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THE IMPACT OF CUSTOMER RELATIONSHIP MANAGEMENT (CRM) KEY CUSTOMER FOCUS (KCF) AND KNOWLEDGE MANAGEMENT (KM) ON ORGANIZATIONAL PERFORMANCE

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ABSTRACT

THE IMPACT OF CUSTOMER RELATIONSHIP MANAGEMENT (CRM) KEY CUSTOMER FOCUS (KCF) AND KNOWLEDGE MANAGEMENT (KM) ON ORGANIZATIONAL PERFORMANCE

In order to stay at the top of the competitive market, businesses must continue to build strong relationships with their clients. A strong CRM (customer relationship management) strategy aids in the development, maintenance, and expansion of positive customer relationships, which raises organizational performance levels and helps the business turn this potential into income. The present study explores the complex correlation between Customer Relationship Management (CRM), Key Customer Focus, Knowledge Management and the performance results of small and medium-sized enterprises (SMEs). The purpose of the research is to understand the interactions between the CRM strategies, Key Customer Focus and Knowledge Management that SMEs use and how those strategies affect and connect to superior standards of organizational performance.

Participants were chosen from SMEs' workforces and also, to enhance the study, a wide range of primary and secondary data sources were used. The results show that CRM adoption, focusing on important customers, managing information and improved Organizational Performance in SMEs are significantly and favorably correlated. Furthermore, the study highlights the important part that CRM, Key Customer Focus and Knowledge Management plays in promoting organizational success and recommends coordinated efforts to invest in training and development programs designed to build long-lasting and mutually beneficial customer connections.

Keywords: *Customer Relationship Management (CRM), Key Customer Focus (KCF), Knowledge Management (KM)*

Date: 30/05/2024

ÖZET

Müşteri ilişkileri Yönetimi, Kilit Müşteri Odaklılığı ve Bilgi Yönetiminin Organizasyonel Performansa Etkisi.

Rekabetçi pazarda zirvede kalabilmek için işletmelerin müşterileriyle güçlü ilişkiler kurmaya devam etmesi gerekir. Güçlü bir CRM (müşteri ilişkileri yönetimi) stratejisi, olumlu müşteri ilişkilerinin geliştirilmesine, sürdürülmesine ve genişletilmesine yardımcı olur, bu da kurumsal performans seviyelerini yükseltir ve işletmenin bu potansiyeli gelire dönüştürmesine yardımcı olur. Bu çalisma Müşteri ilişkileri Yönetimi (CRM) arasındaki karmaşık ilişkiyi araştırmaktadır. Anahtar Müşteri Odaklılık, Bilgi Yönetimi ve küçük ve orta ölçekli işletmelerin (KOBi'ler) performans sonucu. Araştırmanın amacııCRM strateileri arasindaki etkileşimleri anlamaktır. KOBi'lerin kullandığı Temel Müşteri Odaklılığı ve Bilgi Yönetimi ve bu stratejilerin kurumsal performansın üstün standartlarını nasıl etkilediği ve bunlarla nasıl bağlantılı olduğu.

Katılımcılar KOBi'lerin işgücünden seçilmistir ve ayrıca çalışmayı geliştirmek için çok çeşitli birincil ve ikincil veri kaynakları kullanılmıştır. Sonuçlar, KOBi'lerde CRM'in benimsenmesi, önemli müşterilere odaklanma, bilgilerin yönetilmesi ve gelişmiş Organizasyonel Performansın anlamlı ve olumlu bir şekilde ilişkili olduğunu göstermektedir. Ayrıca çalışma, CRM, Anahtar Müşteri Odaklılığı ve Bilgi Yönetiminin organizasyonel başarıyı arttırmada oynadığı önemli rolü vurgulamakta ve uzun süreli ve karşılıklı fayda sağlayan müşteri bağlantıları kurmak için tasarlanmış eğitim ve gelişim programlarına yatırım yapmak için koordineli çabalar önermektedir.

Anahtar Kelimeler: Müşteri ilişkileri Yönetimi, Temel Müşteri Odaklılık, Bilgi Yönetimi

Tarih: 30/05/2024

ABBREVIATIONS

SMEs: Small and Medium sized Enterprises

OP: Organizational Performance

KCF: Key Customer Focus

KM: Knowledge Management

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CHAPTER 1
INTRODUCTION

1.1 Overview - Background

Business success depends on a steady stream of satisfied consumers who keep coming back for more of what the company has to offer. Customer relationship management is the main topic for this study since it significantly affects an organization's productivity and efficiency. Customer relationship management has gained extensive consideration from academics, researchers, and market managers during the past few years (UlHaq, 2010). Consumers demand excellent service, high quality products, and an affordable price, and both the organization and the consumers have their own sets of requirements to take into account while developing a partnership. Organizations also need to be profitable in order to survive and flourish. Customers are considered as the driving force of every company, whether it is a large global corporation with hundreds of staff or a single-person business with a small number of clients (Justine, Marlin, & Francis, 2001).

All of these situations can be managed using the same fundamentals of customer relationship management (CRM). The attractiveness of CRM is its adaptability. Increased profitability, goodwill, and improved product and service delivery are just some of the ways in which CRM may improve an organization's efficacy (Lo, Stalcup, & Lee, 2010). The way that companies interact with their customers has been a topic of debate in the last several years. However, the final effect is poor customer service, which leads to lower profits and damaged reputations for many businesses. Customer relationship management examines a company's operations, regardless of whether they are driven by products or services. It must include all aspect of the company's operations, from end users to internal workers (Kim B. Y., 2018). Customer happiness is unquestionably essential for the marketing plan to be implemented successfully. Many firms' mission statements and marketing efforts are directed toward increasing customer satisfaction (Almohaimmeed, 2017). Because it cuts across multiple fields, the idea of connection is exceedingly complicated. However, in the context of this research, a business link or connection might be thought of as taking on a new shape, one that is still associated with ideas like Enterprise Relationship Management (ERM), customer behavior, and CRM. As stated by Aileen, Carol, and Michael (2006), A full and all-encompassing view of company connections and their worth over time is what customer relationship management aims to deliver. Because of the efficiency and comprehensiveness of the CRM idea, consumers would reap the benefits of enhanced product delivery, while businesses would see improvements in their profitability, client base, and overall performance. because of the power and depth of the concept (Aileen, Carol, and Michael's 2006 research).

According to Auka (2012), in the contemporary business climate, customers are considered as the most important aspect of any marketing initiatives, and CRM has become one of the key concerns with reference to marketing strategy. Customer relationship management or CRM in short, is an approach to structuring a business' interactions with both present and future clients. According to Pokharel (2011), customer relationship management's (CRM) main objective is to examine data on past interactions with a company in order to establish a business connection with clients, with an emphasis on client retention and, eventually, sales growth.

The customer relationship management (CRM) techniques collect data from different sources and platforms, including exchanges on social media, live chat, the telephone, the website of the company, mails, promotional materials, and several others. These are crucial aspects of the CRM strategy to keep in mind. CRM is not extensively utilized in certain commercial organizations owing to a variety of causes. These issues include a lack of CRM expertise as well as insufficient fund for the development of CRM systems. Companies in the same sectors that have used CRM systems are anticipated to grow more quickly than those that have not (Ata & Toker, 2012), (S. & Sudharani R., 2012), (Chat & Pisit, 2011), (Eunju Ko, 2008). With regard to this, companies need to use customer relationship management (CRM) services to increase their value and provide them a competitive edge to help them identify possible long-term business prospects (Nath, 2019). In today's highly competitive market, businesses are concentrating their attention more and more on the people that make up their consumer base. According to Block (2015), there is evidence to suggest that the expenses incurred in acquiring a new customer might be as much as five times greater than those incurred in convincing an existing one to complete a new transaction. This information is based on research that was conducted. Because most firms have a certain amount of resources, CRM places a significant emphasis on customer retention. Instead of concentrating on providing excellent services (Kalakota & Robinson, 2001), one school of thought maintains that an organization's strategy has to be geared at identifying and retaining the most profitable and dependable clients. CRM techniques are very necessary if an organization want to give more importance to its clients, keep existing consumers happy, and maintain a positive connection with them.

On the other hand, CRM approaches have been very effective in the service industry, while CRM studies within the manufacturing industry has gotten less focus (Cai, 2009). This is due to the fact that CRM research in the services sector has been more successful. Maintaining solid connections with customers is crucial to any company's success. Customer relationship management (CRM) is the lifeblood that keeps a firm alive, if customer connections are its heart. Therefore, CRM is ideally equipped to aid firms in using people, processes, and technology to better understand their customers' behaviors and monetary worth. This knowledge may be used to boost customer satisfaction, productivity in contact centers, sales and marketing efforts, customer profiling and targeting, efficiency, cost savings, market share, and bottom-line profits. The presence of consumers is essential to the success of a firm since meeting their demands is the major driver of growth in the bottom line. In the modern corporate world, customer relationship management systems are a need. CRM is necessary and essential for achieving success, irrespective of whether the customers are inside or outside of the country, individuals or organizations, and regardless of the mode of communication (digital or in-person) or geographical location.

Due to the importance executives place on attracting and keeping consumers, CRM is often seen as an essential business activity. One of the most important things a company can do to maintain its reputation is to invest in customer relationship management (CRM). therefore, businesses exert maximum effort in both customer retention and acquisition. This goal, however, is to gauge how CRM affects productivity within an enterprise. This study's main goal is to determine whether CRM and organizational performance are positively related. The main objectives of this study are to determine the elements of a successful customer relationship, demonstrate the efficacy of CRM as a tactic for enhancing organizational performance, and ascertain the role that the relationship with the customer service department plays within each company.

1.2 The Significance of Study

Customer relationship management, or CRM, is an important company approach since it helps organizations accomplish their main objectives of gaining a competitive edge over their rivals and keeping customers that are profitable. Businesses trying to get and preserve a competitive edge are increasingly concerned about the efficacy of CRM systems (Wang, Lo, Chi, and Yang, 2004). Assessing and analyzing the quality of service given by an organization's staff is one way to measure customer satisfaction and business performance (Lewi and Mitchell, 1990). The evaluation of service quality may be conducted through the involvement of end-user customers in the assessment process. The reason for this phenomenon is that customers encounter unique challenges on a daily basis, and they seek solutions that are convenient for them (Korner & Zimmemann, 2000). The aforementioned fundamental principles serve as a justification for the necessity of undertaking this study, as it aims to investigate customers' perceptions regarding the best strategies for enhancing customer relationship management.

The present research endeavours to evaluate whether or not CRM effects a company's overall success. The conclusion reached after carrying out this research will offer pragmatic perspectives for enterprises striving to strengthen their customer relationship management approaches and enhance their overall operational efficacy. In addition, this research contributes to the existing body of theoretical information by examining the relationship between CRM and various performance metrics, thus augmenting our comprehension of the determinants that push organizational achievement within the framework of customer connections. Gaining a competitive edge requires firms to understand how CRM strategies affect organizational performance. Organizations may improve their approaches to customer management by examining the particular CRM techniques and technology that lead to favorable results like more sales, better customer retention, and increased profitability. Businesses may use this information to select high-impact CRM projects, allocate resources wisely, and match their tactics to larger company objectives.

Building and sustaining solid, mutually beneficial connections with clients is the core objective of CRM. Businesses may learn important lessons about how to provide satisfying customer experiences, encourage loyalty, and increase long-term customer value by researching the effects of CRM on organizational performance. With a greater awareness of their target audience's wants and preferences, businesses can better customize their CRM tactics, which in turn improves customer happiness and retention. The capacity to successfully manage customer relationships is a crucial factor in determining company profitability in today's fiercely competitive marketplace, when client loyalty is becoming more and more elusive. Strong customer connections are essential for long-term success in today's customer-centric market, when customers have more options than ever. Businesses may boost their competitive position in the market by learning how to improve customer happiness, loyalty, and retention by researching the effects of CRM on organizational performance. By developing theoretical frameworks and empirical data pertaining to CRM and organizational performance, this research can advance academic understanding. Researchers may expand our knowledge of the relationships between CRM practices and business outcomes by developing new lines of study and expanding on previously published studies.

In summary, there is a lot of business, academic research, resource allocation optimization, and customer relationship improvement involved in examining the effect of CRM on organizational performance. This research can enhance decision-making, stimulate innovation, and eventually promote sustainable development and competitive advantage in today's dynamic corporate environment by illuminating the processes by which CRM practices impact organizational performance.

1.3 Research Aim

The focus of this research is to discover and find out how well-known CRM practices affect business results and assess the impact of CRM procedures on crucial efficiency indicators. The study aims to evaluate this relationship to help firms improve their CRM strategies, which is essential to boost organizational performance and succeed over the long term in today's highly competitive business climate. The primary goal of this study is to increase our comprehension of how CRM practices affect organizational performance in various situations and sectors. This study aims to clarify the fundamental processes by which CRM tactics affect critical organizational outcomes like customer happiness and profitability by combining current literature with empirical data. This investigation presents significant findings regarding the elements contributing to and hindering CRM success by dissecting the complexity of CRM deployment and administration. This will help firms optimize their CRM activities for improved performance.

