

**THE EFFECT OF CUSTOMER RELATIONSHIP MANAGEMENT  
STRATEGY ON HOTEL PERFORMANCE IN NIGERIA**

**BY**

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**MAY, 2017**

**DECLARATION**

This is to solemnly declare that this project was written entirely by me and all references made to other sources have been duly acknowledged.

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### **CERTIFICATION**

This is to certify that this project has met the requirements of the School of Postgraduate Studies, Nasarawa State University Keffi, for the award of Postgraduate Diploma in Management (PGDM) and is therefore approved for its positive contribution to knowledge and literary.

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## **DEDICATION**

I dedicated this project to almighty God.

## **ACKNOWLEDGEMENTS**

My eternal gratitude goes to Almighty God who brought me to this academic level y  
His grace and eminent faithfulness.

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## ABSTRACT

*Customer Relationship Management is the strategic approach of identifying a firm's key customers that can be profitably served and develop a relationship that is positive with them in order to achieve the benefits of organizational performance. The research design adopted for this study is the descriptive research design using case study. Therefore, some hotels were selected for the field work which includes Sawalino, Lorem and New Keffi Hotels respectively. The sample size of 340 was extracted from the population of 650 with the help of Yaro Yamane's formula and questionnaires were administered to the sample population. chi-square statistical was used to test the two proposed hypotheses and alternative hypotheses were accepted and the study conclude that there is a significant relationship between promotional mix of hotels products and services in Keffi and sales performances and that there is a significant relationship between the hotels sales performance and the present challenges confronting the hotels in Keffi. The study therefore recommends among others that the hoteliers in the study area should embark in vigorous promotional activities in order to promote their services with increase sales performance.*

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## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background to the Study

The extent to which an organization is successful in today's competitive business environment is greatly determined by the capability to proficiently and positively manage its relationships with both internal and external customers (Berry, 1995; Brandy, 2001). However, as established by many literatures, achievement in the creation and management of these relationships is a function of customer relationship management (CRM) implementations within such firm (Abdullateef et al, 2012).

According to Bohling et al. (2006), successful implementation of CRM by firms depend on their strategic fit on CRM, marketing strategy and other programs as well as coordination and cooperation among those that are tasked with the responsibility of the implementation. More importantly, CRM implementation can be fruitful if there is effective cross-functional incorporation of people, operation, process and marketing expertise that is activated by the means of technology, application and information (Abdullateef et al., 2009; Payne & Frow, 2005, Richard et al., 2007). Therefore, it is worth emphasizing the enormous role that employees can play in the achievement of organizational goals and objectives most especially in the firms that choose to adopt CRM initiatives as part of its operational and management activities, for example call centers.

CRM has been referred to by many researchers in different ways since the beginning of its popularity in the 1990's. Chen and Popovich (2003) defined CRM as "a cross-functional, customer-driven and technology-integrated business process management strategy that maximizes relationships". Another author define it as the mixture of

information systems and strategy with the objective of concentrating firm's efforts on improving the ways customers are being served (McKenzie, 2001). According to Kumar and Reinartz (2006), CRM is viewed as the strategic approach of identifying a firm's key customers that can be profitably served and develop a relationship that is positive with them in order to achieve the benefits of organizational performance. Although there are diverse opinions about the operational definition of CRM, this study shall define CRM as the strategic process employed by an organization to create, maintain and sustain long term customer relationship through the incorporation of people, process and technology toward the development of data base and customer centric management practice that would enhance customers satisfaction and subsequently result to organizational performance and profitability (Abdullateef et al., 2011).

Hospitality industry is one of the faster growing industries around the world. It comprises of various sectors which include accommodations, restaurant and resorts. It is also a major employer of labour in many countries. The visible and vibrant industry in the hospitality sector is the hotel industry which the study centres on. A hotel is an establishment that provides paid lodging and leisure on a short or long time basis. The main priority of hotel management or owners is to provides the highest possible hospitality to its customers to help them have a fun vacation or business trip and ensure they remember their stay in a positive way, this will create loyal Clint who will come back and also recommended the property to others. Statistics shows that the industry is growing at an astronomical rate but threaten by the level of intense competition in recent time to the point that it portrays problems not only to the new entrant into the industry but also to those who have been in the business for many years.

Many hotels are struggling to keep up with the level of competition within the industry in Keffi, but only a few are able to sustain the pressure and make profit. This has raised a fundamental question such as what does the future hold for some hotels in Keffi who are struggling, how can they make a sustainable profit in the industry. In this regard the successful initiation, implementation and maintenance of customers' relationship management programmes will be of great importance to the hotel adopting it, as such can reap the benefit of increasing sale through effective customization of product and service to enhanced customer satisfaction retention and loyalty.

Hogan (2008) in his article posits that in order to solve customer's problem, the hotel management needs to start solving its own problems. He outlines the following as ways of solving management problem, staff selection which is a vital issue in the hospitality industry. It is only when the right caliber of staff are employed that they can be able to work for customers satisfaction, retention and loyalty. Putting in place the right adequate approach in recruiting, interviewing, selecting and training of staff so as processes and programmes of customers' relationship management can be effectively initiated, implemented and maintained. The right approaches in selection of staff will enable the employment of problem solvers who will be able to solve guest problems to enhance retention, getting it right start from the selection process, a thorough check on the applicant will determine whether he has the ability for the position being offer, consistent communications to keep people well inform, the leaders to show a good example.

Many strategies are adopted by hotels to persuade the need and demand of customers in other to deliver satisfaction and value, thereby improving customer relationship and

gaining their confidence and loyalty. Understanding how the variable customer relationship management influences performance of hotels in Keffi is of performance in the achievement of organization goals.

## **1.2 Statement of the Problem**

With the increasing competition that hotels industry are facing today reward is only accrue to those who can read precisely what customers want, continually improving on process and delivering the greatest value for its customer. In the current competitive business environment, effective customer relationship management is counted as an important business strategy which entails programmes relating to customer acquisition, satisfaction, retention and loyalty, thus performance of hotels in Keffi largely depends on how effective their customers relationship management strategy are.

Despite the adoption of CRM strategy by most hotels in Keffi there is still much complains by customers of poor service delivery that leads to their needs not being satisfied. Some of this complains are hotels not keeping their promises, poor customers service, continuous change of customers service agent, rude staff, customers being ignore, low quality of product and services keeping quest problem unresolved, cost system not properly stated, poor guest information data, poor security system. Previous studies have been made on how important customer relationship management is to the performance of hotel industry in others cities based on its dimension, capabilities, processes, strategy and technology. However they have failed to address sufficiently the importance and effect on the method of its initiation, implementation and maintenance on hotel performance. The study seeks to study to

investigate the relationship between customer relationship management strategy initiation, implementation and maintenance on hotel performance in Keffi.

### **1.3 Research Questions**

Customer relationship management is important in all service organization especially the hotel industry that customer are becoming sophisticated client who demand quality in every aspect of service delivery. Thus the question then is:

1. To what extent do customer relationship management strategy initiation, influence performance of hotels in Keffi?
2. What effect does customer relationship management strategy implementation have on customer satisfaction, retention and loyalty?
3. What are the appropriate measures to be taken to enhance customer relationship management strategy maintenance?

### **1.4 Objectives of the Study**

The main objective of the study is to explore the effect of customer relationship management initiation, implementation and maintenance on performance of hotel industry in Keffi. The specific objectives are:

1. To investigate the relationship between customer relationship management strategy initiation on hotel performance in Keffi.
2. To access the effect of customer relationship management strategy implementation on customer satisfaction retention and loyalty.
3. To recommend the appropriate measures to be taken to enhanced customer relationship management strategy maintenance.

## **1.5 Statement of the Hypotheses**

In line with the research question and objectives, the statement of hypothesis is stated thus:

**H<sub>01</sub>:** there is no relationship between customer relationship management strategy initiation, on hotel performance.

