selling opportunities. Ahani and Rahim (2018) further observed that targeted campaigns built on CRM insights improve lead conversion rates in Malaysian firms. In Penang, where the IT sector is rapidly expanding, these practices are particularly valuable for firms competing in both domestic and global markets.

Increment in operational efficiency is also a common advantage that CRM adoption brings. Automation of regular customer service operations would enable the staff to concentrate on strategic functions, and enhanced lines of communication can enhance efficiency in workflow. Research indicates that this results in quicker response time, customer satisfaction and engagement of more employees. Moreover, data-driven strategies can be implemented with the help of CRM systems. The analytics based on CRM platforms are used in managerial decision-making, operation optimization, and firms' performance improvement concerning the Penang environment, as discussed by Al-Hasan et al. (2019) and the International Journal of Contemporary Corporate Governance (IJICC, 2021; Mohammad et al., 2025a; Al-Adwan et al., 2025).

Along with such strengths, there are deficiencies sometimes identified in the knowledge of CRM functioning in the IT sector of Penang. Although Nasir et al. (2019) mentioned little existing studies on how local cultural forces, unique requirements of customers in the targeted industry and regulatory background in Malaysia interact to create CRM effectiveness, it is remarkable that the authors owe their findings to the absence of that available literature. It is critical to fill in these gaps to personalize the CRM strategies to the specific context in Penang market.

### **Comparison of CRM Software Between Global and Penang Companies**

It can be stated that the levels of CRM adoption differ between international corporations and companies in Penang. The major concern of global MNCs regarding the CRM system implementation is scalability, integration and compliance. They need platforms that can support large databases of customers in different languages and in different regions and also support them in complying with international laws on data protection standards. The superior functionality, support system strength, and global deployment system are some of the factors that make the prominent players dominate this segment, including Salesforce, Microsoft Dynamics 365, and Oracle NetSuite.

Instead, the firms in Penang tend to focus on usability and cost-effectiveness. Simple interfaces, easily accessible local support are important to firms that lack much technical knowledge. The relevance of mobile CRM solutions is quite high in Southeast Asia, where sales and service representatives of the companies can be in continuous contact with the customers. Adoption of local CRM is also influenced by adherence to Personal Data Protection Act (PDPA) of Malaysia.

The vendors that are regional and cloud-based are appealing to Penang firms as they are cheaper and expandable. Open-source applications such as Vtiger and SuiteCRM are customizable and can be less expensive in terms of costs involved in obtaining a license, however they might need to be supported more technically. In the end, global corporations are more inclined to feature rich systems with global footprints, but in contrast, Penang companies heavily favor more economically priced, accessible and regulatory compliant solutions.

### **Company Performance and the Role of Effective CRM in IT Industry MNCs**

Customer Relationship Management (CRM) systems have become very important in the modern data-driven business world as they determine good organizational performance. Customer engagement, purchase dynamics and feedback also help business to understand more about the target customers and as a result, allows specific marketing campaigns, customized product offerings as well as get various new market dynamics. These insights enable companies to predict customer demands, enhance their business competitiveness, and respond to industry considerations in a very nimble manner. Other than the benefits of improved customer service, CRM also serves to empower the sales personnel because the aspects of repetitive functions, such as generation of leads and creation of quotes, can be automated thus giving more time to focus on establishing quality relationships with clients and selling the businesses. Firms with the right sales insights will have the capability of recognizing high value customer groups thus optimizing sales strategies in relation to such customers. So, CRM is both an investment in customer-based growth and sustainable success, but also a software solution.

### **The Impact of CRM on Company Performance in Malaysian IT MNCs**

In such a dynamic IT industry in Malaysia, the competitive nature is growing swiftly, such that the only way multinational corporations (MNCs) can gain and everlastingly maintain dominance in this competitive environment depends on the quality of their relationship with their customers. An effective CRM system can offer a central point of customer information such as history of interaction, buying habits and mode of contact. This enables customized interaction which can be in form of provision of specific service updates on those that have been previously requested thus enhancing customer satisfaction and loyalty. CRM helps to maintain efficiency and increase revenues by automating sales through reduction of processes and automation of tasks, lead tracking, and upselling opportunities.

Cooperation in the IT sector is also enhanced since CRM enhances the coordination with channel partners and reseller due to automation of communication and optimization of the distribution process. Besides, the increasing nature of the digital economy in Malaysia and digitalization efforts by the government highlights the significance of CRM and its role in ensuring competitiveness. In the case of IT MNCs, implementation of CRM improves customer orientation, streamlining of various processes and the establishment of long-term presence in the market.

### **Customer Service**

CRM also contributes a lot to the improvement of services provided to customers through the centralization of confidential customer information such as purchase history, service requests and mode of communication. This gives the representatives a comprehensive picture of the customer, which results in more prompt and customized delivery of services. Proactive service strategies are further

enhanced by being able to predict the problems that may arise with the customers by analysing data predictively and being able to intervene before the problem causes any further complications.

Better customer service will have a direct and quantifiable impact on the business: repeat business, churn reduction, and better brand image transmitted by way of positive word-of-mouth, with Malaysia having a very active social media scene. Another way through which CRM can be used effectively is the ability of the IT MNCs to tailor their services to the local needs of customers, another step towards reinforcing their loyalty and competitiveness. Nevertheless, they must be efficiently implemented, and to do so, it is important to have systems that are easy to work with, frequent training to refresh the best practices and an organization culture that is customer-orientated and thus gives employees the autonomy to surprise their clients with more than they expect.