Another goal of this study is to find the primary forces behind organizational performance in the context of CRM. This study provides practical insights for firms looking to enhance their performance through efficient customer management. Specifically, it analyses the CRM practices and technologies that most substantially lead to good organizational results. This research intends to give business executives the information and resources they need to make wise decisions regarding resource allocation, technology investments, and organizational goals by identifying best practices, possible errors, and emerging CRM establishment and management trends. This study intends to offer practical insights that can result in noticeable gains in organizational performance, whether those gains are made in customer retention, sales effectiveness, or customer satisfaction. To put it briefly, this research is to improve our knowledge of how CRM affects organizational performance by examining the underlying mechanisms, identifying critical success factors, and guiding strategic decision-making. In the end, this research hopes to drive innovation, enhance competitiveness, and create sustainable growth in today's dynamic business environment by addressing these goals and adding to academic understanding as well as practical applications in the field of business management.

1.4 Research Objectives

1. To elucidate the distinction between CRM and organizational performance: This serves to distinguish the two ideas and clarify the relationship between CRM and organizational performance. CRM is all about managing relationships and interactions with customers; however, organizational performance includes more comprehensive metrics like as market share, financial results, staff engagement, and customer happiness. The study can offer further insight into how CRM initiatives affect the overall success and efficacy of organizations by clarifying the distinctions between CRM and organizational performance.

2. To establish the efficacy of CRM as a means of attaining superior organizational performance:

The aim of this objective is to assess how well CRM techniques contribute to improved organizational performance. It evaluates whether spending on CRM tactics, and systems results in observable gains in key performance metrics including profitability, market share, revenue growth, and customer retention. The research can ascertain the degree to which CRM activities lead to improved organizational performance and competitive advantage by looking at empirical data and case studies.

3. To determine the role that client relations play within an organization: The purpose of this objective is to recognize and comprehend the variables that affect customer loyalty in relation to CRM and organizational effectiveness. For organizations, customer loyalty is essential since it has a direct effect on profitability, retention rates, and general performance. Through an examination of the elements that influence customer loyalty, including perceived value, contentment, trust, and engagement, the research may offer significant understandings into how CRM procedures can be improved to boost customer loyalty and, in turn, improve organizational performance. This is to comprehend the importance of customer interactions inside a company and how they affect productivity. It seeks to investigate the ways in which efficient client relationship management techniques affect a range of organizational operations, including as marketing, sales, customer support, and strategic decision-making. The research can clarify the significance of customer-centric strategies and the incorporation of CRM concepts into corporate culture and operations by looking at the function of client interactions.

CHAPTER 2

LITERATURE REVIEW

This chapter explores a significant body of research on the connection between customer relationship management (CRM) and organizational effectiveness. We investigate several theoretical frameworks, empirical studies, and industry insights to obtain a thorough knowledge of this intricate connection, with an emphasis on comprehending the dynamics between CRM practices and their effect on organizational performance. Our goal is to evaluate the current literature in order to pinpoint the most important elements, difficulties, and chances related to CRM deployment and how they affect improving organizational performance. Our investigation of the study purpose and objectives given in Chapter One is guided by the literature review that forms the basis of our work.

2.1 Evolution of Customer Relationship Management

Customer relationship management (CRM), a widely utilized business strategy has a long-standing history in practice. The inception of customer databases can be traced back to the 1980s (Boulding et al., 2005), which marks the beginning of customer relationship management. However, the term "customer relationship management" did not become widely used until the 1990s (Payne & Frow, 2013). In the early days of customer relationship management (CRM), the primary goal was to automate activities directly related to dealing with customers. Technology was the driving force behind this strategy, which had its goal as the enhancement of efficiency and output (Hoadley & Wilson, 2010). There were complaints that this method was not customer-focused enough (Buttle, 2001). The meaning of CRM has changed throughout time to emphasize the needs of customers. The emphasis on creating long-term connections with consumers by academics and practitioners in the late 1990s marked the beginning of the transition towards customer-centricity (Parvatiyar & Sheth, 2001).

A rising appreciation of the value of customer loyalty and its effect on organizational success was what sparked this change (Reichheld, 1996). The emphasis of CRM switched to customer experience management (CEM) in the 2000s. CEM entails controlling every encounter a consumer has with a business, from first contact through assistance after a purchase (Verhoef et al., 2010). CEM seeks to improve the customer experience at every point of contact, which is crucial for establishing and sustaining long-lasting customer connections. Today, customer relationship management (CRM) is recognized as a strategic approach involving not only technology but also people and processes (Chen & Popovich, 2003). Creating a 360-degree perspective of the consumer and catering to their specific wants and preferences is a top priority (Payne & Frow, 2014). Ultimately, CRM has shifted from being technology-focused in its early days to focusing on the whole customer experience now. The significance of building lasting connections with clients and tailoring services to each individual's preferences has been a driving force behind the trend towards customer-centricity. As a consequence of these changes, CRM strategies now take into account not only tools, but also human resources and operational procedures. Wang and Feng (2012) claim that relationship marketing (RM) and the objective of boosting customer retention through efficient CRM are the corporate practices that gave rise to the development of client relationship management. He emphasized three stages in the development of customer relationship management:

1. Database Marketing
2. Customer Relationship Management, Foundation 1990s
3. The Present: Customer Relationship Management Future

3.2.2 Database Marketing

The technique of forming customer care groups to communicate with each client individually was referred to as database marketing in the 1980s. It served as a useful tool for keeping in touch with important customers and tailoring services to their particular requirements. Nevertheless, it was made to provide smaller clients a continuous flow of information by sending out surveys over and again, which overloaded databases and offered insufficient understanding. Businesses found that, for the most part, just giving consumers what they wanted was adequate when they started gathering database information on what customers often bought, how much they spent, and what they did. Database marketing offers the potential to engage with a substantial customer base through direct communication channels. The actuality of the situation was that it incurred significant expenses, exhibited excessive complexity, and failed to yield substantial returns in long term, with the exception of key account marketing for transactions between businesses. According to Kenneth (2013), database marketing has the potential to yield significant benefits, which is advantageous for all stakeholders except technology suppliers.

3.2.3 Customer Relationship Management, Foundation 1990s

During 1990s, advancements were made to enhance the functionality of this particular system. The term "customer relationship management" came into existence during this time period. Given that CRM operated as a dual system, it began to offer customers information beyond evident activity and purchasing patterns, rather than simply collecting data for internal purposes. The implementation of enhanced customer service strategies, encompassing both passive and active approaches, has been employed to grow sales. CRM is a strategic approach employed to provide customers with various incentives, consisting of frequent flyer miles, presents, and credit card points. Before the advent of customer relationship management (CRM), customers engaged in transactions with businesses without any efforts made to establish and maintain a lasting connection between the two parties (Rastogi, 2013). Prior to the introduction of CRM, a significant number of businesses failed to recognize the significance of prioritizing customer attention. The chief executive officers (CEOs) held the belief that they possessed unlimited resources and maintained a perpetual ability to replace customers. In the period preceding the 1980s, this approach may have been effective; however, the arrival of the information age has empowered individual to make more informed choices regarding the businesses they choose to support. Moreover, the heightened level of global competition has facilitated the ease with which individuals can switch to alternative providers if dissatisfied with the services rendered (Rastogi, 2013).

3.2.4 The Present: Customer Relationship Management Future:

Currently, the integration of customer relationship management (CRM) is being employed to merge the two aforementioned approaches. Organizations strive to simultaneously enhance customer satisfaction and maximize revenues or company's profitability. The contemporary CRM solutions can be classified alongside with the actual CRM tools. The current manifestations of this paradigm have evolved in accordance with the original aspirations of its pioneers. The software industry has made significant advancements in the creation of adaptable programs that can be customized to meet the unique needs of businesses operating in various industries. In contemporary times, CRM systems are designed to manage real-time data as opposed to static, stored information. This holds significance due to the contemporary nature of our globalized society, wherein enterprises aspiring for success must exhibit adaptability and promptness in their operations. The roots of modern customer relationship management may be traced back to the early 20th century. The feasibility of dynamically utilizing data became possible with the advent of software companies offering advanced solutions that could be customized for applications in various industries. Customer relationship management (CRM) has undergone a transformation wherein it has transitioned from a mere process of imputing data into a static database for future use, to a dynamic approach that involves the continuous updating of customer preferences and behavior. By employing techniques of information branching, sub-folders, and customized features, enterprises were able to analyze not only empirical data but also client motivation and response by splitting information into smaller subsets (Adheer, 2018).

2.2 Overview of Customer Relationship Management

The concept of "customer relationship management" (CRM) encompasses various aspects, including strategic approaches, procedural frameworks, and methodological approached. CRM is a continuous and recurring process, rather than a singular activity solely focused on newly acquired clients. The effective management of customer relationships is an essential aspect of contemporary corporate management. According to Newell (2000), customer relationship management (CRM) represents a contemporary advancement in the field of customer service. In order to efficiently handle client complaints and concerns, CRM, helps management and customer care representatives. A large quantity of consumer data is collected during the process, and this data is utilized to speed up customer care engagements by ensuring that the people working with customers have easy access to the information needed to address their concerns or questions. Increased client happiness as well as increased profitability and operational efficiency are anticipated outcomes of this. According to Gummeson (2004), CRM systems are essential tools for management to use when making strategic decisions that will shape an organization's future. The focus of customer relationship management as a strategic technique extends beyond mere enhancements in transaction volumes and revenue levels. The most important goal is to optimize both profitability and revenue, while concurrently enhancing the quality of service supplied to customer. In alternative terms, it can be argued that customer relationship management is primarily strategic process rather than a technological one. This represents an essential shift in viewpoint and a significant advancement in our approach to assessing the contributions we make to our organization. The key goal of CRM is to improve a company's ability to keep customers and gain a competitive edge. The primary focus of relationship intelligence is to enhance customer interactions, utilizing a range of information technology tools to perform comprehensive analyses of customer data (Gosney G. et al., 2000). For businesses to achieve their goals and provide better customer services, managing their connections with customers is essential. According to the findings of a 2006 study done in the United States, an organization's profitability is influenced by the standard of services it provides to its clients. As a result, in order to fully utilize these customers, the business must supervise them professionally.

2.3 Customer Relationship Management Concept

Customer relationship management (CRM) is a strategic technique used by businesses to efficiently manage their interactions and relationships with customers, clients, and potential sales prospects. CRM is a theoretical framework that financial institutions can employ to effectively achieve their objectives, including the enhancement of customer satisfaction. This idea requires using technical innovations to effectively plan, automate, and coordinate various commercial endeavors. The core objectives of CRM encompass the enhancement of profitability, generating income, and customer satisfaction levels. A customer relationship management system refers to a comprehensive composition of tools, technologies, and procedures that numerous businesses utilize with the aim of enhancing their customer relationships and ultimately increasing their sales. Consequently, the issue of CRM is primarily concerned with corporate strategy and processes rather than technology. Long et al. (2013) define "customer relationship management" as the systematic administration of an organization's interactions and relationships with clients, and potential buyers. According to Bowen and Chen (2001), mere customer satisfaction is insufficient for achieving success. This is due to the fact that improving a client's whole experience has to have a direct bearing on the degree to which they remain a loyal customer. Sivadas and Barker-Prewitt (2000) argue that an increasing recognition exists regarding the ultimate objective of assessing customer satisfaction, which is to foster customer loyalty. The authors Sivadas and Barker-Prewitt (2000) provide support for this increasing acknowledgment. Linnell (2009) asserts that numerous businesses categorize the evaluation of customer satisfaction as a form of "marketing intelligence" rather than utilizing it as a managerial instrument to develop customer service quality enhancement initiatives and optimize financial gains. One of the primary benefits of customer relationship management is the enhancement of customer retention rates (Reinartz & Kumar, 2002). By collecting consumer information in one place, companies may better understand their clientele and respond with targeted marketing and individualized service (Payne & Frow, 2013). Customers are more likely to be satisfied and loyal to a company after using a CRM system since interactions with the company can be tracked and customers can be followed up with in a timely way (Kumar & Reinartz, 2018). Increasing client involvement is another advantage of CRM for managing customer interactions (Greenberg, 2010). Businesses may strengthen their ties with their clients and raise customer engagement levels by offering them tailored experiences and targeted marketing messages (Verhoef et al., 2017). Additionally, CRM systems can assist companies in finding fresh opportunities for engagement and cross-selling, allowing them to deepen their connections with current clients and boost sales (Kumar & Reinartz, 2018). Customer relationship management (CRM) platforms have the potential to offer significant understanding through customer behavior and preferences, thereby enabling businesses to make informed decisions based on data. These decisions can ultimately enhance customer relationships (Greenberg, 2010). By analyzing customer data and identifying trends, businesses can anticipate customer needs and tailor their marketing efforts accordingly, leading to increased customer satisfaction and loyalty (Kumar & Reinartz, 2018). Furthermore, the implementation of CRM tools can provide businesses with the capability to monitor customer feedback and promptly and efficiently address customer problems, thereby enhancing customer relationships (Payne & Frow, 2013). Barnes (2001) proposes that Customer Relationship Management (CRM) is comprised of three fundamental elements, namely the customer, the relationship established between the customer and the company, and the management of the associated processes.