**H<sub>02</sub>:** there is no relationship between customer relationship management strategy implementation on customer satisfaction, retention and loyalty.

**H<sub>03</sub>:** there is no relationship between customer relationship management strategy maintenance measures on hotel performance in Keffi.

## **1.6 Significance of the Study**

The significance of study is aimed at the benefit that hotel management will achieve from the rightful initiation, implementation and maintenance of customer relationship management strategy and techniques that will lead to an enhanced hotel performance through customer satisfaction retention and loyalty. The study can also be of great importance to future investors and consultant in hotel business in furthering, their knowledge of Customer Relationship Management effect on hotel performance. The study also seeks to relate social exchange theory, commitment trust theory and relational exchange theory and how relevant and necessary it is in hotel industry.

## **1.7 Scope of the Study**

Customer Relationship Management is seen as strategy in which service organization adapts in order to acquire, satisfy and retain customers that would lead to organizational loyalty. The scope of the study in relation to the topic is very wide; as a result, the study will be restricted to selected hotels in Keffi. The period of study is five years from 2013 to 2017 which is long enough for the researcher to come up with comparative findings.

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## CHAPTER TWO

### LITERATURE REVIEW

#### 2.1 Conceptual Framework

##### 2.1.1 Concept of Customer Relationship Management (CRM)

CRM implementation success in any organization is far more than being focused on customer orientation only (Ata & Toker, 2012). The level of CRM success is greatly determined by the way the organization's structure, operations and processes are organized (Abdullateef et al., 2010; Sin et al., 2005; Yueh et al., 2010). Therefore, a second CRM dimension that could serve the purpose of effecting the basic structural changes on how organizations coordinate and control their business activities is known as CRM Organization (Sin et al., 2005; Yim et al., 2005).

CRM Organization is a component of CRM which many researchers have argued to enhance employee job satisfaction and organizational performance (Yueh et al., 2010), this is because necessary organizational infrastructure and managerial supports which are the basic requirements are provided at this level. Organizational structure, extensive resources commitment and effective management of human resources are vital components of the CRM organization which must be positively integrated to facilitate the accomplishment of organizational goal of competitive advantage (Akrouch et al., 2011; Jayachandran et al., 2005; Sin et al., 2005). Hence, a robust inter-functional harmonization of these structural elements across every departments of the firm will ensure and facilitate an increase in employee job satisfaction and a reduction in qualitative overstretch and intention to quit (Katsperger & Kunz, 2005; McNally, 2007).

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Yueh et al. (2010) and Sin et al. (2005) emphasized that company's internal marketing processes, such as standard reward systems, effective internal communications, employee empowerment, and employee involvement as the convenient ways of realizing CRM organizations on employee performance and job satisfaction.

Existing literatures have established that organization knowledge management capabilities are among the determinants of the successful CRM implementation (Zablah et al., 2004). This brought about the introduction of knowledge management as another dimension of CRM that is essential for organizations to attain and maintain competitive advantage (Claver-Cortés et al., 2007; Pathirage et al., 2007; Salmador & Bueno, 2007). With the notion that firm's CRM strategy is directed toward the achievement of long term relationship with the customers in order to acquire customer loyalty as well as accelerate organizational profitability (Sigala, 2005), the building of solid relationships with customers, and improving customers' satisfaction and performance is embedded in knowledge management (Pathirage et al., 2007).

Considering the fact that high levels of customers satisfaction can only be achieved by an organization when their employees are satisfied (Snipes et al., 2005). Therefore, employee's ability in term of knowledge and skills are paramount to creation of value and vital in strengthening relationships (Namasivayam, 2005). To this effect, researches have confirmed that organizations can secure a long lasting relationship when their employees exhibit an in-depth knowledge of customer's preferences (Guchait, Namasivayam & Lei, 2011).

Today, CRM was becoming popular rapidly and organizations were investing in the implementation of CRM system. In 2006 worth 3.6 billion dollar licensed global

CRM software were purchased and it was increasing by 10.5 percent per year according to this 6.6 billion dollar in 2012 (Haenlein & Kaplan, 2009). According to study from 2000 to 2005 organizations invest 220 billion dollar in CRM (Payne, 2006). Organizational more concerned about their customers and it increased the importance of customer relationship management.

Customer relationship management Capabilities were collection of different activities such as identification, acquisition and retention of customers through customer interaction management capability. Up-selling and cross selling were activities to customer relationship upgrading capability. The other activities of re attracting and remake the relationship with disagree or lost customer to get them back to the organization also important for customer win-back capability (Yonggui & Feng, 2012).

Technology revolution, particularly World Wide Web was the biggest opportunity for the organizations to directly interact with their customers, customized their needs and provide solutions to build, nurture and retain a strong long term relationship with them which was not possible offline. Through web based interaction firms offer high quality services (Winer, 2001).

Customer relationship management was the chain process to identify, create knowledge, build relationship and shape customer perceptions of the firm and its products solution The Sales Educators (2006). “A comprehensive strategy and process of acquiring, retaining, and partnering with selective customers to create superior value for the company and the customer” was one strategic definition of Customer relationship management offered by Parvatiyar and Sheth (2001)

Customer interaction management, customer relationship upgrading and customer win back capability were the components of customer relationship management capability (Sofi, Bhat, & Rather, 2013). Customer relationship management Capability was consists of four phases. Customer interaction management, customer relationship upgrading and customer win back capability were the components of customer relationship management capability (Sofi et al., 2013). Organizations possess the capabilities of customer interaction management and customer relation upgrading capabilities usually had the superior financial performance (Krasnikov & Jayachandran, 2008).

Customer relationship management was increase by the core capability of customer interaction management capability. If the interaction was closed, organized, sequential verbal and nonverbal strong communication then the customer interaction was in the user friendly environment which was cause to increase the customer relationship management (Parvatiyar & Sheth, 1994). Customer interaction management capability was enhanced through verbal or nonverbal communication with customers through different channels. This was the pre phase to establish relationship with their customers (Andersen, 2001). Without interaction it was not possible to establish the relation with customer. When the long term and normal communication start with customer, then this communication was change the behavior of customers as well as makes their trust on organization.

However, with the description of knowledge management as the term that promotes an integrated approach to the development, collection, storage, organization, dissemination and application of all organization's information and intellectual assets to optimize performance and reduce cost (Maier & Mosley, 2003). Claver-Cortes et

al. (2007) established that, when firms implement a flexible management style and strengthened communication and teamwork among employees which enhance better interaction, an environment of knowledge that will attenuate qualitative overstretch and improve their satisfaction and performance is created. In addition, Egan, Yang and Bartlett (2004) established the knowledge management has the tendency to reduce qualitative overstretch, improve employees' job satisfaction and decrease intention to quit. They finally conclude that knowledge management can result to employees' job satisfaction and also mitigate qualitative overstretch and intention to quit. To support this are studies from Eylon and Bamberger (2000), Fraser, Kick and Kim (2002), and Watkins and Marsick (2003).

CRM is argued to be the highest technological contributions to organizations in the last few decades (Chao et al., 2007). Many organizations have resolved to the adoption of cutting edge technology to enhance the effectiveness of their operational processes in order to claim competitive advantage, and this accounted for their yearning for efficient CRM strategy to fulfill the needs and expectations of the current and potential customers (Batenburg & Versendaal, 2007).

Awasthi and Sangle (2012) submitted that to gain the strategic and economic benefits, an effective and well organized combination of front-end, back-end and data handling technologies is needed together with enhancement of organizational competencies. However, despite this, the fact still remain that CRM technologies in many organizations added no value to their performance bringing about the issues that led to the failure (Dimitriadis & Stevens, 2008).