H1: Customer services have a positive influence on the CRM platform in enhancing company performance in the IT industry.

### **Marketing**

Marketing strategies in Malaysian IT MNCs increasingly rely on CRM systems to leverage customer data such as demographics, online behavior, and purchase histories. This enables the design of targeted campaigns tailored to specific market segments, resulting in higher engagement and conversion rates. Personalization further enhances effectiveness, as email, social media, and web content can be customized to reflect customer preferences and past interactions.

The integration of CRM with marketing automation tools streamlines campaign execution and ensures consistent messaging across channels. This enhances collaboration between marketing and sales teams, as shared customer insights improve the precision of sales pitches. Ultimately, CRM-driven marketing nurtures loyalty, generates qualified leads, and drives revenue growth, reinforcing its role as a strategic necessity for IT MNCs in Malaysia's competitive market.

H2: Marketing has a positive influence on the CRM platform in enhancing company performance in the IT industry.

### **Processes**

Effective processes, which are well structured and have CRM systems behind them, are the mainline of operational efficiency in the IT MNCs. CRM frees workers to perform more complex and value-adding tasks by automating routine processes of lead nurturing, invoice generation, ticket routing, etc. Standardized processes create consistent customer experiences, taking the least possible resolution time and making themselves more professional.

The result of efficient processes is shown in efficiency, customer satisfaction and generation of revenue. Good CRM also streamlines resources, hence supporting sales personnel and customer service departments to perform optimally. To achieve these advantages, IT MNCs need to tailor the CRM systems to their functioning specificities, take clear steps at every level of customer experience, and train their staff on a high level of generalization.

H3: Processes have a positive influence on the CRM platform in enhancing company performance in the IT industry.

### **Business Reporting**

Business reporting features of a CRM system allow IT MNCs to get important information about customer satisfaction, sales populace and performance in the business. Evaluating gigantic amounts of interaction and sales data, the organizations can find trends, discover campaign effectiveness, or track indicators of key performance (KPIs). Indicatively, when reports that draw a connection between individualized marketing campaigns and an improved conversion rate come up then, marketing teams can go ahead and improve their strategies to make certain impacts.

The reports also indicate performance of sales teams and highlight areas that are doing well and where the company needs to improve and the analysis of service data is used to highlight the recurrent customer pain points. This kind of insights can ensure that the firms can allocate better resources, make better decisions and lower churn. To capitalize on these capabilities in full, the data-driven culture and on-the-job training of employees through the interpretation of the CRM-generated reports should be adopted.

H4: Business reporting has a positive influence on the CRM platform in enhancing company performance in the IT industry.

### **Underlying Theory**

Institutional theory offers a form of scenario understanding of certain insufficiencies when adopting CRM. According to the theory, isomorphism is when the organization will tend to do it because the organizations feel that they will get to have legitimacy through the way they adopt these practices. In this regard, CRM may also be adopted in some firms because the competitors have done the same without the need for proper alignment in relation to strategy. Such adoption could increase legitimacy but cannot lead to improvements in performance unless CRM system has been modified to meet the needs of the company.

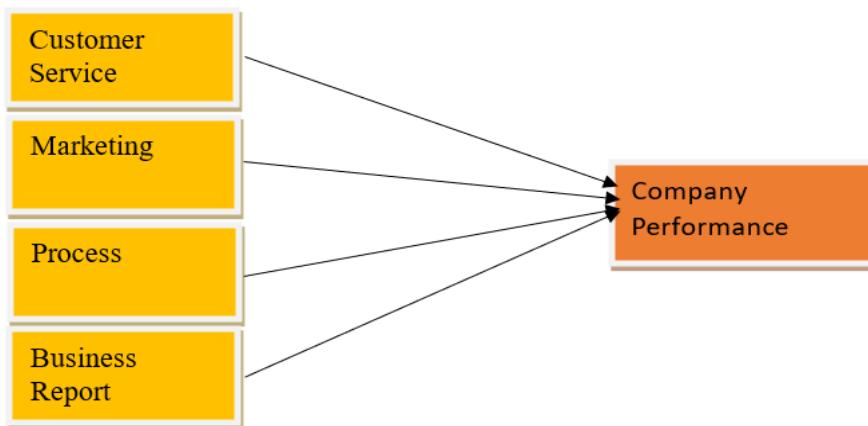
### **Effective CRM Aligned with Institutional Theory**

Despite such reservation, institutional theory does not refute the usefulness of CRM, but it relies on the strategic alignment. Organizations need to be value-additional by modifying the CRM functionalities to face industry concerns and customer needs. The help of data-driven insights allows businesses to become more personal in their interactions with customers, knowing their way of behavior and finding areas to improve their performance. Also, the introduction of CRM needs to correspond to the wider business plans, and enhance the journey of a customer, as well as the advantageous value of the firm.

### **Literature Gap**

The properties of CRM have already been acknowledged but there is limited research done on studies that particularize its effects on Malaysian IT industry MNCs. Much of the financial payoff of the use of CRM has not been measured, like the measurement of return on investment (ROI) and other ways of correlating CRM programs with profitability. User adaptability, and especially the way in which employees used to work traditionally are capable of accommodating to use of CRM tools, needs also to be researched. Malaysia has yet another dimension, cultural and linguistic diversity, in which various languages and practices affect user experiences and customer interactions.