3.2.5 Relationship

The management of client relationships is an ongoing process that extends beyond the initial acquisition of a customer. Conversely, it is imperative that the duration of the customer's association with the business aligns with the longevity of the aforementioned product or service. Barnes (2002) further explains the fundamental elements of customer relationship management in consideration of the aforementioned context. In customer relationship management, the word "relationship" refers to the dynamic interaction that is based on mutual understanding, communication, and trust between a company and its clients. It includes the two parties' continuous participation, communication, and value exchange. Strong, meaningful relationships with customers are the goal of effective CRM strategies; they go beyond transactional contacts to promote advocacy and loyalty (Parvatiyar & Sheth, 2001).

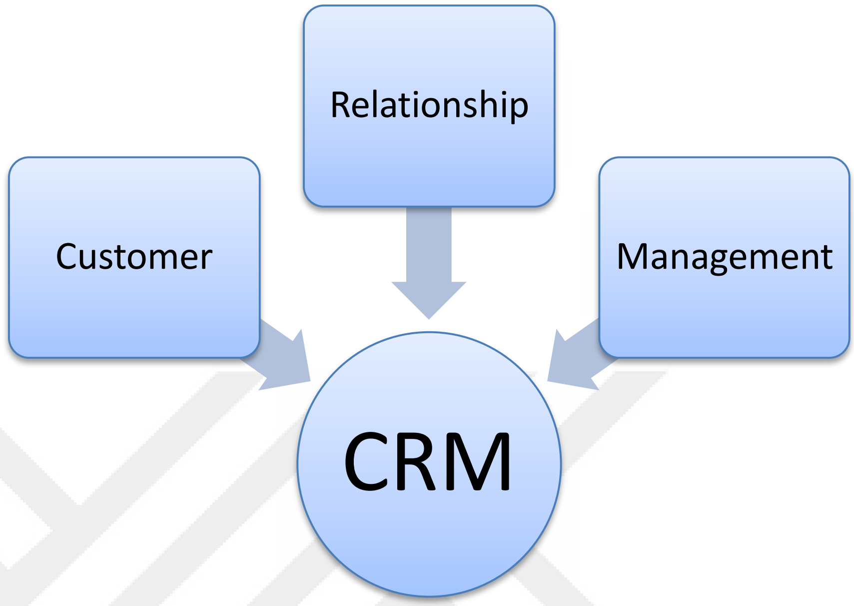
3.2.6 Customer

The consumer serves as the exclusive provider of the business's present profits and prospective growth opportunities. Finding an exceptional clientele that yields higher profits while utilizing fewer resources is a challenging endeavor due to the selective nature of consumers and the intense competition for their patronage. Identifying the true customer can pose a challenge due to the collaborative nature of the purchase decision-making process. According to Chen and Popovich (2003), A person or organization who interacts with a business to purchase goods or services is referred to as a "customer" in the context of customer relationship management (CRM). CRM strategies center on the customer, with an emphasis on comprehending their requirements, interests, and actions for developing strong relationships. In order to attract, retain, and optimize the value of every customer interaction, CRM aims to serve both present and potential clients.

3.2.7 Management

CRM is a practice that isn't only practiced in the marketing division. Instead, it entails ongoing changes to a company's mindset, culture, and procedures. The data collected from consumers is transformed into valuable business insights, which subsequently drive strategic initiatives aimed at capitalizing on the information and market opportunities. The company and its personnel must undergo significant transformation as a result of CRM. (Barnes, 2001; Ngai, 2005). "Management" in the context of CRM refers to the strategic method that companies use to monitor and maximize their customer contacts over the course of the customer lifecycle. This entails a variety of procedures, tools, and organizational techniques used to attract, hold, and increase the value of clients. Aligning resources, corporate goals, and customer-centric principles are necessary for effective customer relationship management (Payne & Frow, 2013).

Figure 1: CRM Components



Source: Barnes (2002).

2.4 Classifications of Customer Relationship Management:

Several categories have been put out in the broad field of customer relationship management (CRM) to describe the diverse range of CRM techniques and systems (Jain & Singh, 2002). These categories provide as frameworks for comprehending the various aspects and features of CRM, assisting businesses in putting CRM into practice and making the most of it to improve client interactions and overall business success. Different classification schemes for CRM have been presented by academics and industry professionals; these schemes often highlight unique features like functionality, purpose, or implementation strategy (Rigby et al., 2002). In addition to aiding in the conceptualization of CRM, these categories provide light on the operational and strategic facets of customer management (Parvatiyar & Sheth, 2001).

According to Parvatiyar et al. (2001), the framework must integrate operational and analytical technologies to function as a whole. The company must also satisfy consumer engagement demands across a range of channels by using a number of collaborative technologies. For a CRM strategy to be effective all three components must be used to build the CRM foundation. CRM is primarily categorized under the following three categories:

3.2.8 Operational CRM

This approach aims to automate business processes that are related horizontally, such as customer contact points, point-of-sale systems, enterprise resource planning (ERP), and the combination of old systems. (CRM is in charge of the front office, and ERP is in charge of automating the back office. Common uses include automating the sales forces, call centers, platforms, company marketing, and the creation of proposals. The ability of practical CRM to connect with ERP's financial and human resources (HR) suites makes it possible to do everything from managing leads to tracking orders. Operational (CRM) primarily focuses on the strategies and procedures that organizations can employ to effectively enhance customer contentment and loyalty. Additionally, it functions as a resolution for the issue of elevated expenses related to customer support. The following are the objectives of operational Customer Relationship Management (CRM):

The implementation of automation in various processes facilitates the adoption of optimal practices and cost reduction, thereby stimulating revenue growth.

The optimization of operational procedures enables enterprises to provide an enhanced customer experience while minimizing costs. This phenomenon results in an increased return on investment for businesses.

3.2.9 Analytical CRM

In order to establish a business and customer connection that benefits both parties, analytical CRM uses customer data for analysis, modeling, and assessment. CRM analytics refers to any software that analyzes customer data and delivers it so that business choices may be made more effectively and quickly. Almost every company has gathered and kept an excessive amount information and data regarding their clients, vendors, and business partners (Parvatiyar et al., 2001). By assisting companies in understanding consumer behavior and preferences, CRM systems provide analytical advantages (Payne & Frow, 2013). Businesses may get a more thorough knowledge of their consumers and customize their marketing strategies by analyzing client interactions across multiple platforms including email, social media, and phone (Verhoef, Neslin, & Vroomen, 2017). Additionally, CRM systems can make decisions based on data and optimize marketing strategies by using predictive analytics to spot trends and foresee future customer needs (Kuehn & Corcoran, 2020).

3.2.10 Collaborative CRM

"Collaborative CRM" refers to the approaches and tools that make it easier to manage data and coordinate operations among various organizations in order to create, improve, and maintain profitable networks of customer and partner relationships. In order to enhance client satisfaction, the organization directs its efforts towards offering comprehensive understanding of companies' operations, customer service, advertising, and product development. Jill Dyche (2002) defines collaborative CRM as a distinct capability that facilitates simultaneous communication between an organization and its customers through various channels, with the aim of fostering and enhancing the quality of customer interactions. According to the research conducted by Copulsky and Wolf (1990), the implementation of collaborative CRM facilitates the sharing and distribution of customer data and actions among various stakeholders within an organization. These stakeholders include internally dealing with customers support and assistance staff, mobile sales specialists, partners, and customers themselves. CRM systems within an organization have the potential to facilitate interdepartmental collaboration and contribute to the removal of barriers (Rigby & Ledingham, 2004). To provide a more unified customer experience, departments including sales, marketing, and customer support may collaborate by exchanging customer data and insights (Kumar & Reinartz, 2018). Additionally, real-time communication and teamwork made possible by CRM systems can speed up problem-solving and boost customer satisfaction (Greenberg, 2010).

2.5 Customer Relationship Management Goals

Table 1 examines customer relationship management (CRM) aims from various viewpoints. The main goal of CRM is to achieve a competitive edge in managing customers, leading to an increase in profitability (Buttle & Maklan, 2019). The following table, sourced from Moghaddam, Mehr, Haj, and Moghani (2010), presents the Customer Relationship Management (CRM) goals as viewed from different point of view.

Table 1: CRM Goals

CRM goals from various viewpoints (Moghaddam, Mehr, Haj, & Moghani, 2010)

CRM goal according to Burnett (2015)	The expenses associated with obtaining customer data have been decreased. The identification of clients has led to a subsequent increase in revenue.
CRM goals according to Swift (2015)	The method of communicating with actual customers is being enhanced. Each customer is shown actual merchandise. presenting authentic goods through networks that are suitable for each consumer presenting real items to the appropriate individuals at the appropriate time.
CRM goals according to Galbreath & Rogers (1999)	Customization creating a customized private communications network for each customer You will be able to provide additional services after the transaction.

2.6 Benefits of Customer Relationship Management

The utilization of customer relationship management (CRM) may help a business in many ways. Retaining existing customers is a priority for many businesses, and CRM may help with that (Reinartz & Kumar, 2002). As stated by Payne and Frow (2013), firms that consolidate their customer information have a deeper understanding of their clientele, enabling them to better target their marketing efforts and provide customized services. A positive relationship exists among the utilization of a customer relationship management system and the enhancement of customer satisfaction. and loyalty (Kumar & Reinartz, 2018). Increasing client involvement is another advantage of CRM for managing customer interactions (Greenberg, 2010). Businesses may strengthen their connections with their clients and raise customer engagement levels by offering them tailored experiences and targeted marketing messages (Verhoef et al., 2017). Additionally, CRM systems can assist companies in finding fresh opportunities for engagement and cross-selling, allowing them to deepen their connections with current clients and boost sales (Kumar & Reinartz, 2018). CRM systems can offer useful knowledge and information into consumer behavior and preferences, enabling firms to make data-driven choices that strengthen customer relationships (Greenberg, 2010). Businesses may predict client requirements and modify their marketing strategies appropriately by evaluating customer data and spotting patterns (Kumar & Reinartz, 2018). This increases consumer satisfaction and loyalty. CRM systems may also help companies keep track of customer feedback and react to consumer issues quickly and effectively, improving client connections (Payne & Frow, 2013).

2.7 Customer Relationship Service Concept

Discussing customer relationship management without addressing customer service poses a challenge. Consequently, a research investigation will be undertaken to examine the components and characteristics that define customer relations service. Customer relations service is an activity that occurs either before or after a sale, and it assists customers in handling the majority of their problems related to the goods and services provided by a company. The ultimate goal of this service is to ensure customer satisfaction and foster a strong and enduring connection between the organization and its customers. Customer relations services are strategically developed to efficiently and promptly resolve issues and inquiries from both internal and external customers. According to Ojo (2004), a business can potentially reduce expenses and enhance revenue and performance by providing clients with timely and accurate responses. Customer relationship management cannot be discussed without acknowledging the role of customer service. Consequently, an inquiry into the nature of customer relations service will be conducted. Customer relations service is an action that happens prior to or after a sale and is designed to help customers resolve most of their issues and complaints with an organization's services. The goal of this activity is to increase client satisfaction and maintain a solid rapport with them. Addressing both internal and external customer complaints quickly and efficiently is the main goal of customer relations service. Ojo (2004) claims that the provision of prompt and precise responses to customers can result in cost savings, as well as enhanced profitability and performance for corporations.

2.8 Capabilities of Customer Relations Services

These are the procedures or technical components that enable or support a company in offering outstanding client assistance. Managing field services, a support desk, or call centres are a few examples. The targeted clients are the most important to the firm since today's consumers have more options, thus customer relations services must be given top priority inside the organization. In principle, every interaction a consumer has with a business is a chance for them to get repeat service and maybe make a purchase (Samuel, 2016). According to Winer (2001), there are two categories into which customer service is always divided:

3.2.11 Reactive Service

Reactive service is a term used to describe the process by which a customer contacts a company to address a problem, such as a product failure, billing inquiry, or product return. Most organizations have established a comprehensive system comprising of approximately a thousand phone numbers, faxback systems, email addresses, and other necessary details to effectively manage reactive service issues. Real-time monitoring systems and customer relationship management (CRM) tools are essential components of reactive service. These tools enable organizations to track customer interactions and sentiment, facilitating prompt and effective responses (Zeithaml, Bitner, & Gremler, 2021).

3.2.12 Proactive Service

Implementing proactive service is more difficult. This is an instance when a business has made the conscious decision to reach out to consumers directly rather of waiting for them to complain or do some other action that calls for a reactive response. Effective account management trains salespeople and anybody else who deals with particular clients to proactively engage and anticipate the needs of individuals.