The importance of employees in any organization's achievement of business objectives and performance has been critically emphasized in extant literatures, most

especially in the successful implementation of CRM to attain and sustain firm's competitive advantage in the context of call centers (Abdullateef et al., 2013; Akroush et al., 2011; Dean, 2007). In support of this is the evidence from Zahedi, Cheshmberah & Tofighi (2011) who argued that CRM involve the synchronization of activities toward increasing both internal and external customers' satisfaction by building strong and better relationship among customers through the adoption of various techniques. This brought up an argument that proposed to the management of firms' the necessity to realize the appropriate methods that could assist in redirecting the employees' behavior toward performance improvement in their work (Gonza'le & Garazo, 2006). It was then discovered that CRM has the capability to enhance and ensure a remarkable yield on relationship investments if properly implemented and managed (Yueh et al., 2010).

However, the model proposed in this study conceptualizes the linkages between CRM Dimensions (Customer Orientation, CRM Organization, Knowledge Management, and Technological Based CRM), Employee Job Satisfaction, Qualitative Overstretch and Intention to Quit within call center industry. Findings from ample literatures has identified persistent employees attrition as problem call centers management are still exerting unrelenting efforts to curtail till date (Calisir et al., 2011). More so, extant literatures has established employee job satisfaction as the major causal factor of this phenomenon that has inadvertently contributing negatively to customer satisfaction and loyalty, as well as encumbering the performance of organization and competitive edge (Joseph et al., 2007; Korunka et al., 2008; McKnight et al., 2009). Meanwhile, available evidence in the existing marketing literatures strongly agreed that CRM dimensions as proficient management practice that organizations' can depend upon to achieve their objectives (Yueh et al., 2010; Sin et al., 2005; Yim et al., 2005).

### **2.1.2 Employee Job Satisfaction, Qualitative Overstretch and Intention to Quit**

The consequences of employee job satisfaction on organizations in terms of general performances as make it a very essential factor of concern as revealed by many literatures (Dean, 2007; Florian et al., 2007). However, other constructs such as job tension, role conflict, and role clarity were also strongly considered to have great impact on employee performance and quitting intention (Abdullateef et al., 2011; McNally, 2007).

Employee Job satisfaction was defined mostly by many literatures in accordance to Locke's (1976), who define it as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience". He further explicated that employee job satisfaction is the outcomes of employees' perception of how thriving their job can provide the things that are viewed as important. This is an explanation to Ostroff's (1992) definition which tied employees' job attitude to individual needs (Vi-Anne et al., 2012). Other researchers such as Spector (1997), Rice, Gentile and McFarlin (1991), McNamara (1999), Ilies and Judge (2004) have similar perspectives toward employee job satisfaction. This brought about the conclusion that employee job satisfaction is psychological in nature because it has to do with emotions, feeling and attitude of employees as regards to their job (Vi-Anne et al., 2012). Hence, employee job satisfaction is employees' affective states and thoughts about their job and organization.

Notably, ample of literatures from different field of studies have accentuated that of many factors responsible for intention to quit of employee in an organization, job satisfaction is the most significant (Korunka et al., 2008; McKnight et al., 2009; Rutner et al., 2008), for example Lee (2000) realized that need for achievements and

challenge as the components of job satisfaction significantly influenced turnover intentions among IT professionals. Joseph et al. (2007) in their meta-analyses of 33 studies relating to turnover intentions of IT professionals identified job satisfaction, job performance, role conflict, pay, promotion and perceived job characteristics as the important factors for quitting intentions.

Qualitative overstretch has been recognized as constant issue that does occur to the employees of the organization that aims to achieve competitive advantage (Jamal, 2005). Qualitative overstretch is the condition of work that places high job demand on the employees by organizations more than what their skill, knowledge and ability can withstand (Singh et al., 1994, 1996). In other words, qualitative overstretch characterizes a term that has an exact type of stress faced by the employees and peculiar to the stress that leads to emotional exhaustion and lack of interest to continue with the present work (Isic et al., 1999). In a related development, the stress or pressure receives from individual work would definitely lead to the quit of the job, especially when the employees are emotionally disturbed (Gaines and Jermier, 1983; Behrman and Perreault, 1984; Goolsby, 1992; Sawyerr et al., 2009).

Moreover, Maslach and Jackson (1981) added that qualitative overstretch which one experienced in the place of work could come from being emotional exhaust, demoralization and accomplishment apathy which is common at densely and stressful organization like call centers (Cropanzano et al., 2003). Therefore, the consequences of qualitative overstretch in employees are burnout, dissatisfaction with job, low commitment to work and turnover (Singh et al., 1996). Indeed, the stressful nature of work at call centers shows that it would be easier for their employees to call it quit with their job. Bain and Taylor (1999) identify that the practice of usage of scripts in

call centers together with routine nature of work would definitely lead to the conclusion of leaving the job. Many call centers are found of repetitive work and partly reduced the autonomy of the employees push themselves to losing of their workers (Lanshear et al., 2001; Deery et al., 2002; Belt, 2002). Consequently, it has shown that difficulty that employees went through in their organization like call centers would fast-track the resignation from work.

Many studies have found that the components of qualitative overstretch such as emotional exhaust, stress, and job burnout are strong antecedents to intention to quit, for example Babakus and Yavas (2012), Karatepe, 2010, 2011; Slatten et al., 2011; Brough et al., 2008; Kantsperger and Kunz, 2005; Wright and Hobfoll (2004), Deery et al. (2002), Wright and Cropanzano (1998), and Lee and Ashforth (1996). More so, a positively relationship between burnout and turnover of employees was found by Schaufeli and Bakker (2004), this is evident in Rehman et al. (2011) conclusion that emotional exhaust is extensively positively related to intention to quit of customer service employees in Pakistan. Korunka et al. (2008) in their study to determine the factors affecting intention to quit among Austrian and American IT employees revealed that job satisfaction as well as emotional exhaust is influential factors of intention to quit.

### **2.1.3 Customer Orientation**

Customer orientation is explained as activities focused with regards to determining and understanding the various needs of the potential customers and initiating the firm's reaction to meeting and satisfying those needs and expectations above that of competitors (Pelham, 2009; Pelham & Kravitz, 2008). It also entails interaction with customers to seek information about their needs, thus familiarizing with the customers

required concentrating on those unique needs and problems which would create a customer focused problem solving orientation (Frank & Park, 2006).

Many extant theories such as social exchange theory (Adams, 1965), and motivational theory of charismatic leadership (Shamir, Zakay, Breinin & Popper, 1998) strongly believed that organizations that engages customer oriented style of management (i.e., exhibiting customer satisfying behaviors, attitudes and beliefs) would have their employees emulating those attitudes, behaviors and beliefs and therefore adapting to the organizational goals of achieving competitive advantage. Research has shown that customer orientation brings about high employees' self-determination and autonomy as well as encourages the delivery of quality services in a competitive business environment (Fountain, 2001). To complement this, are many researchers who established that customer orientation influences business activities outcomes derived by the organizations due to the satisfaction and commitment of employees to their job (Cross et al., 2007; Zhu and Nakata, 2007; Donovan et al., 2004). Hence, a strong customer orientation culture brings about organization effectiveness especially where the values of enhanced customer satisfaction which facilitates standards of behavior (e.g frequent customer contact, problems enquiry and exertion to solve the problems) are shared among employees (Hofstede, 1997).

However, according to Babakus and Yavas (2012), customer orientation serves as a shield to the detrimental effects of qualitative overstretch (burnout) on employees job performance and intention to quit. They submitted that employees with high level of customer orientation would be positively inclined about the future job environment thereby making them to subjugate qualitative overstretch (burnout) and having no thought of quitting the organization. Likewise, Donovan et al. (2004) concluded that

employees who are highly customer oriented are more satisfied and committed to their work and they rarely thought of quitting their job, and such employees performance are found to be greater than ones with low customer orientation. Both evidences established that customer orientation boost employee job satisfaction and reduces the negative effects of qualitative overstretch on employees and their intention to quit.