Moreover, the MNCs in IT industries in Malaysia experience distinct challenges such as data security issues, integration with the previous IT system, and modifying CRM systems to satisfy the local market preferences. In filling these gaps with empirical research, then a better picture could be given on the role CRM plays in improving the performance of the firm in the Malaysian IT market.



### **Research Methodology**

The study has a quantitative descriptive-correlational design whereas it is used to investigate the influence of CRM practices on company performance of IT multinational corporations (MNCs) in Penang, Malaysia. This study focuses on evaluation of the effects of customer services, marketing, processes and business reporting on organization performance without allowing more than minimal interference of the researcher since respondents will fill in the structured questionnaires in an online setting at their own time. The cross-section time horizon is treated, which means that all data is obtained only in one period during the study. Unit of analysis will consist of 30 IT MNCs executives/managers with at least 2 years of CRM with Salesforce, Microsoft Dynamics, Oracle, or SAP. Accessibility makes

use of the non-probability convenience sampling and 500 spread questionnaires and at least 217 valid responses are planned to achieve reliability, calculated as the 95 percent confidence level. The research instrument has three parts which are, demographics (nominal and ordinal scales), company performance (which is a dependent variable) and CRM practices (independent variables) using five-point Likert scale. The information can be gathered with the help of Google Forms, which are distributed through professional platforms. It will be analyzed through descriptive statistics and a pilot test to refine the instrument, factor analysis through KMO and Bartlett tests and reliability test through Cronbach's Alpha. The inferential analysis makes use of the methods that involve multiple regression, ANOVA, multicollinearity tests, and beta coefficient analysis so that it can be comprehended the strength and significance of variable relationships using IBM SPSS Statistics Version 29.

## Results

### Pilot Test

The pilot test is the pretest done by researchers to determine the viability of research. Based on the sample size table given in Table 1, 278 individuals were used in this study. Questionnaires were distributed to get a total of 280. A guideline on pilot studies suggests that it should be conducted on a sample size of 10 percent of the entire people that are going to be surveyed. Taking into consideration that the required sample was 278 and 219 responses were obtained, the recommended sample size of the pilot study would entail 28 respondents.

**Table 1: Reliability Test**

Variables	Cronbach's Alpha	Number of items
Company Performance (Dependent Variable)	0.681	5
Customer Services (Independent Variable)	0.781	5
Marketing (Independent Variable)	0.707	5
Processes (Independent Variable)	0.797	5
Business Reporting (Independent Variable)	0.848	5

Table 1 of the pilot test reliability test showed that the Cronbach Alpha rank of the samples dependent and independent variable was between 0.681 to 0.848. In addition to it, Keith S. Taber (2017) states that a Cronbach's Alpha (a) larger than 0.70 means a piloting test with satisfactory certainty. Since the values of all the Cronbach Alpha (a) of the independent variables are above 0.7 except that of the dependent variable that is 0.681, it treats it as an average quality of the questions. In this way, the answers given by the respondents are regarded as credible and other analysis can be performed with all data gathered.

### Demographic Profile

In this study, 219 managers and executives working in IT MNCs in Penang, Malaysia were involved. It is innately female dominated with gender bias gleaning 54% (118) women against 46% (101) men. The age distribution was weighted towards 31 to 40 years (45% 99), 41 to 50 (24%, 53), and the rest belonged to younger and older groups (21 to 30 years, 51 to 60 years, and over 60). In marriage, most of them were married (64%, 140), 31 percent (68) were single and 5 percent (11) others. In terms of income, those who earned between RM5,001 and RM7,500 was the highest percentage (30%, 65) and that between RM10,000 and above (25%, 54), between RM2,501 and RM5,000 (23%, 51) and between RM7,501 and RM10,000 (22%, 49). The highest level of educational attainment was at bachelor's degree level (46%, 102) followed by diplomas (29%, 63), SPM/STPM (19%, 41) and master's degree (6%, 13). Regarding work experience, the greatest were 610 years (31%, 69), then 1115 years (26%, 57), 1620 years (24%, 52), 15 years (11%, 24) and over 20 years (8%, 17).

**Table 2. Respondents Demographic Profile (Source: Self-Created)**

		Frequency	Percentage
Gender	Male	101	46%
	Female	118	54%
Age	21-30	53	24%
	31-40	99	45%
	41-50	49	22%
	51-60	14	7%
	61 and above	4	2%
Marital Status	Single	68	31%
	Married	140	64%
	Others	11	5%
Income Level (monthly)	RM2,501-RM5,000	51	23%
	RM5,001-RM7,500	65	30%
	RM7,501 - RM10,000	49	22%
	RM10,000 and above	54	25%
Education Status	SPM/STPM	41	19%
	Diploma	63	29%
	Bachelor's Degree	102	46%
	Master's Degree	13	6%
	PhD	0	0%
Years of Working Experience	1 - 5 years	24	11%
	6 - 10 years	69	31%
	11 - 15 years	57	26%
	16 - 20 years	52	24%
	Above 20 years	17	8%

### Actual Data Analysis

The preliminary result of 300 respondents in this research will be used to perform numbers of analysis through using SPSS software in checking whether the data is reasonable to be used in hypothesis testing or not.