Strategies for Improving Customer Relationship Management:

Every company or organization has to provide excellent customer service. To attract, retain, and please consumers in any position requiring contact with the public, a person must possess strong customer service skills. The foundations of customer service are simple to put into practice, as shown by (Light, 2015), however there are a few considerations.

1. Make sure your team includes individuals who like engaging with others. Although it may seem obvious, gregarious and upbeat staff members are more likely to treat clients respectfully and empathize with their concerns.

2. It is recommended to conduct regular customer service training sessions. Typically, these seminars involve the presentation of role plays depicting diverse client experiences across various scenarios. This type of ongoing training will encourage the development of customer-centric behaviours and protocols.

3. Empower the staff with the necessary authority to independently make challenging decisions without requiring your involvement. The establishment of this authority will be grounded on customer service standards that have been in place for a significant period of time. It is possible to praise employees for exhibiting appropriate judgment and encourage them to prioritize customer-centric decision-making in subsequent instances.

4. It is recommended to prompt customers to offer their feedback. One possible method for obtaining feedback is to distribute questionnaires or conduct random client surveys through phone calls. It is commonly observed that customers are pleased to furnish such information. It is imperative to take action on any feedback received that has the potential to improve customer service.

5. Catch your clientele off guard. By offering a supplementary incentive, an unanticipated additional item, and a gesture of appreciation, it is possible to pleasantly surprise one's clientele. This uncomplicated undertaking has the potential to give your clientele a positive encounter and motivate them to engage in additional transactions in the future.

2.9 Challenges of Customer Relationship Management

Despite the numerous advantages of CRM, organizations may face a number of difficulties while installing and maintaining a CRM system. Data quality is one of the primary issues facing CRM (Kotorov, 2015). Inaccurate consumer insights from poor data quality may result in ineffective marketing tactics and lower levels of customer satisfaction (Chen & Popovich, 2003). Continuous data management and maintenance, which may be resource-intensive, is necessary to ensure that data is correct and up-to-date (Kotorov, 2015). Integration of CRM with other systems and programs is another barrier (Kim, 2013). Accounting software, marketing automation tools, and customer support apps are just a few examples of the many systems and applications that many firms need to link with their CRM system. It may be difficult and time-consuming to make sure that all of these systems interact smoothly (Kim, 2013). Another issue with CRM is user acceptance (Bose & Chen, 2013). CRM solutions are only useful if they are utilized regularly and efficiently by workers across the business. However, many employees may be resistant to change or may not fully understand how to use the CRM system. Comprehensive training and continuing assistance may help overcome this difficulty (Bose & Chen, 2013). Concerns about privacy and security may also make adopting and maintaining a CRM system difficult (Talpau & Boscoianu, 2017). Storing and handling massive volumes of consumer data may be dangerous, especially if the data is sensitive or personal. Businesses must verify that their CRM systems comply with applicable data privacy standards and that adequate security measures are in place to secure consumer data (Talpau & Boscoianu, 2017).

2.10 Organizational Performance Concept:

A company's ability to meet its objectives is evaluated by this metric. Several metrics may be employed to evaluate the prosperity of an enterprise, such as market share, sales figures, staff involvement, customer satisfaction, and service excellence (Boisvert, 2015). Because of how integral they are to our daily lives, institutions are particularly important to emerging nations. Economists generally believe that institutions have a significant influence in shaping economic, political, and social trends. Therefore, organizational performance is one of the most important factors in management research. Despite its widespread use in research, the idea of organizational performance remains elusive owing to the diversity of approaches taken to describe it. Georgopoulos and Tannenbaum (1957) provided a definition of organizational performance during the 1950s, wherein it was described as the extent to which an organization successfully attains its objectives within the framework of a social system. Work, interpersonal relationships, and the structure of the company were high priorities during those early performance reviews. Later in the 1960s and 1970s, companies started exploring new methods to assess performance, and One definition that has been proposed was the concept of an organization's capacity to effectively utilize its surrounding environment in order to acquire and utilize scarce resources (Yuchtman-Yaar & Seashore, 1967). Complexity increased dramatically over the 1990s and 1980s. Managers learned that a company is successful if it is able to accomplish its goals while using the fewest possible resources (effectiveness) and those resources efficiently (efficiency). Success for an organization is defined as the realization of its performance goals within the bounds of its available resources (Campbell, Dunnette, Lawler, & Weick, 1970), and this idea has been embraced by subsequent organizational theories (Lusthaus & Adrien, 1998). Profit dropped down the list of priorities in this environment. The authors (Lebas & Euske, 2007) define certain terms related to organizational performance to help better illustrate the idea. In this context, "performance" refers to a range of monetary and non-monetary indicators of the success with which goals and results were attained.

2.11 Performance Concept:

According to DeNisi and Smith (2014), "performance" is "a multidimensional construct that refers to the degree to which an individual, group, or organization achieves its objectives." Many academic disciplines have explored the idea of performance (Duan et al., 2019), including psychology, organizational behavior, and management. Effectiveness (i.e., attaining objectives) and efficiency (i.e., doing so with least resources or work) are often considered synonymous terms in the field of organizational research (Purce, 2014). Objective measurements like sales income or productivity may be compared to more subjective ones like evaluations from supervisors or customer satisfaction surveys (Schaufeli et al., 2018) to provide a more complete picture of performance. Performance may also be impacted by a variety of organizational, group, and individual variables. Personality, drive, and aptitude are examples of individual elements, while collaboration and communication are examples of group factors (DeNisi & Smith, 2014). Leadership, culture, and strategy are just a few examples of organizational elements (Purce, 2014). Performance may also be analyzed at various levels of analysis. Individual-level performance is the output of a single person, while team-level performance is the output of a group of people cooperating to achieve a shared objective (Duan et al., 2019). Performance at the organizational level, on the other hand, relates to how well the organization as a whole is doing overall. Overall, the idea of performance is complicated and varied, and it may be impacted by a range of organizational, group, and individual elements. For companies to properly measure, manage, and enhance their performance, it is essential that they have a thorough understanding of the many dimensions and degrees of performance.

2.12 The Impact of CRM to Organizational Performance

Numerous scholarly investigations have been conducted the correlation between CRM and business success. CRM has been found to improve business outcomes (Jain & Singh, 2002; Mithas et al., 2006; Sivadas & Baker-Prewitt, 2000). Implementing a customer relationship management system (CRM) can boost sales, customer retention, and profits, as documented by Jain and Singh (2002). Similarly, Mithas et al. (2006) discovered that businesses who used CRM strategies outperformed their competitors financially. In the retail sector, Sivadas and Baker-Prewitt (2000) likewise discovered a strong correlation among CRM and financial results. There are several methods by which CRM may affect performance inside an organization. Increased consumer satisfaction and retention is one such method (Hart et al., 2004; Reichheld & Schefter, 2000). Organizations may boost consumer satisfaction, loyalty, and revenue via proper relationship management with their customers. Increased customer loyalty and retention was shown to be a result of good CRM procedures, according to research by Hart et al. (2004). Reichheld and Schefter (2000) found that another important component in the success of financial services organizations was customer loyalty. By enhancing client acquisition and retention, CRM may also have an influence on organizational performance (Day, 2003; Zhang et al., 2014). Organizations may more effectively focus their marketing and sales activities and boost client acquisition and retention rates by using customer data and analytics. Day (2003) discovered that good CRM procedures may increase customer retention rates, while Zhang et al., (2014) discovered that good CRM procedures can increase customer acquisition by raising the quality of leads produced by marketing efforts. The particular CRM aspects that are introduced may also have an influence on how well a firm performs. According to Chen and Popovich (2003), operational CRM may boost sales and service performance whereas analytical CRM can boost marketing performance. In addition, organizational elements like culture and strategy may temper the influence of CRM (Chen & Popovich, 2003; Rigby et al., 2002). CRM's influence on organizational performance, however, is not always clear-cut and might rely on a number of contextual circumstances. For instance, CRM could have a bigger influence on small and medium-sized businesses (SMEs) than on larger companies, or it might work better in certain sectors like retail or hospitality (Chen & Popovich, 2003). The organization's culture and desire to adopt customer-centric practices may also influence the effectiveness of CRM (Parvatiyar & Sheth, 2001). In conclusion, research indicates that good CRM practices may boost customer happiness and loyalty, as well as customer acquisition and retention, which can all have a favorable influence on organizational success.

2.13 CRM Practices and Organizational Performance

The dependent variable of organizational performance is the main subject of this research. According to Li, Shue, and colleagues (2006), an organization's success is determined by its ability to accomplish its financial and market-oriented objectives. In earlier studies, different metrics of organizational performance were used, such as assessing marketing and financial performance using multiple measurement guidelines and taking into account variables related to customer relationship management (CRM) activities. According to a recent research by Chuchuen and Chanvarasuth (2011), CRM is used by many firms. It is facilitating an understanding of customer behaviour, enabling businesses to acknowledge the significance of consumers, and revolutionizing their approach towards customer interactions. The adoption of CRM by firms is impacted more by technical and organizational factors than by environmental ones. Consequently, organizations will perceive a comparatively higher level of benefit, will be afforded additional opportunities to trial CRM prior to its integration, will receive greater support from upper management, and will exhibit greater organizational readiness. According to Ramdani and Kawalek (2008), bigger companies are more likely to employ CRM. A performance review that is centered on financial measures would be imprecise in terms of financial success, claim Keramati and Hamed (2010). In today's competitive environment, traditional financial accounting metrics such as return on investment may give misleading information about ongoing innovation and development (Kaplan & Norton, 1992). Due of CRM's cross-functional nature, conventional methods of performance evaluation might not work well. All subjective performance criteria were used, taking into account the information that was accessible and the willingness of the participants to disclose trade secrets about the company's main rivals (Ata & Toker, 2012).

2.14 Key Customer Focus

The core customer focus is when staff work only to provide consistently high-quality services to loyal customers (Drienhart & Gregoire, 1993). Organizations must provide value to their consumers in order to be really customer-focused associations (Payne & Frow, 2006). Connections between consumer needs (Donaldson & O' Toole, 2007), client satisfaction (Gebert et al., 2002), and loyalty and retention of customers also involve the customer focus. Customers will be encouraged to stay longer and spend more often as a consequence, boosting the company's long-term worth of the organization. Businesses must adapt CRM's organization, society, payment system, and guidelines with a major emphasis on their customers in order to accomplish effective deployment (Ryals & Knox, 2001). The company's contacts with its most important clients, who are referred to as "lifetime value computations" (Jain & Singh, 2002), should accurately represent its CRM strategy. The primary objective of prioritizing key customers is to establish strong relationships with loyal clientele, thereby rendering the seller company necessary to the most advantageous customers (Vandermerwe, 2004). In order to build long-term customer connections, it is advantageous for the sales team to possess an extensive understanding of the company's operations and to build internal assistance for major customer relationships. This approach better facilitates and promotes the provision of customized goods and services to consumers (Armstrong & Kotler, 2003). Due to the constant changes in the business environment, companies must implement workable methods that will increase their ability to respond and be sensitive to the shifting demands of their clientele. Due to the unique relationship that exists between businesses and their consumers, companies must adopt a customer-focus strategy as a strategic option in order to concentrate on their customers (Domi et al., 2020). In order to build a long-term profitable business, Deshpande et al. (1993) defined customer-focus as a set of values that prioritizes the needs of the customer while also taking into account those of all other stakeholders, such as owners, managers, and workers.

This term has been widely used in a number of marketing and entrepreneurship-related publications (Madhani, 2020). However, Bartley et al. (2007) defined customer-focus as an organization's strong commitment to comprehending and meeting the requirements, wants, and expectations of its customers—that is, their past, present, and future—in a proactive way in order to foster long-term success. Actualizing client expectations is the ultimate goal of customer-focus (Han et al., 2021). Customer-focus is a key component of every business organization's engagement with its target market (Li et al., 2021) and has been acknowledged as a significant driver for business organization performance (Kumar and Reinartz, 2018). However, due to inconsistent results from various studies, previous research, including that done by Pekovic and Rolland (2016), has increasingly questioned the general consensus on the beneficial impact of a main customer-focus on business organization success. For example, research studies like Han et al. (2021) and Setiyaji et al. (2022) have found a positive correlation between key customer-focus and business organization performance; however, studies like Husain et al. (2022) and

Manishimwe et al. (2022) have found a significant negative correlation. Consequently, a number of recommendations have been made by academics stressing the need for more study to be done in order to determine the kind or nature of the link between customer attention and business performance in a variety of contexts (Abrokwah-Larbi, 2020).