The culture of customer orientation in a firm is considered to be very significant and positively related to call centers' ability in successfully resolving callers' issues in their first call (Abdullateef et al., 2010; Nguyen et al, 2007; Dean, 2007; Eid 2007). Evidence is the emphasis on the existence of a powerful correlation between customer orientation, qualitative overstretch, employee satisfaction and intention to quit, particularly in any service firm where customer service employees remain the first to interact with the customers and considering the time frame employees have to spend with the customers in the call center industry (Teehan and Tucker, 2010; Bhimrao & Janardan., 2008; McNally, 2007; So, 2007; Sarah & Meredith., 2006).

#### **2.1.4 Customer Relationship Management and Business Performance**

Business performance can assess through all the efforts were putting together to achieve the business goals (Akal, 1992). Different dimensions can measure business performances; market growth was the one of them. It was market share of the organization as compared to competitors. And the other dimension was profitability. It was shows organizational financial condition as compared to competitors (Xiaoying et al., 2008). Compared Business performance was a vital issue in this competitive environment. Because in a competitive environment unmeasurable factors cannot be controlled and uncontrolled factors cannot be measured. So, Criteria to measure the

business performance was required to evaluate the business goals (Yildiz & Karakas, 2012). Business performance can measure through qualitative or quantitative criteria (Yildiz, 2010).

Customer relationship management capabilities play an important role in enhancing organizational performance and competition advantage (Barney, 1991). Organizations possess the capabilities of customer interaction management and customer relationship upgrading usually had the superior financial performance (Krasnikov & Jayachandran, 2008). So, customer relationship management capabilities and business performance had the positive relationship with each other. If customer relationship management capabilities enhanced then business performance automatically increased.

Outstanding customer relationship management capabilities lead to customer loyalty and superior competition advantage (Day, 2003). Customer relationship management capabilities capture customer pertaining needs at accurate time (JIT). Successful implementation of customer relationship management was increase the business profit up to 270 percent (Ryals, 2005). It was also increase the stock price (Fornell, Mithad, & Krwashnan, 2006), customer satisfaction and customer loyalty (Anderson, Fornell, & Mazvancheryl, 2004).

### **2.1.5 Concept of Hospitality**

At the heart of hospitality industry lies a simple idea of providing hospitality, that is, providing people with food, drink and place to sleep (Jones in Buhalis and Costa, 2006). According to Medlik (1994), “a hotel is an establishment providing lodging, food and drink for travelers and temporary residents, and usually also meals and

refreshments and sometimes other facilities for others customers”. “Hotels are not only places where one can get good food and comfortable rooms, they are also centres of community life, with facilities for meeting, entertainment, communication, and personal services. Their stock in profession has always hospitability and services and hotels have made designating comfort, pleasing the palate, and creating an atmosphere of home for travelers” (Henkin 2001, p.1).

Hospitality is defined as one of the foremost industries and one of the biggest employers in the world (Kotler et al, 2003). Hotels play a major role in the growth of economies and societies, transport, distribution systems, industries and communication system of a country through offering facilities for recreation and entertainment, business transactions, for corporate meetings and conferences. In many parts, hotels are also essential attractions for guests and foreign currency earners, hotels employ workforce and they are product outlets of other industries (building and modernization are delivered by construction industries equipment, furniture and others are supplied by various manufactures), sources for amenities for local populaces (hotel restaurants, bars, seminar halls, party halls) (Medlik 1994).

#### **2.1.5.1 Types of Hotels**

There are different types of hotels: luxury, resort, commercial, residential. The type of a hotel determines the target group as well as the site of the hotel. In this way, the hotel will be located closer to the quests and areas which make up most of that market. The following grouping, suggested by Medlik (1994) and page (2007), describes the main types of hotels, apportioning them according to various criteria:

1. Location: According to location, hotels can be in cities and towns, countryside hotels, coastal and mount resorts (Medlik, 1994).

2. Actual position: According to hotel's actual position, it can be located centrally, in the suburb or close by the motorway (Medlik, 1994).
3. Transport: According to the location of the hotel in the zone close to transport, it can be a railway hotel, seaport hotel, airport hotel (Medlik, 1994).
4. Seasonality: Depending on the season (High season or low season), there are seasonal hotels which can have high or low demand during some months of the year. Ski resorts in summer or sea resorts in winter can be challenged by the problem of seasonality (Page, 2007).
5. Purpose of Visit: According to the purpose of visit or the reason the hotel guest stay at this particular hotel, it can be business hotel, tourist hotels, holiday inn, convention hotel (Medlik, 1994).
6. Length of Stay: According to the length the guest's stay at a hotel, the hotel can be transit or residential (Medlik, 1994).
7. Rang of facilities and Service: According to the facilities and services a hotel offers, it can be open to residents and non-residents, it can provide overnight accommodation and breakfast and thus be a "hotel garni" or apartment hotel (Medlik, 1994)
8. License for selling Alcohol: The accessibility of the license for selling alcoholic whiskeys in a hotel is an essential aspect in the scope of services provided in a hotel, thus the hotel can be registered and unregistered (Medlik, 1994)
9. Size: According to the room or bed capacity, the hotels can be determined as big with a few hundred of beds, medium-sized with about two hundred beds, and minor with less than a hundred. The notion of the size of the hotels is very relative and rest on the country and he position of the hotel (Medlik, 1994)

10. Scale: Hotels are distinguished according to their scale. One of the hotels rating systems is apportioning them into different scales: financial plan, economy, mid-scale, upscale, upper upscale hotels. And, in most countries, either the scale or the number of stars or both are used as a pointer of the standard of services and quality: for example, five stars and one star hotels provide respectively the luxury services and the most basic

## 2.2 Empirical Reviews

Abdul et al. (2013) investigate the relationship between various CRM dimensions and organization performance towards financial, customer, internal process, learning and growth of three and five star hotels. The responses were collected from 152 managers of Malaysian hotel sector. The result of this study shows that CRM dimensions like customer orientation, CRM organization, knowledge management and technology based CRM have a positive and significant impact on different perspectives of hotel performance. On the other hand, CRM technology failed to show a significant relationship with learning and growth perspective hotel performance in Malaysia.

Amin-Reza et al. (2013) in their descriptive and analytical study presents a model for successful implementation of CRM for small and medium-sized enterprises (SMEs) in Zahedan industrial city, Iran based on the perception of industrialists and professionals. The results of the study indicated that the factors like strategy, process, culture, human resource, structure, knowledge management and change management affecting the success of implementing CRM for SMEs.

Amirreza et al. (2013) in their study aims to test the relationship of perceived value, service quality and customer expectation with customer satisfaction across five

different 3-star hotels of Kuala Lumpur, Malaysia. The authors concluded that there is a positive relationship between perceived value, service quality, customer expectation and customer satisfaction but service quality as the most significant factor for effecting the customer satisfaction.

Priya et al. (2013) their casual and descriptive research design analyzing that how private, public and foreign sector banks can use CRM concept in converting customer need as business opportunity. A finding of this study shows that there is a significant difference towards use of CRM tool for measuring customer satisfaction among various groups of banks. This is followed by there is significant difference in the opinion of the three groups regarding time of measuring customer satisfaction and components of customer satisfaction like customer retention/ loyalty strategy. Moreover, there is a positive link between CRM performance, customer satisfaction and retention with relationship inertia and also switching costs significantly influencing the link between these variables in bank branches of State Bank of India, West Bengal (Arup & Bivraj, 2012).

Gauri et al. (2012) aims to analyze the CRM used by retail malls of Big Bazaar, Marks and Spencer, Reliance, Value Mart, Pantaloons, Shopper Stop, Reebok and Adidas factory in South Delhi as regards to attract the customers and to gain their loyalty. In order to this research consider the components of discounts, loyalty point programmes, varieties, special offers & personalized services, infrastructure, quality, time saving , free offers, samples, gifts, consumers contests and after sales service. The authors concluded that building of good personal relationship helps both the firm and the customer in providing better services and maintain loyalty.