**Table 3. KMO and Bartlett's Test**

KMO and Bartlett's Test For Dependent Variable		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.755
Bartlett's Test of Sphericity	Approx. Chi-Square	268.748
	df	10
	Sig.	< .001
KMO and Bartlett's Test For Independent Variables		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.905
Bartlett's Test of Sphericity	Approx. Chi-Square	2547.392
	df	190
	Sig.	< .001

Table 3 presents the Kaiser-Meyer-Olkin (KMO) values for both dependent and independent variables: 0.755 for the dependent variables and 0.905 for the independent variables. These values are above the recommended threshold of 0.6, indicating that the sample collected is adequate for factor analysis. Furthermore, the significance levels of the Bartlett's test for both dependent and independent variables were below 0.05. This suggests that factor analysis is feasible and has significant relevance for the given dataset.

**Table 4 Reliability Test**

Variables	Cronbach's Alpha	Number of items
Company Performance (Dependent Variable)	0.716	5
Customer Services (Independent Variable)	0.821	5
Marketing (Independent Variable)	0.827	5
Processes (Independent Variable)	0.815	5
Business Reporting (Independent Variable)	0.812	5

Table 4 comes up with an overview of Cronbach Alpha statistics on both interdependent and independent variables. To do that, reliability test was performed to understand the internal consistency of the questionnaires item. As reported in Table 4.6, the Cronbach's Alpha values are 0.716 to 0.827 which is a high level of reliability. The values surpass the established lower limit of 0.6, hence providing certainty that both the dependent and independent variables in this research study have high percentages of internal consistency and hence are appropriate relating to the research purpose.

### Results of Analysis

Multiple regression analysis and the use of regression ANOVA were used in this section to determine the association between the dependent and independent variables. The hypothesis formulated was as follows:

H1: Customer services have a positive influence on the CRM platform to the company performance in IT industry in Penang.

H2: Marketing has a positive influence on the CRM platform to the company performance in IT industry in Penang.

H3: Process has a positive influence on the CRM platform to the company performance in IT industry in Penang.

H4: Business Report has positive influence on the CRM platform to the company performance in IT industry in Penang.

### Multiple Regression Analysis

**Table 5 Model Summary Result**

<b>Model Summary<sup>b</sup></b>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.725 <sup>a</sup>	.526	.517	.41941

a. Predictors: (Constant), Business Reporting, Customer Service, Marketing, Process

b. Dependent Variable: Company Performance

The multiple regression was used to study the connection among the three independent variables customer service, marketing, process and business reporting and the company performance, which was the dependent variable. The R-squared value of the equation is 0.725 which shows that 72.5 percent of variation in the performance of companies can be expressed by these independent variables and 27.5 percent can be credited to others.

**Table 6: Pearson's Correlations Matrix (source taken from analysis SPSS)**

		Correlations				
		Company Performance	Customer Service	Marketing	Process	Business Reporting
Pearson Correlation	Company Performance	1.000	.696	.556	.630	.569
	Customer Service	.696	1.000	.759	.701	.698
	Marketing	.556	.759	1.000	.717	.765
	Process	.630	.701	.717	1.000	.805
	Business Reporting	.569	.698	.765	.805	1.000
Sig. (1-tailed)	Company Performance		<.001	<.001	<.001	<.001
	Customer Service	.000		.000	.000	.000
	Marketing	.000	.000		.000	.000
	Process	.000	.000	.000		.000
	Business Reporting	.000	.000	.000	.000	
N	Company Performance	219	219	219	219	219
	Customer Service	219	219	219	219	219
	Marketing	219	219	219	219	219
	Process	219	219	219	219	219
	Business Reporting	219	219	219	219	219

**Table 7: Degree of Pearson's Correlation Coefficient (Source from: Shaun Turney, 2022)**

Pearson correlation coefficient (r) value	Strength	Direction
Greater than .5	Strong	Positive
Between .3 and .5	Moderate	Positive
Between 0 and .3	Weak	Positive
0	None	None
Between 0 and -.3	Weak	Negative
Between -.3 and -.5	Moderate	Negative
Less than -.5	Strong	Negative

Referring to Table 6, where the correlations between the dependent variable (company performance) and different independent variables were presented, several important correlations have been identified. In particular, the customer services, marketing, processes, and business reporting showed high positive correlations with the company performance with Pearson correlation coefficient of 0.696, 0.556, 0.630, and 0.569, respectively. The values of these correlations were statistically significant with a p-value of less than 0.05 and thus reliable and strong relationship between these aspects and company performance.

**Table 8: Descriptive Statistics**

	Mean	Std. Deviation	N
Company Performance	3.5412	.60364	219
Customer Service	3.6311	.61907	219
Marketing	3.6758	.61920	219
Process	3.7196	.64490	219
Business Reporting	3.7068	.60252	219

Table 8 demonstrates the result of the descriptive statistics analysis e.g. Mean and Standard Deviation. The mean values varied from 3.54 to 3.71, and standard deviation value was 0.602-0.644.

**Table 9: ANOVA**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	41.792	4	10.448	59.398	<.001 <sup>b</sup>
	Residual	37.643	214	.176		
	Total	79.435	218			

a. Dependent Variable: Company Performance

b. Predictors: (Constant), Business Reporting, Customer Service, Marketing, Process

Table 9 The ANOVA test for multiple regression of this study is as shown below. According to degree of freedom (df), that of the regression model was df 4 (predictors-1) and residual 214 (sample size-predictors), the F values 59.398 whereas p value, it was <0.001 which is less than 0.05 indicating that the regression model is significant.