According to earlier research (Neneh, 2016; Madhani, 2020), a combination of strategic elements can lead to the main customer-focus's ideal performance outcome. Thus, Neneh (2018) highlights that developing a competitive advantage and enhancing company performance rely on the relationships between a variety of factors rather than a single factor. Unfortunately, there isn't much research on the strategic factors that companies can think about when implementing a key customer-focus approach. This is because previous studies, like those by Nwokah and Maclayton (2006), Frambach et al. (2016), and Husain et al. (2022), have mostly focused on examining the connections between important customer-focus and other factors like innovation, growth, rival orientation, and technological orientation. Furthermore, until recently, key customer focus has not often been evaluated from the standpoint of the resource-based view (RBV). The primary constraint facing businesses is resource scarcity, which has impeded their capacity to capitalize on expansion prospects in several instances (Donkor et al., 2018). Therefore, if key customer-focused business organizations are still limited in their ability to take advantage of opportunities arising from customer requirements, they may still be unable to do so. These resources include co-creation, network connections, customer insights or knowledge, and artificial intelligence marketing (AIM). This is because real customer-focus application and optimization depend on the availability of resources; as a result, if those resources are unavailable, their overall beneficial impact on business organization performance may decrease (Al-Gasawneh et al., 2021). In this case, resource availability could benefit customer-focused business organizations. While key customer-focus has been experimentally validated as a component of numerous marketing-related research, the majority of these empirical investigations looked at key customer-focus as a domain of customer orientation in conjunction with other components. Consequently, these earlier research neglected to take into account factors that are particularly relevant to consumer attention. Additionally, while earlier research has demonstrated that a customer-focused approach improves performance (Islam and Zhe, 2022), the majority of these studies were unable to characterize the specifics of the effect.

Santos et al. (2020) state that operationalizing key customer-focus requires significant financial assistance. However, the results of this approach have mostly been long-term. Managers and owners of organizations are under pressure to accomplish their short- and medium-term financial performance targets due to the focus on the key customer-focus approach and the anticipated long-term consequence. According to recent empirical research, business owners and managers have been prevented from implementing long-term development strategies, including key customer-focus, by short-term financial measures like budget (Niculescu, 2022; Kurznack et al., 2021). As a result, it has become essential for this research study to present empirical proof of how customer-focus affects a wider variety of performance indicators, including nonfinancial and financial metrics. thereby, the balance scorecard was chosen as the performance measure for the current research project because it offers a wider variety of metrics, such as non-financial metrics like learning and growth, internal business process, and customer perspectives, as well as financial metrics like financial perspective (Kaplan and Norton, 2009). Based on the preceding considerations, the primary goal of this research is to evaluate the influence of major customer-focused factors on organizational success. This will contribute to current understanding by identifying new frontier circumstances under which key customer-focus may help enterprises. This study adds data from a developing economy to the topic on the link between customer-focused corporate success. This study highlights the importance of customer-focused characteristics, such as co-creation, insight, and value, in maximizing potential from organizations customer-focused strategies. Businesses can become more competitive in terms of cost, quality, or other differentiating factors if they acquire and maximize resources and competencies that are deemed valuable, uncommon, unique, and non-replaceable (Barney, 2001; Estensoro et al., 2022). The aim is to offer an understanding of the relationship between different resources and the degree to which these resources may be combined to maintain the competitiveness and performance of commercial enterprises (Nayak et al., 2022). Crucial Customer-focus is acknowledged as an internal resource that a company organization may use to strengthen its competitive advantage (Husain et al., 2022). Prior research (Flight and Mudiyanselage; Kang et al.; & Kaburu et al., 2021) even goes so far as to say that a company organization's external resources are inferior to key customer-focus when it comes to generating competitive advantage and performance. The development of competitive superiority, such as cost, context-based product/service functionality, pricing, and other extra and auxiliary service value, is made possible by obtaining key customer-focus advantage, which in turn creates a ripple effect that may be connected to this, according to Santos et al. (2020). The ability to integrate resources like co-creation, network connections, and customer insight or knowledge to support corporate strategy and objectives is a fundamental key customer-focus advantage that is exclusive to business organizations (Donnellan and Rutledge, 2019). When positioning key customer-focus indicates a complex, diversified, and secure business strategy, it may lead to both competitive supremacy and enterprise performance (Fakhreddin and Foroudi, 2022). A capacity that affects a company organization's performance and competitive advantage is the act of modifying co-creation, network connections, customer insight, or knowledge to essential customer-focus strategy (Husain et al., 2022). The competitive advantage and performance of a business organization are not entirely provided by key customer-focus capabilities, since they may also be found in other business organizations (Zaman et al., 2022). A corporation can gain a competitive edge and improve performance by implementing key customer-focus strategy that leverages its resources (such as co-creation, network connections, and customer insight or expertise) in a way that is deemed distinct (Setiyaji et al., 2022).

3.2.13 Customer Focus

Customer-focus entails meeting the requirements and expectations of both present and future clients by gaining a comprehensive understanding of their demands and then providing them with acknowledged value (Islamgaleyev et al., 2020). According to Aziz et al. (2021), business organizations may apply customer-focus as a strategic orientation that recognizes their capacity to create and communicate enhanced customer value by analyzing market intelligence. A customer-focus approach is expected to produce value for the customer, which fosters customer loyalty and improves business organization performance (Madhani, 2020). A customer-focused approach encourages customer engagement behaviors that result in a unique and valuable customer experience, according to the literature currently in publication (Madrakhimova, 2021). According to Lee and Lee (2020), the implementation of the customer-focus strategy is dependent on how deeply ingrained the culture of customer-focus is inside the company. Enhancing an organization's total performance (i.e., sales, market share, profitability, and customer happiness) and creating a competitive edge are guaranteed by cultures and practices that prioritize the needs of the customer.

In the body of existing literature, the idea of customer-focus has been discussed, and its impact has been thoroughly examined (Flight and Mudiyanselage, 2021; van Assen, 2021; Marta et al., 2021; Santos et al., 2020). Although there have been many contributions in the last several years, the arguments on customer-focus have mostly come from the works of Narver and Slater (1990), Deshpande et al. (1993), and Bartley et al. (2007). Both ideas, which derive from similar concepts like customer centricity, market orientation, embracing cross-functional activity, and responding to market changes, have a significant impact on the structures and operations of corporate organizations. According to Narver and Slater (1990), customer-focus is a unidimensional construct in this study that consists of two decision criteria (a long-term focus and a profit objective) and three behavioral aspects (customer orientation, competitor orientation, and inter-functional coordination). The measures used by Narver and Slater (1990) to define customer-focus (market orientation) did not include components that facilitate strong customer collaboration and inter-enterprise learning through network ties, despite the fact that their research demonstrated a significant positive impact of customer-focus on profitability.

Likewise, the performance metrics that were implemented were restricted to financial metrics, such as profitability, rather than a combination of financial and nonfinancial metrics. On the other hand, Deshpande et al.'s (1993) study demonstrates that company performance is correlated with the customer's assessment of the supplier's customer-focus. Nevertheless, the supplier's assessment of the supplier's customer-focus did not correlate with business performance because it did not align well with the customer's assessment. According to this study, company performance will only result from a customer-focused approach when customers assess the supplier's customer focus. Conversely, Bartley et al. (2007) offer useful guidance on how corporate entities may enhance their customer-focusedness by assessing their customer-focus culture and degree of customer-focus using a framework. Nonetheless, the majority of their customer-focused metrics are focused on aspects like relationship management, forecasting, induction and training plans, customer surveys, customer service KPIs, and comprehension of customer data. Babu (2018) noted that the idea of customer-focus has been seen in a disaggregated manner, based on the idea that customer-focus essentially consists of the creation and sharing of intelligence related to customers who are regarded as major participants in the market. A customer-focused business organization prioritizes the needs of its customers, both present and future. It has also advanced in terms of co-creation with customers, customer insights, network connections with customers and other businesses, and the use of machine learning-enabled artificial intelligence (AI) to accurately analyze massive customer data sets in order to identify context-oriented customer-focused approaches (Yau et al., 2021; Madhani et al., 2020; Hamidi et al., 2019; Neneh, 2018). Consequently, companies that have a high customer-focus orientation put a lot of effort into getting ready for their clients by creating the right customer-focus elements, such as co-creation (Hamidi et al., 2020), networking (Neneh, 2018), customer insight (Madhani, 2020), and AIM (Yau et al., 2021).

3.2.14 Co-Creation

According to Hamidi et al. (2019), co-creation refers to the methods and practices through which commercial entities work with customers to create goods or services that will eventually be shared. As both the business and the customer work together to produce goods and services, co-creation helps to promote the customer-focus orientation of business organizations by fostering strong customer relationships (Benchekroun and Soulami, 2021). This leads to the creation of novel, contextualized goods and services that satisfy customers' declared as well as implicit wants while fostering a sense of loyalty in them (Domi et al., 2020). According to Merz et al. (2018), co-creation is a precursor to customer-focus orientation that enhances consumer involvement in the development of core goods and services by means of inventive interaction. It is also associated with the idea that the customer alone determines value. For business organizations to use co-creation in a customer-focused setting, they must be able to work with customers and above all learn from them (Galdolage, 2021; Roberts and Darler, 2017). According to this perspective, consumers are no longer able to be recognized as obedient participants in the marketing and product creation processes of companies.

Essentially, it represents a shift in thinking and the focus of the product/service development and marketing processes to customer participation rather than just being "targeted to customers" (Lu et al., 2020). Business companies may get reproductive knowledge and foster organizational learning and innovation by implementing co-creation techniques, which is deemed essential for customer-focused practices (Sarasvuo et al., 2022). Co-creation is changing as a result of the introduction of technologies like artificial intelligence (AI) and machine learning, which use consumer data analytics (Leone et al., 2021). Business organizations are able to identify and prioritize cocreation demands that customers deem significant thanks to the findings of customer data analytics (Liet al., 2021). As a result, fresh consumer information is created, assisting businesses in making wise decisions about their customer-focused initiatives (Kulkov, 2021).

3.2.15 Networking Ties

Due to the growing level of competition in the business world, networking connections are becoming a valuable resource for companies with a customer-focused approach (Hasyim and Syahreza, 2021; Neneh, 2018). Because networking connections make it simple for businesses, especially small and medium-sized enterprises (SMEs), to obtain information about markets, technology, and consumer behavior, they are becoming more and more popular. According to Muteshi and Kariuki (2020), corporate organizations may more effectively target their marketing efforts towards client wants by leveraging the resources they receive through networking relationships. The mechanisms by which commercial organizations may establish suitable contextual interactions and forge bonds with their many stakeholders, including consumers, are defined by networking ties such as managerial, business, political, and social network linkages. As per Laage-Hellman and Lind (2021) business network ties are comprised of interconnected business relationships that provide an efficient exchange of value for money by connecting organizations and customers. Firmly established networking organizations may enhance their capacity for customer-focused innovation by exchanging knowledge and learning across enterprises, which will help them remain resilient in the face of volatile markets.

Consequently, customer knowledge management strategy and actions are driven by network relationships. This gives the customer-focus of a company organization a strategic direction (Lee et al., 2021). Through knowledge sharing among network actors, businesses, customers, and other stakeholders (i.e., businesses, managerial, political, and social space) can form stronger networks that lead to increased customer satisfaction, customer retention, and repeat business. (Kimbu et al., 2019). According to Ribeiro et al. (2021), firms may maximize the utilization of information and knowledge resources embedded in customer networks by identifying both latent and apparent client demands and cultivating long-term customer connections through network links. This gives corporate organizations the chance to contextualize and enhance their innovations in products and services, which is a major step toward developing a customer-focused organization (Neneh, 2018).

3.2.16 Customer Insight

The process of creating data and understanding about certain consumer groups or marketplaces is known as customer insight (Madhani, 2020). A corporate organization's customer-focus strategy is informed by market and customer data, or knowledge derived from customer insight (Daqau and Smoudy, 2019). In order to watch consumers in various ways and inspire creative customer-focused actions to better satisfy customer expectations, customer insights are often gained using data analytics (Zulaikha et al., 2021). Due to factors like the growing complexity of the consumer journey, the continuous emergence of new media consumption channels, the importance of the application of customer insights in customer-focus strategies, the digital transformation of traditional industries, and the upscaling of benchmarks for personalization and digital performance, it is becoming more and more necessary to apply customer insights in customer-focused strategies. Client insight tends to focus data on a specific market or client category and draws attention to unique purchasing patterns (Rajkhowa and Das, 2020). Business organizations may implement these findings to improve key customer-focused performance since customer insights provide relevant information in this way (Einhorn and Loffler, 2021).

Focus areas for customer-focus strategies are provided by insights into consumer attitude and opinion discovered via examined customer data sets. For instance, Companies may improve their brand relationship with customers by learning from customer insights. This might improve customer satisfaction and serve as a focal point for SMEs' customer-focus strategies (Niemi-Grundstrom, 2021). Consumer insights provide consumer data sets context, which enables corporate organizations to use that context to pinpoint customer requirements, wants, and motivations for better customer-focused decision-making (Madhani, 2020). This supports the development of business organizations like SMEs in their capacity to recognize and predict market trends ahead of competitors (Mandal, 2022). Thus, in corporate organizations, customer insights help to improve customer-focus.