Khaligh et al. (2012) investigates the impact of CRM on customer loyalty and retention in the Iranian telecom industry. This study says that flexibility and explicitly of the pricing policies is an important factors to increase customer loyalty and benefit of the telecom companies. Further, the commitment and vision of the management system is highly required for a successful CRM implementation in Iranian telecom sector. Rozita (2012) conclude that the benefits of E-CRM like internet, up to date of financial institutions, service quality, international customers' satisfaction, improve cash flow management, safety and transaction security have positive effect on customer satisfaction. The impact of CRM is to improve relationships with customers in organizations and E-Commerce (Mohammad, 2011).

Mehdi and Venkatesh (2011) investigate the barriers for successful implementation of CRM and compare its practices in public and private sector of Iranian banking industry according to the opinion among top, middle and lower levels management. Inadequate supporting budgets and senior management support, lack of communication and technology advancement, lack of customer management skills, lacunae in standardizing of CRM, inter-departmental inconsistencies, lack of complementary customer management skills, lack of cultural readiness and lack of scientific customer segmentation and commoditization of products and rising customer demands are the most important barriers of CRM implementation whereas these barriers to be significantly higher in the Public sector than the Private sector.

Saroj and Arun (2011) in their research paper attempt to analyze the satisfaction level of CRM among various age groups, gender, category of patient, marital status, monthly income, occupation and educational qualification of the customers of private hospitals in Greater Noida. This study reported that all the factors except gender

associated with their level of satisfaction on CRM in private hospitals. Anna and David (2010) in their study propose a service management framework for the study of competitive advantage in casino hotels, in Australia. Using data collected from 303 employees, an exploratory case study in service climate and customer satisfaction is presented. The findings suggest that the service climate is highly correlated with customer satisfaction.

Krishna and Anupama (2010) in their empirical study aims to explore the reasons behind customer's loyalty and the impact of customer retention strategies adopted by financial exchange service organization in Andhra Pradesh. This study concluded that the customer usage of products like currency exchange, air ticketing and tours, money transfer and investment options is dependent on satisfaction levels and also type of service used is dependent on customer willingness to avail the service again. Jay and Dwi (2000) reported that the hotel image and customer satisfaction with the performance of housekeeping, reception, food and beverage, and price are positively correlated to customer loyalty in the New Zealand hotel industry.

### **2.3 Theoretical Framework**

Customer-relationship management is considered as innovative design in organizations and investigating this in service organizations is a priority. According to the customer relationship management concepts, we can find that customers, employees, leadership, organizational culture, strategy and structure are the main factors for CRM implementation and therefore the following theoretical model, consisting three intellectual, social, and information technology could be design and explained. Thus, the study adopts Customer -relationship management model propounded by Hadi and Zahra (2014).

### **2.3.1 CRM Models in Organizational Productivity**

Customer- relationship management model was propounded by Hadi, and Zahra, in the article Review and application of theoretical models of customer- relationship management on organizational productivity in 2014. The models investigated in this article that the customer- relationship management system would involve five hierarchical components in which each component indicates the next one. These five stages are: CRM Vision, strategies and guidelines, processes definition, technologies identification, performance evaluation metrics, which are used in most organizations to increase efficiency and productivity. Today, due to growth and survival in today's economic competitive arena, companies and organizations must give importance to customers and increase their relationship with customers more than before. Attracting and retaining the customers and understanding their needs are considered as the most important corporate strategy. Many successful organizations have emphasized that there is a relationship between customer's satisfaction and organizational productivity. In Gartner model (2001), visions, customer's life cycle, technologies, and identifying the customer's needs cause customers retention and thus affect the organizational productivity and create competitive advantage. In Wendy Close model (2002), visions, strategies, customer data and information, technologies, identifying and monitoring success track measures dramatically affect the organization performance and efficiency. In GL model (2003), Organization inputs such as human capitals, fixed assets, values, processes and activities, strategies and results leave significant effect on organizational performance. In theoretical model of implementing customer- relationship management (1389), the social dimension including interaction with stakeholders, customers and employees and technological dimension involving information and applications and knowledge management refers

to the organizational capacity which is directly related to achieving the competitive advantage on organizational performance. In M. Polo model (2006), strategic concepts regarding costs reduction, customer's attraction, customer's loyalty and retention increase, revenue recognition, and certain members management, analysis models, technology, business process, organizational changes that address intensive marketing communications and customer segmentation management, development and training, and product development all contribute to customer's satisfaction and thus productivity of the organization. Thus, according to the model proposed, it can be said that Wendy Close is the best model which considers CRM as the most important competitive advantage and introduces success measures monitoring as dramatically affective on organization performance and productivity.

#### **2.4 Summary**

Customer- Relationship Management (CRM) is one of those magnificent concepts that swept the business world in the 1990's with the promise of forever changing the way businesses, small and large, interacted with their customer base. In the short term, however, it proved to be an unwieldy process that was better in theory than in practice for a variety of reasons.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Research Design**

The research design adopted for this study is the descriptive research design using case study. Therefore, some hotels were selected for the field work which includes Sawalino, Lorem and New Keffi Hotels respectively. Hence the research adopted a cross sectional approach to give a more accurate and un-biased findings. This is done by allowing different groups of people working in the hotel who differ in some variable of interest but share other common characteristics. From the time when the researchers went out to find the effect of one variable on the other, it became necessary to discard other research designs, and go for casual which is the most exact for this type of study. The researcher also selected the research design based on large variety of methods, techniques, procedures, and sampling plan.

#### **3.2 Population, Sample Size and Sampling Technique**

The research population chosen for this study is the management staff of Sawalino, Lorem and New Keffi Hotel. From the pilot study conducted it was deduced that cumulative population of the chosen staff of Sawalino, Lorem and New Keffi Hotel, is 650 (Field work, June 2018). Hence the questionnaire and field work would be carried out among the sampled staff and management from these aforementioned hotels. Thus a comprehensive finding is hoped to be deduced given the number of population chosen for the study in terms of providing elaborate and lucid information on the determinant of the effects of promotion strategies in Keffi Hotel industry.

**Table 3.1: Population of Study**

<b>Hotel</b>	<b>Population</b>	<b>Percentage</b>
Sawalino	300	46.2
New Keffi	239	36.8
Lorem	111	17
Total	650	100

Source: Field Survey, 2017

For the purpose of this study, the chosen sampling technique is the sample random sampling technique. As a result of the nature of the study, the chosen techniques was aimed at randomly chosen the respondents for the study after taking dues considerations of the technical, financial and human materials cost of embarking on the research. Hence the chosen research techniques provide the opportunity for every member of the sample chosen to be a respondent.

The sample chosen for this study would be respondents from the total staff of Keffi. The sample size was chosen after some technical and human resources decisions were made including financial requirements, hence the questionnaires will be distributed to the number of chosen staff and management of Sawalino, New Keffi Hotel, and Lorem Hotel. Thus, the number of sampled staff and management of the chosen hotels in Keffi is believed to provide the needed information's on the determinant of the effects of promotion strategies in the selected hotels in Keffi. Hence in order to calculate the formula, the formula is shown below (Yamani; 1967: 142):

$$n = \frac{N}{1 + Ne^2}$$

Where, n = the sample size

N = the size of the population

$e^2$  = the error of 5%

A statistical formula was used in determining the sample size. Yaro Yamani formula as quoted in Nwabuoeki (1986:471) was applied and it is stated as follows:

$$\frac{n}{1 + N(e)^2} = N$$

Where

n = sample size

N = total population size

I is constant

e = the assume error margin or tolerable error which

is taken as 5% (0.05)

$$n = \frac{N}{1 + N(e)^2}$$

Where

N = 650

$e = (0.05)^2 = 0.0025$

$$n = \frac{650}{1 + 650(0.0025)}$$

$$= \frac{650}{1 + 0.9}$$

$$= \frac{650}{1.9}$$

$$= 342.1$$

$$n = 342$$

Using Bourley's proportion allocation formula

$$n1 = \frac{n1(n)}{N}$$

Where  $n_1$  = Element within the sample frame i.e. number.