**Table 10: Coefficients and Collinearity Result**

Model	Coefficients <sup>a</sup>												
	Unstandardized Coefficients		Standardized Coefficients		95.0% Confidence Interval for B				Correlations			Collinearity Statistics	
	B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF	
1	(Constant)	.827	.190		4.346	<.001	.452	1.203					
	Customer Service	.521	.076	.534	6.894	<.001	.372	.669	.696	.426	.324	.369	
	Marketing	-.070	.082	-.072	-.856	.393	-.233	.092	.556	-.058	-.040	.311	
	Process	.278	.079	.297	3.507	<.001	.122	.434	.630	.233	.165	.309	
	Business Reporting	.013	.090	.013	.149	.881	-.163	.190	.569	.010	.007	.277	

a. Dependent Variable: Company Performance

Variance inflation factor (VIF) is a diagnostic statistic used to (diagnose) measure the extent of multicollinearity among regressor variables in a regression equation. Table 10, portraying the Coefficients and Collinearity Results of the independent variables, shows that the range of VIF values of the independent variables is between 2.7 and 3.6. According to Shrestha (2020), the values of VIF, which are within the range of 1-5, point out that the level of influence among the independent variables is quite balanced, and therefore, there is no serious multicollinearity problem in the given case.

### Beta Coefficient

H1: Customer service has a positive significant relationship with company performance. The findings reflect a positive relationship that is statistically significant between customer service and company performance where the value of beta coefficient was 0.534 with t-value of 6.894 and a p value of less than 0.001. This gives strong evidence to the hypothesis. As per the findings, it is implied that enhancing customer service will promote the performance of IT MNCs within the Penang context through the utilization of CRM platforms. This result supports the study by Nejatian and Sentosa (2021) who noted that good customer service does not only lead to customer satisfaction and loyalty but also leads to efficiency in organizations and long run competitive edge as well.

H2: Marketing has no significant relationship with company performance

As opposed to the postulated positive influence, the correlation of marketing and the performance of companies was not statistically significant. Due to the beta co-efficient found to be negative (-0.072), and a t-value of negative 0.856 and a p-value of 0.393, it can be implied that the marketing efforts in this context are not enough to bring about measurable changes in firm outcomes. The finding is consistent with Quaxar (2023), who opined that marketing operations should be closely intertwined with CRM-enabled operations to realize significant performance gains, since solitary campaigns do not bear much lasting results.

H3: Process has a positive significant relationship with company performance

According to the analysis, there exists a substantial positive relationship between the efficiency of the processes and that of the company. Its beta coefficient is 0.297 and t-value equals to 3.507 and p-value < 0.001, making the results highly supportive of the hypothesis. These results mean that simplified and technology-driven CRM activities are highly significant in improving organizational performance. This can be corroborated by Abu Sayed (2005), which pointed out not only is the adoption of IT-enabled CRM useful in enhancing the workflow efficiency but also it helps improve many aspects of positive businesses outcomes such as sales performance and customer satisfaction.

H4: Business reporting has no significant relationship with company performance

In the study, business reporting does not have a significant impact on the performance of a company regarding a beta coefficient of 0.013, t-value of 0.149 and p-value of 0.881. This implies that though the CRM-generated reports make the workflow of managers quite easy and grant them access to very useful information, it does not automatically reflect in the performance gains that can be measured. Such findings are internally corroborated by Ribbles (2023) who identified that business reporting is more beneficial since it leads to the convenience of decision-making with minimum standalone effectiveness unless enacted with strategic execution.

### **Discussion on the Research Findings**

The main goal of this study was to establish that customer service, marketing, processes and business reporting in IT multinational corporations (MNCs) in Penang, Malaysia plays a significant role in determining how the companies perform in these businesses with an emphasis on the adoption of the CRM tools. The research was based on the Two-Factor Theory by Herzberg that utilized a quantitative descriptive-correlational research design using the responses of managers and executives on an administered survey of 30 IT MNCs. The tests included regression analysis, correlation, reliability tests and factor analysis to assess the hypotheses formulated.

The regression model gave an R squared equal to 0.52 meaning that overall, the independent variables shared 52 percent of the variation in company performance. Although this indicates a somewhat moderate explanatory power, it also implies that 50 percent of the performance outcomes are determined by other factors outside the description of the present study, a fact also reported by Soltani (2018), regarding the contribution of other contextual variables, including the behavior of employees and the type of CRM platform being used.

**Objective 1: Relationship between CRM tool in Customer Service and Company Performance**  
The result of the analysis affirmed that there was positive correlation between customer service and company performance with Cronbach search of 0.821 and Pearson correlation of 0.696. Hypothesis testing resulted in a beta coefficient of 0.534 whose p-value was less than 0.001 and thus indicated its significance. These observations are consistent with already available literature that focus on customer satisfaction as a force in the growth of loyalty, word of mouth reviews, and sales. Customer service is the top priority in the IT industry in Penang because the better the brand image and competitive edge. Going beyond what customers expect instead of only satisfying them by meeting their expectations seems to be a central factor in long-term performance.

**Objective 2: Relationship between CRM tool in Marketing and Company Performance**  
Although the internal reliability (Cronbach Alpha = 0.827), and correlation coefficient ( $r = 0.556$ ) were both acceptable, marketing failed utterly to be a statistically significant predictor of company performance ( $p = 0.393$ ). This implies that in the Penang setting of IT MNCs, conventional functions of marketing need not be translated into quantifiable performance enhancement. The factors specific to the industry, including the extremely technical character of IT goods and the dependence on business-to-business interaction, could restrict the capability of the general marketing activities. In addition to this, the measurement framework might not have penetrated fully into digital marketing, or public relations strategies, and thus limit the scope of the findings. What research in the future needs to do is have a wider scope regarding the aspect of marketing strategy to determine how they contribute towards organizational achievements.