2.15 Benefits of key Customer Focus

According to the literature, every firm hoping to achieve a level of sustainable performance must adopt the key customer focus practice (Cai, 2009; Mokhtar, 2013). According to Ahire et al. (1996), sustainable performance is the expectation that a company can respond quickly and effectively to new problems relating to the customer, including requests for adjustments to the way things are being done. Considering how constantly changing consumer expectations are, this is a crucial consideration (Mukerjee, 2013). Therefore, the firm has to use a lot of customer data to properly apply the key customer focus approach since it usually gives information that allows workers to participate more completely to handle customer-related concerns. Although the benefits of such practices—such as increased customer satisfaction levels, for example—had previously been widely documented (Cai, 2009), it has also been observed that these practices may have positive effects on a number of other performance measures, some of which are listed below:

1. To successfully implement key customer focus, the relevant organization would need to improve production methods (Cai, 2009). This would likely lead to greater innovation within the organization.

2. The practice of key customer focus is likely to be valuable to the customer by ultimately improving the overall quality of the products (Mokhtar, 2013; Slater & Narver, 2000).

3. key customer focus is a factor that is associated with improved financial performance (Lado et al., 2011).

4. Firms that emphasize customer-oriented strategies are likely to have higher rates of innovation (Kim et al., 2012; Mukarjee, 2013).

While it has been demonstrated that a key customer-focused approach may positively impact a business's operations, it is crucial to comprehend the precise mechanism by which this happens. Therefore, it is essential to take into account the organizational settings in which key customer focus strategies function in order for this practice to be applied successfully (Assarlind and Gremyr, 2014). For instance, it's widely accepted that public companies offer a distinct setting than private companies, mostly because of variations in the expectations that exist between the company and its clients. Consequently, additional study is required to understand how a "customer first" culture functions in public organizations (Yu et al., 2012). In the meanwhile, because key customer focus demands a high level of participation and involvement from staff members—particularly front-line human resources who regularly and reciprocally interact with customers—the relationship between key customer focus and employee satisfaction can be measured. In order to accomplish the goal of customer attention, managers must collaborate closely with staff members. Because of this, it necessitates that managers engage in employee empowerment, which is a strategy that gives workers a sense of recognition and worth from the company (Anaza and Rutheford, 2012). According to Aziz and Ennew (2013), it is also a crucial quality that supports high levels of employee satisfaction. Today's products have a shorter life cycle than they had in the past. There are nearly always new rivals entering the market with more inventive items, inventive marketing plans, and inventive client care techniques. It forces the businesses to always look for new approaches to accomplishing and handling everything, which leads to innovation in processes, goods, and eventually the company itself (Krivokapic et al., 2013). One example of innovation connected to the key customer focus technique is the extensive use of information technology in managing customer feedback and complaints. Stated differently, there is a clear innovative spirit in companies that use customer focus. According to Verhoef and Lemon (2013), companies that adopt a customer-focused approach might enhance the procedures involved in manufacturing goods or providing services. Defects in products and subpar services would thus decrease, enhancing cost-benefit analysis. Because they include extra costs like waste, junk, rework, and redoing, defects are expensive for the company. Where goods had already been purchased, consumed, or services had been provided to the client, the expense would have been substantially greater. Besides additional expenses, Other detrimental effects that this circumstance might have on the company include damaged reputation, product return, increased warranty expense, and even legal repercussions. In the worst situation, a product's flaws might result in catastrophe and fatalities. One example of additional costs paid by the company as a result of product flaws is the recall of a product from the market. The conversation above supports the discovery that a company's financial success may be greatly impacted by its emphasis on its customers (Sun and Kim, 2013).

In summary, satisfying customer expectations is the ultimate goal of key customer focus, according to Tajeddini et al. (2013). As a result, an assessment of its correlation with customer satisfaction is required. When putting the key customer focus approach into practice, the business must provide consumers plenty of chances to offer comments and recommendations, which the business will then consider for development. Put another way, from the point of product planning to the point of product delivery, the company maintains tight contact with its clients. Consequently, there would be a greater chance that the company might generate high-quality goods or services. According to Zhu et al. (2010), output with quality features can only help to increase customer satisfaction levels. Furthermore, it has been demonstrated that including consumers in ensuring the quality of the product or service would improve their perspective, which in turn will raise customer satisfaction (Pan et al., 2012). Furthermore, the company would provide several options for implementing customer focus. social media and other channels for consumer communication in order to become more client-responsive. Furthermore, it has been demonstrated that including consumers in ensuring the quality of the product or service would improve their perspective, which in turn will raise customer satisfaction (Pan et al., 2012). Furthermore, the company would provide several options for implementing customer focus. social media and other channels for consumer communication in order to become more client-responsive.

2.16 Key Customer Focus and Organizational Performance:

According to Dienhart and Gregoire's (1993) definition, key customer concentration refers to an employee's individualized focus on delivering exceptional customer service. Payne and Frow (2005) assert that a critical element enabling a firm to adopt a customer-focused methodology is its ability to provide value to its customers. According to previous academic research, the most important component of a customer connection is gathered around the consumer, and the marketing philosophy promotes putting the needs of the client first. Heiens (2000) asserts that a company that puts a high priority on customer happiness is more likely to succeed in the long run than in the short run. This is a result of the proactive preparation that is encouraged by the marketing strategy that this organization has chosen. According to Gebert, Geib, & al. (2002), there is a correlation between decreased patronage faithfulness and increased rivalry as a result of the introduction of innovative concepts that focus on building client connections.

In recent years, there has been a lot of interest in performance assessment in business organizations from a variety of business backgrounds and industries. Traditional financial metrics, as a means of measuring performance, have come under heavy fire recently. Specifically, a number of drawbacks related to traditional financial performance measures were recorded in the research (Lukason and Valgenberg, 2021). These restrictions resulted from an overemphasis on short-term success indicators, such as revenue and budget, rather than long-term metrics, such as staff competency, business processes, customer fulfillment, and superior product or service (Hristov et al., 2019). In general, businesses may not receive adequate information on sound performance from the focus placed on short-term financial accounting criteria (Rafiq et al., 2020). According to Alves and Lourenço (2022), novel performance metrics are focused on nonfinancial variables and also provide attention to determinants like customer happiness, company processes, management and staff competence, and product or service quality performance. Recent study findings provide empirical evidence that nonfinancial performance metrics are playing a bigger role in corporate enterprise management (Abofaied, 2017). As a result, financial measures alone are insufficient to assess the success of modern businesses; rather, both financial and nonfinancial performance indicators must to be taken into account (Arjunan et al., 2020). According to Sharaf-Addin and Fazel (2021) financial performance measurements indicate the extent to which business organization strategy, operation, and execution contribute to bottom-line development. They display the state of a company's performance with respect to its profitability goals. The results of previous managerial actions are usually reflected in financial performance measurements. According to Nazari Shirkouhi et al. (2020), corporate organizations become sub optimized when they rely solely on financial performance indicators like profit margin, sales, revenue growth, and return on capital employed (ROCE). Managers' ability to identify and target clients and market categories in which the company organization will compete is seen through the lens of customer viewpoints, or nonfinancial perspectives (Abofaied, 2017). Numerous measures (such as customer happiness, customer profitability, customer retention, and customer acquisition) indicating successful outcomes from a well-conceived and implemented strategy are also included in this perspective. The internal business process viewpoint measures an organization's performance by looking at the things that are essential to attaining both customer and financial goals. In order to meet the demands of its customers and the market, the business organization must also engage in activities such core competences, work execution methods and processes, and important technologies (Rafiq et al., 2020). According to Tippett and Langat (2016), the organization's internal business processes need to be placed inside the framework of the business organization's goals and strategy. An organization in business may identify the right infrastructure to build in order to produce development and improvement over the long run by using a learning and growth approach. Three fundamental pillars—people, systems, and organizational procedures—are the source of a business organization's learning and development, according to Hamdy (2018). The business organization objectives of the BSC, which include financial, customer, and internal business process objectives, will undoubtedly reveal significant disparities between the present capabilities of individuals, systems, and practices and what will be required to achieve creative performance (Lassoued, 2018). These gaps may be overcome when business organizations focus their expenditures into retooling workers, improving information technology and systems and entrenching congruence between business organization’s processes and its operations (Singh and Arora, 2018).

In order to preserve a competitive edge, businesses are expected to implement a customer-focused marketing strategy (Kaburu et al., 2021). Organizations' use of financial metrics is seen as both a temporary fix and insufficient to fully capture the performance of the client base (Hristov et al., 2019). Thus, in order to quantify customer-focus (Rafiq et al., 2020) and identify consumers deemed desirable for key customer-focus initiatives (Alves and Lourenço, 2022), customer-associated performance indicators are necessary. According to Islamgaleyev et al. (2020), organizations may focus on strategic clients who can increase profitability by offering value and using a customer-centric approach. In order for businesses to concentrate on a smaller number of highly profitable clients, they must use customer-associated performance metrics in order to evaluate, monitor, and manage their operations. Consequently, in the context of customer-focus, it is anticipated that performance and competitive advantage will increase with the adoption of customer-associated performance measures (such as market share, percentage of new and existing customer growth, percentage of repeat business, ratings from customer surveys, and customer lifetime value). In addition to generating customer value through the sharing of customer information throughout the business organization and enabling organized and focused activities to serve the needs of customers, key customer-focus practices help organizations understand both the expressed and latent needs of their customers. Companies must establish productive customer relationships through important customer-focus elements including co-creation, network connections, and consumer insights if they want to be creative (Park, 2020). One example of innovation related to the key customer-focus approach is the widespread use of customer grievance management and response systems (Armin et al., 2021). According to Kang et al. (2021), these customer-focused innovations have a significant influence on an organization's customer performance in terms of growing market share, strong customer loyalty, customer satisfaction, repeat business, and referrals. According to Kim et al. (2017), customer satisfaction and repurchase are positively impacted by customer-focus components such efficient procedures, high-quality customer information, and high-quality customer service. Therefore, it stands to reason that customer performance will increase with increasing customer attention. Customer performance and key customer focus have been found to be positively correlated in prior empirical research (e.g., Flight and Mudiyanselage, 2021; Armin et al., 2021; Kaburu et al., 2021). As per Stone's (2008) assertion, Customer Relationship Management (CRM) facilitates the establishment of effective targeting and inquiry handling mechanisms by corporations, thereby facilitating the rapid expansion of new businesses. According to Peppers and Rogers' (1993) research, retaining existing customers is six times less expensive than obtaining new ones. A very visible and successful way to accomplish this goal is to use a marketing and customer retention strategy based on scientific concepts. The concept of customer focus pertains to the establishment of connections between the requirements of customers (Donaldson & O' Toole, 2002; Sousa, 2003), their contentment (Gebert, Geib, & al., 2002; Sousa, 2003), and their inclination to remain loyal and committed to the business. The extended duration of clients' loyalty and their increased frequency of purchases can lead to a rise in the firm's long-term value. According to Dienhart and Gregoire's (1993) research, there is a positive correlation between employee work satisfaction, job involvement, and job security and the level of customer focus. In contrast, customer relationships are underscored as a critical factor for achieving success in managing a company's interactions with its existing and prospective clientele (Gebert, Geib, & al., 2002).

2.17 Knowledge Management:

According to Grayson and O'Dell (1998), knowledge refers to the collective understanding of a community regarding regulars, goods, procedures, blunders, and victories associated with an organization. Organizations allocate significant attention to knowledge management for various reasons. According to Manville and Foote's (1996) claim, core competencies are derived from the skills and expertise of the individuals performing the tasks, and may not necessarily manifest in tangible form. When knowledge circulates within an organization, it becomes cumulative. According to Demarest (1997), the incorporation of practices, products, and services within an organization is an essential component of its surrounding environment. Tacit information can only be shown when its significance is obvious. The aim should be to generate novel organizational knowledge through a collection of various levels of expertise, rather than simply acquiring and spreading individual knowledge to achieve similarity of knowledge across all members. Human knowledge is dynamic, elusive, and hard to quantify, but without it, no organization could exist. As a result, businesses should provide incentives for staff members to share their expertise as well as systems for gathering and archiving it for later use by the company. Organizational knowledge is created and acquired as part of the KM cycle. Creating new knowledge entails adding new information to already existing knowledge or creating new knowledge (Nonaka, 1994). Explicit and tacit knowledge are the two primary kinds identified by Chen and Xu (2010). Explicit knowledge, as defined by the British philosopher Polanyi (1958), mostly refers to structural knowledge that is conveyed in text, visuals, and symbols and may be acquired through textbooks, reference materials, databases, and other written and verbal instruction. Only in people's thoughts is there implicit information, which is hard to convey through words, symbols, pictures, and other media. The interaction of implicit and explicit knowledge forms organizational knowledge. Capturing and sharing implicit information is difficult as it is stored in people's thoughts and is derived from prior experiences, skill, knowledge, etc. However, explicit knowledge may be readily made available to anybody who is looking for specific information since it already exists in the organization's procedures, publications, pictures, and symbols. Explicit knowledge is very simple to maintain; data and information are captured and stored in large part for the purpose of information systems. Since explicit knowledge is relatively easy for information/knowledge seekers to get, it is acquired through teaching and training and serves as the foundation for creativity. However, managing tacit knowledge is comparatively more challenging and calls for unique methods for its generation, expression, capture, distribution, and preservation. Numerous knowledge shortcuts, including the application of expertise, experience, perspective, and values, are found in implicit knowledge. These shortcuts imply more creative ideas, which are the foundation of competitiveness (Serban, A.M. & J. Luan, 2002). A person's knowledge is made up of their acquired knowledge and intangible awareness, which take the shape of concepts, relationships, judgments, abilities, and underlying causes. Knowledge is a person's internal concept and can only be encoded in organizational procedures, records, goods, services, facilities, and systems when it is expressed, recorded, and shared by workers with the aim of sharing their knowledge. The development of knowledge is essential because knowledge is the only kind of learning-based sustained competitive advantage. Moreover, information generation and transmission are considered strategically important as they are key factors in organizational learning capacities and innovation. Salmador, Paz, and E. Bueno (2007).