Allocation to cash class of hotel

$n$  = Sample or the proportion of the universe used for the study. (Total sample size)

$N$  = Population of the study i.e. overall hotel

### Hotels

1. Sawalino	-	-	300
2. New Keffi Hotel	-	-	239
3. Lorem	-	-	111
Population for the study			650

### Sawalino

$$n_1 = \frac{300 \times 342}{650}$$

$$= \frac{102600}{650}$$

$$= 157$$

### New Keffi Hotel

$$n_1 = \frac{239 \times 342}{650}$$

$$= \frac{81738}{650}$$

$$= 125$$

### Lorem

$$n_1 = \frac{111 \times 342}{650}$$

$$\begin{aligned} &= \frac{37962}{650} \\ &= 58 \\ &= 340(\text{sample size}) \end{aligned}$$

Based on the Yamane's formula adopted with sample error of 5% and a confidence coefficient of 95%, it can be seen that result of the sample size from the calculated population of 650 staff is 340. Therefore, this sample size will form the respondents who would participate in the field work.

### **3.3 Method of Data Collection**

As earlier stated the research is essentially a quantitative and qualitative one, hence the sources of data would emanate from the secondary and primary sources. The primary sources of data include the use of structured questionnaires (Linkert type). The questionnaires was drafted to cover the topic under study, hence were divided in to two sections. The first covers the demography of the respondents, whereas the second section covers the issues bordering on the effects of promotion strategies in the hotel industry in Keffi. In addition, the secondary sources were also utilized for the study. Hence relevant and related textbook, business periodical, journals and articles, including internal materials bordering on promotion strategies in hotel industry were consulted. It's believed that the chosen source of data would comprehensively aid the researcher in generating the needed information on promotion strategies in the hotel industry in Keffi.

### **3.4 Method of Data Analysis**

The information's generated for the study through the questionnaire were administered to the chosen sampled respondents, and collected. The questionnaires

were collated and presented using frequency table and subsequently analyzed using simple percentage which follows the scientific statistical method of analysis. The information's deduced through the secondary method were analyzed using content analysis. It's hoped that the chosen method would aid in determining the relationship between the dependent and independent variables. This is show below:

$$\text{Mean } X^2 = \frac{\sum xi}{n}$$

Where  $X^2$  = Mean

$\sum$  = Summation of  $X^2$

n = Total number of observation

$$\text{Percentage (\%)} = \frac{\text{Frequency} \times 100}{\text{Total frequency}}$$

## CHAPTER FOUR

### DATA PRESENTATION AND ANALYSIS

#### 4.1 Data Presentation

The data are classified in tabular form; the research survey was carried out among victims of internally displacement and a few randomly selected hotels in Keffi. the survey research method was adopted which utilized both the primary and secondary source. The primary data were gotten with the aid of open-ended and structured questionnaires, which were administered to staff of Sawalino Hotel, Miki Suit, and Lorem Hotel, Keffi. However out of the 340 questionnaires distributed 40 were either misplaced by the respondents or were not correctly filled. This therefore brought the total number of used of questionnaires for the analysis to 300. The secondary sources were also utilized. This secondary source consists of relevant literature materials such as journals, past student project, text books, official documents and newspapers.

**Table 4.1: Gender Distribution of the Respondents**

Gender	Frequency	Percentage
Male	200	66.7
Female	100	33.3
Total	300	100

**Source: Field Survey, 2017**

From the study conducted above, it can be deduced that a total of three hundred (300) responses were used for the analysis. As such the table examines gender participation level as regards the questionnaires distributed to the respondents. It can be seen however, that a total of 100 female respondents participated in the research questions, having an aggregate of 33.3 representation of the whole frequency population used. On the other hand, a total of 200 male respondents participated in providing response

to the distributed questionnaire having an aggregate of 66.6% representation. However, from the analysis conducted above it can be said that the response will be mostly of male's perception.

**Table 4.2: Age Distribution of Respondents**

Age	Frequency	Percentage
18-20	40	13.3
21 – 25	60	20
26 – 30	100	33.3
31-40	80	26.7
40 & above	20	6.7
Total	300	100

**Source: Field Survey, 2017**

Age plays an important role in analysis decisions. From the study conducted above, it can be deduced that most of the respondents are within the age range of 26-30 with a frequency representing 33.3% of the total respondent's population, followed by age range 21 – 25, where we have 30 respondents with an aggregate of 20% of the total population, 18-20 was 13.3%, 31-40 was 26.7% and finally 20 respondents within the age range of 40 and above accounting for 6.7% of the total population. It can however be concluded that most of our responses will be informed owing to the fact that they are a product of well experienced and aged respondents.

**Table 4.3: Distribution of Respondents According to Management Cadres**

<b>Marital status</b>	<b>Frequency</b>	<b>Percentage</b>
Top mgt	100	33.3
Middle mgt	120	40
Lower mgt	42	14
Other staff	38	12.7
Total	300	100

**Source: Field Survey, 2017**

The above Table 4.3 shows the distribution of respondents according to the management cadre. From the table it can be seen that only 120 respondent representing 40% are middle managers while 14 % are lower staff. Also 100 are top staff. However, it can be deduced from the above table that presented that most of the respondents are middle management staff.

**Table 4.4: Distribution of Respondents Educational Qualification**

<b>Education</b>	<b>Frequency</b>	<b>Percentage</b>
HND/Bachelor	100	33.3
Masters	200	66.7
Doctoral	0	0
Others	0	0
Total	300	100

**Source: Field Survey, 2017**

From the study conducted above, it can be deduced that most of the respondents are masters degree holders with a frequency 66.7% and HND/Degree holder with 33.3% respectively of the total respondents population. It can however be concluded that

most of our responses will be well informed owing to the fact that they are well educated respondents.

**Table 4.5: There are Promotional Opportunity in my Organization**

Response Rate	Frequency	Percentage
Strongly Agree	100	33.3
Agree	100	33.3
Indifferent	0	0
Disagree	40	13.3
Strongly Disagree	60	20
Total	300	100

**Source: Field Survey, 2017**

From the Table 4.5 above it can be seen that most of the respondents agreed to the research question having an aggregate percentage of 66.7%, while 33.3% disagree. It goes to show that there are promotional opportunities in my organization.

**Table 4.6: Experienced Promotional Mixes**

Response Rate	Frequency	Percentage
Strongly Agree	200	66.7
Agree	0	0
Indifferent	0	0
Disagree	100	33.3
Strongly disagree	0	0
Total	300	100

**Source: Field Survey, 2017**

From the Table 4.6 above it can be seen that most of the respondents strongly agree to the research question whether they have experienced promotional mixes having an aggregate percentage of 66.7%, while 33.3% disagree. It goes to show that they have experienced promotional mixes.

**Table 4.7: Organization Offers Several Promotional Packages**

<b>Response Rate</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	300	100
Agree	0	0
Indifferent	0	0
Disagree	0	0
Strongly disagree	0	0
Total	300	100

**Source: Field Survey, 2017**

The analysis conducted above indicates that all the respondents strongly agree to the research question which concludes that there organization offers several promotional packages.

**Table 4.8: Challenges in Marketing in Hotel**

<b>Response Rate</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	300	100
Agree	0	0
Indifferent	0	0
Disagree	0	0
Strongly Disagree	0	0
Total	300	100

**Source: Field Survey, 2017**

Table 4.8 above examine whether there are challenges in marketing in my hotel. The result shows that all the respondents strongly agree that there are challenges in marketing in the hotel.