**Objective 3: Relationship between CRM tool in Process and Company Performance**  
The influence of processes was also of significance and was positive with Cronbach Alpha 0.815, correlation 0.630, and beta 0.297( $p < 0.001$ ). The results indicate the significance of effective CRM-enabled processes in getting better results in customer contact, streamlined operation, and response. Good process management will also aid proper capture and examination of data hence aiding evidence-based decision making. In the IT sector of Penang, optimization of processes issues has seen

companies that have adopted them not only in a bid to enhance efficiency in their operations but also in laying an environment that is characterized with continuous improvement that has ultimately become a big contributor to customer satisfaction and long-term development.

Objective 4: Relationship between CRM tool in Business Reporting and Company Performance  
Business reporting was not associated strongly with firm performance ( $\beta = 0.013$ ,  $p = 0.881$ ), which, although reliable (Cronbach Alpha = 0.812;  $r = 0.569$ ), indicated that the question was not useful in studying the problem. The insignificant impact can be considered due to the operating environment of Penang IT MNCs in which the competitive factors and the product-oriented approach could have supplanted the direct impact of reporting practices. Besides, the metrics system might not have covered crucial areas of reporting, including advanced analytics or financial forecasting, completely. It is a limitation showing the necessity to conduct additional research where a broader range of reporting metrics will be involved to have a better understanding of their contribution to performance outcomes.

### **Summary of Findings**

Overall, the research establishes that customer service and processes are key areas in improving the workings of a company in the IT MNC industry in Penang. Marketing and business reporting, on the other hand, had little ability to predict, showing possible industry-specific differences and inability to measure fully. Therefore, their findings combined would provide empirical supporting evidence to CRM literature and also imply some practical implications to be adopted by IT organizations to enhance its performance by investing it at the discretion of performance-increasing CRM practices.

### **Recommendations**

Identified in the findings is the area of customer service as the major CRM aspect that affects the company performance in IT MNCs in Penang. With CRM platforms, customers can easily give feedback on convenient platforms through which organizations are able to assess satisfaction and areas that need to be improved. Companies must carry out regular reviews of customer feedback and make changes to maintain this competitive advantage. This is also a proper practice that aids in monitoring employees' involvement in quality delivery of service.

Marketing did not indicate any significant correlation between company performance. Although the measurement was reliable, the value of beta was negative and the p-value was greater than 0.05, which resulted in rejection of hypothesis. This could be relating to the locality specific characteristics of the Penang IT sector with the motivation to adopt CRM to be more technical like scalability, and integration of security into the marketing efforts. Marketing could be used to inform customer engagement plans, but marketing is not a direct determinant of the CRM-driven performance outputs.

Integration of processes with CRM tools occurred as one of the major success drivers. Simplified operations are efficient, minimize the process of doing the same work again and interdepartmental cooperation, hence customer satisfaction and brand image. The impeccable utilization of CRM information to make decisions also leads to superior operation and sustainable growth.

Business reporting demonstrated high reliability, but it was not an essential contributive factor to performance. However, proper CRM reports may offer an informative picture concerning customer behavior, the sales pattern, and performance indicators. Experience with reporting capabilities should also give business organizations the ability to track the KPIs like ROI and customer acquisition costs in future to make the allocation of resources informed and do not worry about the direct statistical impact of the finding in this study as low.

### **Contribution**

#### **To Academia**

The study contributes to literature regarding the significance of CRM in the performance of organization with respect to Penang IT MNC. It analyzes customer service, marketing, process and reporting, that are concept-specific in nature and proves theoretical conceptions like resource-based view and CRM theory. The results also benefit the establishment of best practices based on the situations in the IT sectors.

#### **To Industry**

To practitioners, the study provides evidence-based guidance on priorities of CRM dimensions. Focus should be made where customer service and process integration is measurable with the marketing and reporting areas being improved in the long term to align with the rest. Such insights,

once embraced, can help IT MNCs to enhance efficiency, improve customer loyalty and profitability as well as achieving a sustainable competitive advantage in the market.

### **Limitations of Research**

In this study, emphasis is made on how CRM practices can influence the performance of IT MNCs in Penang, Malaysia. Although it has excellent insights, it has several limitations that limit its generalizability. Within the context of customer service, the survey instrument will not be able to exhaustively cover the qualitative nature of customer satisfaction levels or the success of certain CRM features in the process of addressing the complex problem. Moreover, the information provided by employees, mostly IT departments, and based on employee perception, is likely to exclude good contributions to sales and technical specifications division.

Attribution is an issue in terms of marketing, since external reasons and other simultaneous marketing measures might affect business and customer retention, so it is hard to trace the direct effect of CRM. Also, the insights into CRM in marketing rely closely on interlinking into other programs and contact points of the customer, an area which the study has not detailed clearly.

When it comes to the processes, deployment of CRM is successful when there is an organizational buy-in within departments. This study does not explain the levels of resistance to change, siloed practices, or degrees of system customization across MNCs which can be very instrumental in determining the level of efficiency and effectiveness of CRM.