2.18 Review of Knowledge Management

The world is changing dramatically, which puts pressure on businesses and organizations to compete with high-quality technology, save expenses, and increase performance. Since knowledge management is the backbone of the knowledge economy and the growth of society, it is essential to attaining these goals. Organizations that manage their knowledge, expertise, and experience well may accomplish objectives, facilitate decision-making, and foster creativity and innovation. In today's energy and human resource industries, the relationship between knowledge management and organizational performance is critical for measuring and addressing success and failure. Organizations strive to continue by increasing productivity and advancement in every facet of their operations. Achieving high-performance levels, boosting productivity, encouraging creativity and invention, and facilitating prompt reaction to environmental changes are all made possible by knowledge management. Increased productivity, inventiveness, efficiency, and competitive advantage are just a few advantages that might result from adopting knowledge management (Dagli et al., 2009). According to Jenelena, Vesna, and Mojea (2012), knowledge management is not only a strategy for acquiring a sustainable competitive advantage but also a practical way to improve organizational performance locally, nationally, and internationally. The need to shift away from reliance on natural resources to compete on brainpower has arisen from technological advancements and environmental considerations. Organizations can get information from workers' minds as well as from within the company with the use of knowledge management. Knowledge management is increasingly seen as essential to an organization's ability to stay competitive. Philosophers have written on the topic for numerous years. Most of the literature on Knowledge Management has been produced in recent years, beginning in the early 1990s. In 1980, during the first-ever American Conference for Artificial Intelligence, Edward Fraanbhum introduced the phrase "Knowledge is Power," which sparked the birth of the profession of "knowledge engineering". In 1997, the relevance of knowledge in the digital era led to the creation of a new subject called "knowledge management." In the latter part of the 1990s, Knowledge Management emerged as one of the most active and pertinent subjects in organizational intellectual output. However, an examination of the literature on knowledge management revealed that there are variations in the perspectives held by those who are intended to administer knowledge. These variations result from the various intellectual foundations and backgrounds that each researcher and scientist has.

2.19 Definition of Knowledge Management

An increasing amount of knowledge generally leads to an increase in the development of an individual's inner spirit of initiative and creativity, as well as the organization and promotion of their ideas (Oxford, Dictionary of Management and Business, 2009, 320). Although knowledge management is a relatively new concept, there are many different definitions of it. Multiple definitions of knowledge management have been proposed from various angles. It has been defined as a methodical procedure for determining and disseminating the knowledge of the relevant individuals. Others stated he knew the value of knowledge assets and how to apply them. Possibly the most basic explanation of knowledge management is the act of imparting information to others. Both definitions emphasize how important it is for people to understand how they can provide value to an organization. Nevertheless, it may be challenging to maximize an organization's return on investment by making use of individual experiences. A collection of methodical and structured processes and organizations that may offer the most useful knowledge at their disposal is referred to as knowledge management. The variety of tasks that support organizations in producing knowledge, gaining access to, choosing and applying it, organizing it, disseminating it, and working to transform it, including data, information, and experiences, as well as the attitudes and capacities of the products; additionally, the application of knowledge management outputs in problem-solving, decision-making, and developing learning processes integrated system for strategic planning (Khuraif, 2009). According to Gupta (2000), knowledge management is a procedure that aids in finding, organizing, and distributing the information transfer needed for tasks and experiences inside an organization. Lately, specific knowledge management has become a broad procedure to locate, arrange, share, and use knowledge and skills inside the company (Filemon and Uriarte, 2008). Knowledge management involves converting personal knowledge into collaborative knowledge that can be shared openly with the organization (David, 1997). It also involves finding and retaining knowledge to improve organizational performance (Bassi, 1998). Permanent initiatives sought to discover knowledge capital in companies to make it easy to navigate and structure, as well as to create an atmosphere that encourages knowledge exchange and ongoing learning (Ruggles, 2009). Researchers discover processes that assist organizations in producing knowledge, choosing, organizing, using, and distributing it within the organization where it aids in learning, decision-making, and problem-solving, ultimately improving organizational performance and strengthening the organization's competitiveness. It should be noted that the majority of the definitions are similar to one another and center on gathering prior work experience that the organization has on hand as well as knowledge of the underlying staff expertise in their minds, all framed to be accessible to all employees of the organization and the beneficiaries of outside investment who made the best investment and collected as much of the material returns and group morale as possible. Based on the foregoing, it is possible to conclude that knowledge management entails planning and controlling the use, development, preservation, and distribution of resources as well as knowledge and procedures associated with them to help the organization achieve its objectives.

2.20 Knowledge

One of the modern intellectual innovations, knowledge management, pointed out that the pursuit and interest in knowledge is outdated because it is based on the beliefs of Aflatun and Aristu, who assert that without knowledge, man could not have acquired knowledge and that knowledge allows one to understand one's surroundings and presence. The researcher offers many perspectives on knowledge since it is a comprehensible notion with a border that makes definition determination challenging (Tilak, 2002). When raw data, numbers, and facts are arranged and classified according to a specific component, they become information that can be used and shared in databases or figure documents and is accessible through contemporary communication technologies. When this information is connected to the choices and recommendations of specific wisdom that the organization's employees' experience and insight have contained, it can be referred to as knowledge. An increasing number of people are interested in modern organizations and the knowledge that is available to them because these organizations are primarily focused on active processes of creativity and innovation, which serve as the foundation for administration, achieving efficiency and effectiveness, and achieving exceptional performance through the use of tools and methods that facilitate knowledge acquisition. In response to a query, the majority of CEOs stated that their staff members' expertise is their biggest advantage. "Workers bring important regulatory information with them when they walk through the door (Lesser and Prusak, 2001). The fact that managers had no notion of how to handle this knowledge was something they would constantly add. When using methodologies involving intellectual capital or assets, it is important to recognize the valuable information and the danger that the firm may lose it due to retirement, employee turnover, or competition (Lesser and Prusak, 2001). Be aware that the most experienced employees frequently quit first. The information management techniques you choose also need to be chosen according to one of the three value levels, which implies that they should apply to the three regulatory Levels of the person, group, or community, as well as the organization itself. According to Stewart (2000) the most effective method for preserving important information is to recognize intellectual assets, create materials to preserve their legacy and store them in a way that will facilitate quick retrieval and maximum reuse in the future. These important byproducts, which take the shape of lessons learned, best practices, and institutional memory, must naturally flow from one person to another and among community members before returning to the original organization.

Knowledge is becoming increasingly important to business organizations' success and to their conversion to the new global economy, which is now referred to as the "economy know" and which validates the head of intellectual capital and the custom of competing through human capabilities. Knowledge also plays a critical role in transforming organizations into knowledge societies, which change islands in the organization to adapt to the rapid changes in their environment (Ali et al., 2009). Since information is the true wealth of organizations, just as it is for individuals, groups, and communities, it is essential for carrying out organizational duties and guiding actions to meet organizational goals and objectives. According to El-Ali et al. (2006), knowledge is both wealth and power. Its power is what sets atheists apart from other resource providers, and its significance stems from the fact that it is the only resource that is not subject to the law of diminishing. When choosing a resource, it does not face the issue of scarcity because it is the only abundant source that grows to accumulate and does not decrease. (Nonaka and Takeuchi 2007) distinguishes between explicit and tacit knowledge. Explicit knowledge is formal knowledge that is readily available and packed with information found in organizational documents like reports, articles, brochures, and programs. On the other hand, tacit knowledge is personal knowledge that is ingrained in individual and collaborative experience exchanges through visual contact. As a result, it demonstrates that while explicit information can be related indirectly, tacit knowledge can be connected more directly and effectively. In his words, we are living in the "age of information and knowledge," where knowledge is the true capital and has more worth than all of the other acquired riches and natural resources combined (Salim, 2006). The decision to focus on information-intensive industries was made due to the abundance of knowledge inputs, short product life cycles, strong demand for customized goods, and high production values. Liao (2008), Possess a vast array of diverse and contradictory scientific information, and we possess concepts that may be expanded upon to formulate the theories most suited for application primarily in the creation of policies and initiatives that promote community development. And that knowledge is both a means of achieving the highest humanitarian aims and the fundamental force behind any social or political-economic change. It is those notions and thoughts that are connected to a person, organization, or community and that utilize a thorough comprehension and perspective to take the necessary actions to accomplish certain objectives (Sawy 2007). The definitions or ideas used to represent knowledge in certain works that addressed knowledge in light of the information revolution and the knowledge explosion make it evident that the notion of knowledge has changed with the advent of the information revolution. Despite the wide range of opinions on what constitutes knowledge, the consensus is that knowledge is a process that the institution and its members have access to use to their advantage when confronted with opposing viewpoints and adapt to changing circumstances. Based on the aforementioned concepts, knowledge can be defined as an organized and processed collection of facts, beliefs, values, ideas, data, and information. This knowledge can be either latent or manifest and is used to solve organizational problems through the creation of plans, their execution, and supervision. Utilizing one's knowledge to gather data on discrimination, identification, interpretation, and evaluation; installing, estimating, forecasting, and making decisions; adapting to one's surroundings; and creating, implementing, and controlling plans. It's important to separate knowledge from other ideas and terminology that are linked to the term knowledge, such as information and understanding, to get a deeper and better grasp of the term picture. As per Uriarte (2008), there are several methods to acquire information. One such method is via utilizing diverse sources, including periodicals, websites, e-mail, and the Internet, to receive knowledge from sources outside the company. A variety of formats, including printed reports, meeting minutes, and memo copies, can be used to gather explicit information from both inside and outside the company. Nearly every level of the regulatory process is where these outputs are created. In conversations and meetings with coworkers, stakeholders, and consultants, tacit knowledge may be generated and recorded. Thus, creating and documenting any tacit knowledge that participants may have is made possible in a great way by seminars and workshops.

4.2.2 Types of Knowledge

Any firm that wants to manage information effectively must be able to better classify its usage or recognize its shortcomings and constraints. To do this, it must examine its development and locate these areas before converting, exchanging, transferring, and investing. In this regard, it is emphasized (Najim, 2008) that knowledge is not the same sort as general, this is true because knowledge is indivisible and cannot be contained in a single frame. However, when an organization produces its goods or services or employs experts, they do not only provide a portion of the knowledge that is easy to identify and transport, and in many cases, they may have lost some of this knowledge due to tradition. Additionally, the organization's capital and relationships with excellence and synergy teams also contain knowledge that is immaterial and cannot be transferred to other people.

4.2.3 Explicit Knowledge

The knowledge that is found outside of an individual's head is referred to as explicit knowledge, and it is the knowledge that can be shared with others. It also refers to data and important information that can be obtained and stored in organized and recorded files, as well as existing and stored in the organization's archives and records, which are related to the policies, procedures, budgets, programs, and documents of the organization, as well as the principles and criteria Calendar and operation, communication, and various functional operations, among other things. It is the knowledge that can be shared using scientific data equations, visualizations, and product specifications, as well as communicated in words, figures, and graphics. As a result, it may swiftly transfer explicit information to individuals. It can also employ information technology to explicitly impart or transfer knowledge to others. Rapid changes in the information and communication landscape were brought about by the widespread usage of technology for the dissemination of explicit knowledge. According to (Wiig, 2003), explicit knowledge is information that can be directly examined and used, making it accessible to conscious minds. It may also be general knowledge since it is organized into papers, processes, programs, or any other format. It is possible to record, communicate, or express explicit knowledge in the official language, as per the findings of Jacobs and Roodt (2007) and Jain (2009). An alternative perspective on all of the information, explicit and implicit, is to refer to the former as "science" and the latter as "art" (Luen and Al-Hawamdeh, 2001).