**Table 4.9: Customer Patronages in Relation to Promotion Expenditure**

<b>Response Rate</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	300	100
Agree	0	0
Indifferent	0	0
Disagree	0	0
Strongly Disagree	0	0
Total	300	100

**Source: Field Survey, 2017**

The study conducted above shows that all the respondents strongly agree that there are customer patronages in relation to promotion expenditure having an aggregate percentage of 100%

**Table 4.10: Customer Patronage Witnesses Increase When Promotion Is On**

<b>Response Rate</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	100	33.3
Agree	100	33.3
Indifferent	0	0
Disagree	40	13.3
Strongly Disagree	60	20
Total	300	100

**Source: Field Survey, 2017**

From the Table 4.10 above it can be seen that most of the respondents agreed to the research question having an aggregate percentage of 66.7%, while 33.3% disagree. It goes to show that customer patronage witnesses increase when promotion is on.

**Table 4.11: Hotel has Effective Promotional Marketing Strategy**

<b>Response Rate</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	300	100
Agree	0	0
Indifferent	0	0
Disagree	0	0
Strongly Disagree	0	0
Total	300	100

**Source: Field Survey, 2017**

The analysis conducted above indicates that all the respondents strongly agree to the research question which concludes that the hotels have effective promotional marketing strategy.

**Table 4.12: Customer Satisfaction is the Hallmark of Promotion Strategies in Organization**

<b>Response Rate</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	200	20
Agree	20	6.7
Indifferent	0	0
Disagree	20	6.7
Strongly Disagree	60	66.7
Total	300	100

**Source: Field Survey, 2017**

The study conducted above indicates that 300 respondents strongly agree that customer satisfaction is the hallmark of promotion strategies in my organization, while 80 disagree. It concludes that customer satisfaction is the hall mark of promotion strategies in my organization.

**Table 4.13: Organization Provides other Additional Value Added Services to Customers**

<b>Response Rate</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	300	100
Agree	0	0
Indifferent	0	0
Disagree	0	0
Strongly Disagree	0	0
Total	300	100

**Source: Field Survey, 2017**

Table 4.13 above examine whether my organization provides other additional value added services to customers. The table shows that all the respondents strongly agree that the organization provides other additional value added services to customers.

**Table 4.14: Organization Seek for Employee View on IMC**

<b>Response Rate</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	300	100
Agree	0	0
Indifferent	0	0
Disagree	0	0
Strongly Disagree	0	0
Total	300	100

**Source: Field Survey, 2017**

The study conducted above show that all the respondents strongly agree that there organization seeks for employee view on IMC having an aggregate percentage of 100%

**Table 4.15: Satisfied with Current Organization Promotional Mix**

<b>Response Rate</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	300	100
Agree	0	0
Indifferent	0	0
Disagree	0	0
Strongly Disagree	0	0
Total	300	100

**Source: Field Survey, 2017**

The analysis conducted above indicates that all the respondents strongly agree to the research question which concludes that they are satisfied with my current organization proportional mix.

**Table 4.16: Getting Regular Update and Training of Staff on IMC**

<b>Response Rate</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	300	100
Agree	0	0
Indifferent	0	0
Disagree	0	0
Strongly Disagree	0	0
Total	300	100

**Source: Field Survey, 2017**

The study conducted above shows that all the respondents strongly agree that they get regular update and training of staff on IMC having an aggregate percentage of 100%

**Table 4.17 Organization does not Undermine any Customer Complaints**

<b>Response Rate</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	100	33.3
Agree	100	33.3
Indifferent	0	0
Disagree	40	13.3
Strongly Disagree	60	20
Total	300	100

**Source: Field Survey, 2017**

From the table above it can be seen that most of the respondents agreed to the research question having an aggregate of 66.7%, while 33.3% disagree. It goes to show that there organization does not undermine any customer complaints.

**Table 4.18: Organization Provides some Incentive to Encourage Customers Satisfaction**

<b>Response Rate</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	100	33.3
Agree	0	0
Indifferent	0	0
Disagree	0	0
Strongly Disagree	200	66.7
Total	300	100

**Source: Field Survey, 2017**

From the Table 4.18 above, it can be seen that most of the respondents strongly disagree to the research question having an aggregate percentage of 66.7%, while 33.3% agree. It goes to show that they have not experienced promotional mixes.

**Table 4.19: Complimentary Breaking to Entertain the Customers**

<b>Response Rate</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	300	100
Agree	0	0
Indifferent	0	0
Disagree	0	0
Strongly Disagree	0	0
Total	300	100

**Source: Field Survey, 2017**

The analysis conducted above indicates that all the respondents strongly agree to the research question which concludes that, there are complimentary break-fast to entertain the customer.

**Table 4.20: Loyalty and Commitment to Promotional Marketing Strategies of Organization**

<b>Response Rate</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	200	20
Agree	20	6.7
Indifferent	0	0
Disagree	20	6.7
Strongly Disagree	60	66.7
Total	300	100

**Source: Field Survey, 2017**

The study conducted above indicates that 200 respondents strongly agree that they are loyal and commitment to promotional marketing strategies of my organization, while 80 disagree. It concludes that they are loyalty and commitment to promotion strategies of my organization.

**Table 4.21: Organization Offer Price Reduction as a Promotion Strategy**

<b>Response Rate</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	300	100
Agree	0	0
Indifferent	0	0
Disagree	0	0
Strongly Disagree	0	0
Total	300	100

**Source: Field Survey, 2017**

The table examine whether my organization offers price reduction as a promotion strategy. The table shows that all the respondents strongly agree that their organization offers price reduction as a promotional strategy.

**Table 4.22: Receiving Bonus for Introducing New Customer to Organization**

<b>Response Rate</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	300	100
Agree	0	0
Indifferent	0	0
Disagree	0	0
Strongly Disagree	0	0
Total	300	100

**Source: Field Survey, 2017**

The study conducted above shows that all the respondents strongly agree that they receive bonus for introducing new customer to their organization having an aggregate of 100%.

**Table 4.23: There is Free WIFI to Boost Customer’s Hospitality**

<b>Response Rate</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	100	33.3
Agree	100	33.3
Indifferent	0	0
Disagree	40	13.3
Strongly Disagree	60	20
Total	300	100

**Source: Field Survey, 2017**

From the Table 4.23 above, it can be seen that most of the respondents agreed to the research question having an aggregate percentage of 66.7%, while 33.3% disagree. It goes to show that there are free WIFI to boost customer’s hospitality.

**Table 4.24: There is an Established Easy and Accessible Communication Customer Care Line for Prompt Compliant and Action**

<b>Response Rate</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	200	20
Agree	20	6.7
Indifferent	0	0
Disagree	20	6.7
Strongly Disagree	60	66.7
Total	300	100

**Source: Field Survey, 2017**

The study conducted above indicates that 200 respondents strongly agree that there is an established easy and accessible communication customer care line for prompt compliant and action, while 80 disagree. It concludes that there is an established easy and accessible communication customer care line for prompt compliant and action.

**Table 4.25: Hotel Uses Various Advertising Mixes**

<b>Response Rate</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	300	100
Agree	0	0
Indifferent	0	0
Disagree	0	0
Strongly Disagree	0	0
Total	300	100

**Source: Field Survey, 2017**

Table 4.25 above examine whether my hotel uses various advertising mixes. The table shows that all the respondents strongly agree that the hotel uses various advertising mixes.

**Table 4.26: Hotel has Good Personal Selling Facilities**

<b>Response Rate</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	300	100
Agree	0	0
Indifferent	0	0
Disagree	0	0
Strongly Disagree	0	0
Total	300	100

**Source: Field Survey, 2017**

The study conducted above shows that all the respondents strongly agree that the hotels have good personal selling facilities having an aggregate percentage of 100%.

**Table 4.27: Hotel Records High Patronage during Festive Period**

<b>Response Rate</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	300	100
Agree	0	0
Indifferent	0	0
Disagree	0	0
Strongly Disagree	0	0
Total	300	100

**Source: Field Survey, 2017**

The analysis conducted above indicates that all the respondents strongly agree to the research question which concludes that the hotels records high patronage during festive period.