In business reporting, the choice of performance measures used was not a complete representation of the potential of CRM since no measures like customer lifetime value or customer acquisition costs had been included. Furthermore, cross-sectional design excludes possible monitoring of long-term CRM, and it might as well estimate its effects more precisely. With these shortages in mind, the present research points to the importance of more expansive methods in future studies, including more qualitative perspectives, longer periods of time, and more extensive scrutiny of organizational environments.

### **Future Research Directions**

There are a few routes into taking this research further. The longitudinal approach would allow the measurement of the long-term impact of CRM on the performance of the companies, thus assisting in determining the sustainability of the gains and unforeseen outcomes.

Comparative cross-industry or cross-regional studies had the potential to increase the generalizability of the study results suggesting context-specific differences in the CRM adoption and success. Moreover, selecting CRM elements, like customer data management, marketing automation, or sales force automation would also aid the determination of aspects the greatest impact on the organization.

Another prospective area is the integration of CRM and the newest technologies such as artificial intelligence and machine learning. The next step of research can be discussing the role of predictive analytics and automation in increasing decision-making and customer engagement capabilities of CRM.

Exploring the effect of CRM on employee engagement and their satisfaction would be of value too since the systems of CRMs can tend to change operating flows and expectations and may be harmful to productivity and retention rates. Lastly, since serious intelligent CRM systems require numerous personal data, a study on the ethical aspects of CRM such as privacy and data protection as well as consent has gained a lot of seriousness.

These are some of the future directions that have potential to strengthen the academic knowledge about CRM and provide practical implications to the firms who want to align technologies with desirable sustainable performance results.

### **Conclusion**

This study indicates how important CRM is to the development of company performance among the IT MNCs in Penang. Based on a quantitative approach, the results indicate that customer service and process management play a significant and positive role in organizational performance, which qualifies its penetrating effect on revenue generation, customer retention, and operational efficiency among others. In turn, marketing and business reporting had smaller levels of statistical significance in this aspect, which means that they might not be sufficiently effective due to external factors in the industry, internal corporate planning, or the robustness of CRM system implementation.

The research proves to be valuable in academia as well as in industry by situating the purpose of CRM in a fast-changing IT industry, which complements the benefits of CRM but also identifies the intricacies and loan of its effects. In managerial terms, the results speak volumes to the emphasis that should be given to service excellence and smooth operations as part of CRM plans as well as the specific need to exercise caution in overanalyzing the impact of marketing and reporting aspect without further customization and integration.

### Acknowledgement

This research was partially funded by Zarqa University

### References

- [1] Al-Adwan, A. S., Yaseen, H., Alkhwaldi, A. F., Jafar, R. M. S., Fauzi, M. A., & Abdullah, A. (2025). Treasure Hunting for Brands: Metaverse Marketing Gamification Effects on Purchase Intention, WOM, and Loyalty. *Journal of Global Marketing*, 38(4), 392–416.
- [2] Asare, C. (no date) Customer engagement in social media and purchase intentions in the hotel industry: An analysis of the effects of customer satisfaction and engagement on social media on repurchase intention in the hospitality industry. Available at: [https://www.researchgate.net/publication/334267882\\_Customer\\_Engagement\\_in\\_Social\\_Media\\_and\\_Purchase\\_Intentions\\_in\\_the\\_Hotel\\_Industry](https://www.researchgate.net/publication/334267882_Customer_Engagement_in_Social_Media_and_Purchase_Intentions_in_the_Hotel_Industry) (Accessed: 7 April 2024).
- [3] Circle, V. (2024) Employee performance survey with 53 sample questions in 2024. Vantage Circle HR Blog. Available at: <https://www.vantagecircle.com/en/blog/employee-performance-survey/> (Accessed: 12 September 2024).
- [4] Elmobayed, M. G., Al-Hattami, H. M., Al-Hakimi, M. A., Mraish, W. S., & Al-Adwan, A. S. (2024). Effect of marketing literacy on the success of entrepreneurial projects. *Arab Gulf Journal of Scientific Research*, 42(4), 1590-1608.
- [5] Ernst, H. (no date) Customer relationship management and company performance—the mediating role of new product performance. Available at: [https://www.researchgate.net/publication/225943709\\_Customer\\_relationship\\_management\\_and\\_company\\_performance-the\\_mediating\\_role\\_of\\_new\\_product\\_performance](https://www.researchgate.net/publication/225943709_Customer_relationship_management_and_company_performance-the_mediating_role_of_new_product_performance) (Accessed: 21 April 2024).
- [6] Glassdoor (no date) Browse companies. Available at: [https://www.glassdoor.com/Explore/browse-companies\\_IS5664.htm](https://www.glassdoor.com/Explore/browse-companies_IS5664.htm) (Accessed: 20 April 2024).
- [7] Hillebrand, B., Nijholt, J.J. and Nijssen, E.J. (2011) 'Exploring CRM effectiveness: An institutional theory perspective', *Journal of the Academy of Marketing Science*. Available at: <https://link.springer.com/article/10.1007/s11747-011-0248-3> (Accessed: 1 May 2024).
- [8] Houston, K. (2024) 47 excellent customer service survey questions. The Jotform Blog. Available at: <https://www.jotform.com/blog/customer-service-survey-questions/> (Accessed: 12 September 2024).
- [9] Ilham, S. (no date) The influence of customer knowledge on CRM performance of Malaysian ICT companies: A structural equation modeling approach. Available at: [https://www.researchgate.net/publication/228848751\\_The\\_Influence\\_of\\_Customer\\_Knowledge\\_on\\_CRM\\_Performance\\_of\\_Malaysian ICT\\_Companies\\_A\\_Structural\\_Equation\\_Modeling\\_Approach](https://www.researchgate.net/publication/228848751_The_Influence_of_Customer_Knowledge_on_CRM_Performance_of_Malaysian ICT_Companies_A_Structural_Equation_Modeling_Approach) (Accessed: 29 April 2024).
- [10] Kibuacha, F. (2022) How to determine sample size for a research study. GeoPoll. Available at: <https://www.geopoll.com/blog/sample-size-research/> (Accessed: 1 April 2024).
- [11] Mohammad, A. A. S., Mohammad, S. I. S., Al Oraini, B., Vasudevan, A., & Alshurideh, M. T. (2025a). Data security in digital accounting: A logistic regression analysis of risk factors. *International Journal of Innovative Research and Scientific Studies*, 8(1), 2699-2709.
- [12] Mohammad, A. A. S., Mohammad, S. I. S., Al-Daoud, K. I., Vasudevan, A., & Hunitie, M. F. A. (2025b). Digital ledger technology: A factor analysis of financial data management practices in the age of blockchain in Jordan. *International Journal of Innovative Research and Scientific Studies*, 8(2), 2567-2577.
- [13] Mohammad, A. A., Mohammad, S. I., Al-Oraini, B., Vasudevan, A., Hunitie, M. F. A., & Ismael, B. (2025d). The impact of agricultural credit on farm productivity, employment, and rural development: Empirical evidence from Jordan's agricultural sector. *Pakistan Journal of Agricultural Research*, 38(3), 20-31.
- [14] Mohammad, A. A., Panda, S. K., Mohammad, S. I., Raja, N., Panda, N., Vasudevan, A., ... & Hunitie, M. F. A. (2025c). Indigenous agricultural practices of the Paddari Tribe in Jammu and Kashmir: Insights for sustainable mountain farming. *Pakistan Journal of Agricultural Research*, 38(3), 01-09.
- [15] Quaxar (2023) The numbers speak: How CRM platforms improve sales, customer retention, and cost savings. LinkedIn. Available at: <https://www.linkedin.com/pulse/numbers-speak-how-crm-platforms-improve-sales-customer-retention> (Accessed: 23 April 2024).
- [16] Quickbase (no date) 10 process improvement questions business leaders should ask. Quickbase Blog. Available at: <https://www.quickbase.com/blog/10-process-improvement-questions-business-leaders-should-ask> (Accessed: 12 September 2024).
- [17] Rafiki, A., Hidayat, S.E. and Razzaq, D.A.A. (2019) 'CRM and organizational performance: A survey on telecommunication companies in Kuwait', *International Journal of Organizational Analysis*. Emerald

Insight. Available at: <https://www.emerald.com/insight/content/doi/10.1108/IJOA-11-2017-1276/full/html?skipTracking=true> (Accessed: 1 May 2024).

[18] Rahman, M. and Hossain, S. (no date) Impact of customer relationship management (CRM) on organizational performance: A study from the perspective of Bangladesh. Available at: [https://www.researchgate.net/publication/362699214\\_Impact\\_of\\_Customer\\_Relationship\\_Management\\_CRM\\_on\\_Organizational\\_Performance\\_A\\_Study\\_from\\_the\\_Perspective\\_of\\_Bangladesh](https://www.researchgate.net/publication/362699214_Impact_of_Customer_Relationship_Management_CRM_on_Organizational_Performance_A_Study_from_the_Perspective_of_Bangladesh) (Accessed: 1 May 2024).

[19] Ribble, J. (2023) 5 essential CRM reports (plus 6 more you probably need). Insightly Blog. Available at: <https://www.insightly.com/blog/crm-reports/#:~:text=CRM%20reports%20let%20customer%2Dfacing,their%20organizations%20to%20better%20decisions> (Accessed: 26 April 2024).

[20] Sison, S. (2023) Building brand loyalty through customer experience: How marketing agencies can drive business success. LinkedIn. Available at: <https://www.linkedin.com/pulse/building-brand-loyalty-through-customer-experience-how-susan-sison-mxauc/> (Accessed: 13 April 2024).

[21] Staff, C. (no date) What is sample size?. Coursera. Available at: <https://www.coursera.org/articles/what-is-sample-size> (Accessed: 2 April 2024).

[22] Taber, K.S. (2017) 'The use of Cronbach's alpha when developing and reporting research instruments in science education', *Research in Science Education*, 48(6), pp. 1273–1296. Available at: <https://link.springer.com/article/10.1007/s11165-016-9602-2> (Accessed: 12 September 2024).

[23] Turney, S. (2024) Pearson correlation coefficient (R): Guide & examples. Scribbr. Available at: <https://www.scribbr.com/statistics/pearson-correlation-coefficient/> (Accessed: 12 September 2024).

[24] Zendesk (2024) What is CRM process? 5 steps + main components. Available at: <https://www.zendesk.com/blog/crm-process/> (Accessed: 29 April 2024).

[25] Zeynab, S. et al. (2018) 'The impact of customer relationship management on organization performance', *The Journal of High Technology Management Research*. Available at: <https://www.sciencedirect.com/science/article/abs/pii/S1047831018300282> (Accessed: 12 September 2024).