**Table 4.28: Hotel Uses Promotional Advertising and Sales Mixes mostly during the Easter, Sallah and Christmas Periods**

<b>Response Rate</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	300	100
Agree	0	0
Indifferent	0	0
Disagree	0	0
Strongly Disagree	0	0
Total	300	100

**Source: Field Survey, 2017**

Table 4.28 above examine whether my Hotel uses sale promotional, advertising and sale mixes mostly during the Easter, Sallah and Christmas periods. The table shows that all the respondents strongly agree that the hotels uses sale promotional, advertising and sale mixes mostly during the Easter, Sallah and Christmas periods.

**Table 4.29: Hotels has Good Personal Relations on Social Media**

<b>Response Rate</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	300	100
Agree	0	0
Indifferent	0	0
Disagree	0	0
Strongly Disagree	0	0
Total	300	100

**Source: Field Survey, 2017**

Table 4.29 above examines whether my hotel has good personal relations on social media. The table shows that all the respondents strongly agree that the hotels has good personal relations on social media.

## **4.2 Test of Hypotheses**

The formulated hypotheses in the previous chapter are tested in this section. This study adopted chi-square statistical method to determine the viability of the proposed hypotheses.

### **Hypothesis One**

Analysis of whether there is no significant relationship between promotional mix of hotels products and services in Keffi and their sales performances.

**Table 4.30: Chi-square Test for Hypothesis One**

	Value	df	Asym. Sig. (2-sided)
Pearson Chi-square	20.000 <sup>a</sup>	12	.067
Likelihood Ratio	16.036	12	.190
Linear-by-linear Association	4.274	1	.039

**Decision Rule**

H<sub>0</sub>: if (p<0.05) we reject

H<sub>1</sub>: if (p > = 0.05) we accept

Results: p = 0.067.

We accept H<sub>1</sub> and conclude that there is a significant relationship between promotional mix of hotels products and services in Keffi and sales performances.

**Hypothesis Two**

Analysis of significant relationship between the hotels sales performance and the present challenges confronting the hotels in Keffi.

**Table 4.31: Chi-square Test for Hypothesis Two**

	Value	df	Asym. Sig. (2-sided)
Pearson Chi-square	3.000 <sup>a</sup>	2	.223
Likelihood Ratio	3.819	2	.148
Linear-by-linear Association	1.500	1	.221
N of valid cases	3		

### **Decision Rule**

$H_0$ : if ( $p < 0.05$ ) we reject

$H_1$ : if ( $p > 0.05$ ) we accept

Results:  $p = 0.223$

We accept  $H_1$  and conclude that there is a significant relationship between the hotels sales performance and the present challenges confronting the hotels in Keffi.

### **4.3 Discussion of Findings**

From the study conducted in the course of the research above it can be deduced that; there are promotional opportunities in hotels in Keffi. Hotels offer several promotional packages which they intend to boost their sales performance. Also, it was deduced from the study that there are challenges in marketing hotels promotion expenditure has great impact on customer patronage. Customer patronage witnesses increase when promotion is on. Hotels adopt marketing strategies that encourage customer patronage. Customer satisfaction is the hallmark of any hotel organization. Hotels seek employee view on IMC. The employees express satisfaction with their current organization because they get prompt response whenever issues are brought to the management's attention. Employees are loyal and committed to implementing marketing strategies of their organization. Employees get regular update and training on promotion strategies.

Other services provided by the hotels include price reduction as marketing strategy and employees receive bonus for introducing new customers to the organization. There is free WIFI to boost customers' hospitality. Employees are satisfied with their present hotel organization and they do not wish to leave since they get promoted as best customer recommended staff recognition. There is established easy and

accessible communication such as customer care line for prompt complaints and action. Hotels use promotion, advertising and mostly during the Easter, Sallah and Christmas periods. Hotels have good relations.

## CHAPTER FIVE

### SUMMARY, CONCLUSION AND RECOMMENDATIONS

#### 5.1 Summary

Hotels in Keffi are fully involved in promotion strategies using five tools i.e advertising, sales promotion, public relations, personal selling and direct marketing. The customers of Hotels in Keffi are aware of the various means through which the hotels communicate with them. This awareness came mainly through promotional activities of hotels in Keffi. Hotels in Keffi engage in strategic activities which are perceived as satisfactory. As a result, hotels in Keffi have been able to influence customers into both initial and continuous purchase their products/services.

Sales promotion was found to influenced patronage of hotels in Keffi the most hence it is considered appropriate they should engage in a lot of sales promotion activities and advertisements. Other factors like word of mouth recommendation and other benefits such as being on a dependable and efficient network contribute to luring customers to the hotels. In conclusion, it has been found in both the literature and empirical findings that there is a positive link between promotion strategies and customer loyalty. From the findings in this study, it was affirmed that the identified promotion strategy tools have significant positive influence on customer loyalty in hotels in Keffi. it was also ascertained that the proxies of promotion strategies do not influence customer loyalty equally being that some do so to a great extent while the influence of the others are at low degree. The findings further revealed the specific customer loyalty indicators which the hotel customers showed toward the industry, with the implication that hotel customers do not express their loyalty equally.

## 5.2 Conclusion

This study analysed the effect of promotion strategies in the marketing of hotels in Keffi. The result from the study shows significant patronage of the hotel by the consumers in response to the promotion strategies used by the hotels. This effect was found to be as a result of the high awareness created by the hotel through its promotion strategies. Success in the market place can only be achieved when promotion strategies are applied effectively. Such success is further dependent on certain features which a hotel must possess. Service affordability, price, quality, packaging size, promotion, brand name, and service availability were all significant factors affecting the diffusion and adoption of new service. These service features must be effectively present to be able to attract and retain customers. The 21th century consumer is sophisticated in their choice of products and services. Before they make patronage, they have certain expectations from the hotels and when these expectations are not met, they experienced dissonance and would never purchase again.

Therefore, there is need for organization to first conduct market research as a continuous exercise to find out customer's patronage patterns, product needs, and direct communication messages towards shaping adoption patterns. There is also the need for an organization to be consistent and not conflicting about its marketing communication because consistency in message creates better awareness, reinforces the message and helps in building a solid brand while conflicting messages confuses and could even scare away customers. Additionally, messages about service must not be exaggerated. Services features claimed in messages must not be misleading as this can discourage consumers and affect product sales.

### **5.3 Recommendations**

Given the findings and conclusions reached, the following recommendations are put forward.

1. The management of the hotels in the study area should embark in vigorous promotional activities in order to promote their services with increase sales.
2. That through the promotion mix engages by the hotel managers should be able to meet hotels sales performance and the present challenges confronting the hotels.

### **5.4 Limitation of the Study**

The study is limited to customer relationship management in hotel industry in Nigeria with reference to Keffi Local Government of Nasarawa State covers a period of five (5) years between 2013 – 2017. Thus the major limitation from this study is unduly cooperative of management and staffs of the hotels studied on the provision of the necessary data that would helps the study and insufficient time that the study needed in order to conduct a thorough research. Nevertheless, all the limitations and constraints were not in anywhere affects the outcomes or findings of this research study.

### **5.5 Suggestion for Future Research**

As spelt out by Vantamay (2011) and Potluri (2009), there are several factors for measuring the effectiveness of promotion strategies programme. This study actually focused on some. Future researchers can dive into other measures of the effectiveness of promotion strategies in the same industry. This has provided a direction for future researchers to work further. Therefore, the findings of this study are likely to be

highly useful to companies, organizations and other uses of promotion strategies. Further researchers can also beam their light on the roles to be played by different hotels involved in the implementation of promotion strategies. That is, what roles would Advertising agencies play against the roles to be played by Public Relations outfits; Outdoor Agencies and that of media independent agencies who today are involved in media planning and media purchases. A clear indication of the roles of each of these agencies will avoid conflicts of interest. This will result in better implementation of promotion strategies programme.

Another area where future researches could be carried out has to do with the stage that promotion strategies will be more relevant in a product life cycle. The research on the stage of the product's life cycle can also include the effective percentage cost at each stage in the product's life cycle.

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