4.2.4 Tacit Knowledge

The information that individuals and cultures hold inside them, along with the experiences of the organization, is known as tacit knowledge (Rowley, 2003). According to Irick (2007), tacit knowledge is the internal, personal, and domestic knowledge that is ingrained in a person's experiences, ideas, norms, values, and emotions that are connected to what that person possesses. It differs from technical knowledge of cognitive and behavioral knowledge in that it is difficult to share or influence other people. Therefore, it can be said that there are specific people who possess the tacit knowledge. If the organization can add any of these people to the team, especially if their tacit knowledge is relevant to the nature of the organization's work, it will boost efficiency and strengthen its competitive advantage. The fact that experience depends on tacit knowledge is one of its key characteristics, making it a competitive advantage. (Jain, 2011) contends that tacit knowledge cannot be acquired by face-to-face conferences or online discussions, but (Nonaka and Takeuchi, 1995) contend that conversations between people—that is, the initiative of the element socialization of the cooperation model—can transmit tacit knowledge. Furthermore, it separates the researcher (Stewart, 2000) into knowledge categories: automatic and aggregate knowledge, objectivity and knowledge, tacit knowledge, prospective knowledge, and explicit knowledge. Unlike explicit information, tacit knowledge is dynamic and always evolving, making it a form of active knowledge. According to Fombad (2010), tacit knowledge is more valuable than explicit information in a fast-changing market as it impacts a company's ability to compete effectively. According to the literature, famous experts believe that tacit knowledge is the most essential type of knowledge in businesses (McAdam and McCreedy, 1999) since it can be used and employed in innovation and creative processes, providing value to goods and services. Staff competencies, expertise, and skills contribute to tacit knowledge (Li and Zhu, 2009; Jacobs and Rodt, 2011).

Organizations require competitive advantages as well as tacit and explicit knowledge; yet, the methods used by the organization for knowledge management have a significant impact on the processes of knowledge creation, sharing, capturing, and retention (Li and Zhu, 2009). Finding the extent to which banks have adopted km was one of the study's goals. Consequently, any organization that oversees the information that staff members have stored in their minds should aim to turn that knowledge from tacit to explicit by encouraging people to share what they know and then posting it for the benefit of all members. Although the two forms of knowledge-explicit and tacit differ in certain ways, each is complementary to the other, and both are crucial for any organization that needs to translate and transform tacit knowledge into explicit knowledge.

2.21 Knowledge Management Practices

Knowledge is the only reliable source of a sustained competitive advantage in an economy where the sole certainty is uncertainty (Nonaka, 1994). A knowledge management endeavor needs a strong theoretical base to succeed. Numerous facets of this knowledge management method have been uncovered by researchers. According to both (Laudon and Laudon, 2001), knowledge management is the process of locating knowledge and then organizing, documenting, and making it accessible. These actions then become the existence of strategy depending on the organization's survival and success. (Luka, 2001) states that the creation, archiving, and dissemination of information, together with additional tasks associated with these activities, constitute the overall mission of knowledge management. Verifying all of Najib (2008) assertions that the majority of knowledge management concepts, approaches, and models center on knowledge management as a collection of procedures meant to facilitate the creation, acquisition, archiving, sharing, application, and reuse of information. Additionally, according to Tseng (2010), the main goal of knowledge management is to make decisions that are more efficient and effective by ensuring that the right knowledge is available to the appropriate person at the appropriate time. This involves several operations, such as the families of knowledge being stored before being transferred to the beneficiaries. Every model offers a unique viewpoint on the fundamental concepts that make up the knowledge management architecture. Knowledge management methods are characterized as putting ideas into action and in the process of reaching specified goals (Sarrafzadeh, Martin, and Hazeri 2006). Understanding how information is generated, acquired, organized, stored, transferred, shared, and retained is all part of knowledge management procedures (Branes, 2002). The ability to effectively and efficiently gather, generate, store, transmit, and share information is a complex set of integrated and coordinated internal skills that is necessary to constantly enhance the application of knowledge to corporate practices, products, and processes (King and Marks, 2008). Given that knowledge is fundamentally distinct from other organizational resources, the cognitive ability of the organization has become increasingly important. To evaluate the use of knowledge management (KM) strategies that improve efficiency and generate useful organizational information, the organization must have a clear grasp of what constitutes a significant portion of its activities (Mavodza and Ngulube, 2011). The knowledge management procedures and activities were summed up as follows by the study:

4.2.5 Knowledge Creation

Through the integration of all forms of implicit and explicit knowledge, both inside and outside the organization, and the discovery of new relationships between them through various activities, this process refers to the ability of the organization to produce and provide ideas, new knowledge, and innovative solutions to problems and situations they face. In the end, this improves the effectiveness of the organization's performance to develop the skills of workers previously under the previous knowledge, as well as the manufacturing knowledge, which is a process that is necessary for innovation and creativity in the organization of institutions (Sousa & Hendricks, 2007). To attain greater performance, this process involves the exchange of organizational knowledge and information as well as the capacity to learn, absorb, and create new connections between ideas across a variety of themes. (Murphy, 2009). The team's institution participates in this process by creating new knowledge-based heads of money in new practices and issues, helping to solve the challenges, and coming up with creative solutions to the problems. Since everyone is responsible for creating processes, individuals must create an environment that encourages and supports the knowledge-creation activities carried out by individuals. The organization process does not limit knowledge creation to specific departments; rather, it extends to all areas of work and expertise institutions. To promote employee engagement and communication, lower barriers between them, and generate a sense of integration between their experiences, the organization must work to provide a suitable environment for knowledge development.

4.2.6 Knowledge Sharing

According to Laudon and Laudon (2004), knowledge management practices enabled businesses to shift their focus from just focusing on the most practical solutions to one that encourages creativity by utilizing existing knowledge. To put it another way, knowledge sharing is the practice of exchanging information between individuals, groups, and between organizations. The goal of knowledge distribution, also known as knowledge sharing, is to give everyone the chance to contribute to the knowledge that has been developed within the framework of regulations and procedures that permit distribution to anyone interested in it. It also aims to make the knowledge available to all destinations, both inside and outside the organization, so that all of its benefits are linked to her and ultimately realize the public interest. To distribute knowledge acceptably, to the right person at the right time, in an appropriate format, and at a reasonable cost, one must first engage in the knowledge-sharing process (Coakes, 2003). (McLean, Wetherbe, and Turban 2004) Establish what constitutes knowledge sharing, such as the application of willful and the direct or indirect transmission of one or more concepts, ideas, solutions, and information to another person via a middleman, like a computerized system. This information is shared with the staff during a new hire's orientation or upon their resignation. Workers with expertise should prepare for the post by acquiring relevant information. It promotes the exchange of knowledge and the transfer of effective mechanisms, whether they be formal mechanisms like reports, manuals, training, and official meetings, or informal mechanisms like unofficial meetings and discussions. It should be noted that while informal mechanisms may be more efficient, they may also result in the loss of some knowledge because there is no guarantee that the information will be transferred correctly, and formal mechanisms must ensure the efficacy and safety of the information transmitted. However, formal mechanisms may impede the process of innovation. Husain (2011). Knowledge generation and sharing are facilitated by the interaction between personnel and technology. The exchange of information is essential to guarantee that the knowledge stays inside the company even when the familiar departs. Additionally, information can be disseminated through conferences, seminars, written reports, team-building activities, performance assessment systems, and the suggestions of conventional workers. Knowledge sharing can be hindered by factors including time constraints, insufficient expertise, and a lack of incentives.

4.2.7 Knowledge Storage

Organizations are in great danger due to the loss of much of the knowledge held by individuals who are departing for various reasons. Knowledge storage operations include retention tools and search, access and retrieval, placement, and demonstration of knowledge of the storage of organizational memory. Knowledge storage and retention are therefore crucial, particularly for companies that experience employee turnover and rely heavily on hiring practices, temporary advisory contracts, and formats to generate knowledge at high rates. This is because these companies take their tacit knowledge, which is not recorded but is nonetheless recorded, with them and keep it stored in their databases (Zyadat 2008). Before departing the company, personnel should keep up their expertise and experience. Organizations that don't have knowledge retention methods lose their tacit knowledge when employees depart for other companies through various types of attrition. Employees will continue to play a competitive role through effective communication, decision-making, and contribution as long as they are employed by the institution. Employees also lose the information in their brains when they depart the company. Three primary methods exist for storing organizational knowledge: First, deciding which valuable knowledge should be preserved. Second, conservation, documenting, and archiving are methods used to preserve knowledge. Third, periodically reload this memory (Alsalim, 2013). Information storage and codification are crucial for its efficient application, but they also need to be reused as necessary so that the information in issue becomes the property of the organization rather than Knowing (Nemati, 2002). According to Ling et al (2008), to maximize the benefits of tacit knowledge, it is imperative to devise a means of immediately transferring and making it explicit so that it may be disseminated across the business. People with a lot of tacit knowledge, such as exceptional specialists and retired employees with experience, make up an organization's intangible assets (Nonaka and Takeuchi, 1995). The researcher thinks that the caliber of goods and services provided by universities may suffer as a result of the loss of tacit knowledge inside these establishments. Storing information from competent staff members is a vital resource and a key component of the university's strategy to gain a sizable competitive advantage.

4.2.8 Knowledge Application

The application of knowledge and the utilization of already acquired information to make decisions, enhance performance, and accomplish objectives. Organizational knowledge needs to be included in the company's procedures, goods, and services. It should be noted that this stage of the knowledge management process has not received much attention in studies and research on knowledge management. This is because it is assumed that organizing the productive application of knowledge and benefiting from creativity comes after storage and the development of methods to retrieve and transfer to employees (yahyawi, 2011). Furthermore, education comes from the process of experimentation and application, which raises the level of knowledge and deepens it. Therefore, the knowledge that is applied should be the only knowledge that is taken in the first place because it is more significant than the knowledge that will lead to operations creativity, storage, and distribution to improve organizational performance, as played by the efficient application process. The goal and purpose of knowledge management is to apply the knowledge that the organization has access to. This is one of the most important aspects of its operations, and it entails applying knowledge to make it easier to use in carrying out the activities of the organization and more closely related to the tasks that are carried out on the assumption that the organization will benefit from the effective application of knowledge after creativity and storage as well as the development of methods to retrieve and share with employees. According to Yahyawi (2011), this process is meant to be an investment in knowledge that will help solve issues and enhance the work of institutions that fit to accomplish the goals that achieve its growth and adjustment. Since knowledge management is the primary goal of this process, you must apply the knowledge that is primarily of interest. According to Khurayf and Nadya (2009), organizations that apply information optimally in their many operations would have a competitive advantage over those that lack superior knowledge. As a result, knowledge application is more significant than knowledge acquisition. Knowledge does not have any inherent power; rather, knowledge is applied and transformed into a system of rules and processes. The institution should take steps to make sure knowledge management is used more frequently. These steps should be simple and easy to use, allowing even those who are working on them to quickly and readily obtain the knowledge they need. Additionally, the knowledge should be relevant to the work they are doing, allowing for accurate and efficient application (Hashim, 2005).

2.22 Knowledge Management and Organizational Performance:

The term performance refers to the execution of an activity or effort for a certain aim, where the quantity of the output of an individual or group of people after making a distinctive effort is regarded as correct, which is neither efficient nor optimal (Hamza, 2000). The public presentation is a complete and vital idea for all businesses in many forms and activities. Despite doing extensive research and studies on performance evaluation, he was unable to reach an agreement on a certain operational model. Or consider that the difference of opinion arises from the different criteria and standards employed in the study and performance measurement, which the researchers used to pronounce that this discrepancy simply owing to the diversity of purposes and trends of researchers in their studies Bernhard (1999). Performance is a common subject in most areas of management, and it is of interest to both academic scholars and practical managers. Although the relevance of the notion of performance (in general and in terms of organizational effectiveness) is widely acknowledged, treatment performed in the preparation of research may be one of the most challenging difficulties confronting academic researchers today. With the number of material on this issue growing, there appears to be little possibility of obtaining a consensus on the fundamental words and meanings. Some people have been extremely frustrated by this notion. Thus, does performance have a role in financial performance, operational success, and organizational effectiveness? (Ramanujam and Venkatrman, 1986). The organization's capacity to achieve its goals-especially long-term goals of profit and survival, expansion, and adaptation via the efficient and effective use of people and material resources in the face of changing environmental conditions reflected in its performance. A well-organized woman with high productivity can perform to match customer consent, monopolize a good market share, generate a suitable financial return, and fulfill her moral and social obligations to the community, the organization, and the environment in which it operates. The value of a system with several dimensions for measuring performance. It shows not just how the organization operates, but also how well it performs and how far it has come in reaching its objectives over time. Above all, it aids in the management of organizational transformation (yeo, 2003). To investigate these primary goals that dominate and guide decision-making and action levels, quality metrics are therefore more relevant. (Darroch 2005) study, she, for instance, employed internal reflection and performance measures comparison.

A specialized team to gather knowledge and promote investment, worker participation, employee interactions, and the presence of effective leadership are all contributing factors to the new generation of useful, stored, shared, and applied knowledge that facilitates work within the organization. These factors lead those operations to events of consistency and harmony with each other, which reduces overall costs by lowering waste and defective production costs and sales returns. Increasing the organization's financial returns through the creation of creative items that sell quickly and neatly, among other things. High productivity is a sign of excellent input utilization, and applying knowledge management to different performance domains fosters innovation and improved techniques. Overseeing knowledge management to foster innovation and creativity, introduce fresh ideas, and raise employee cultural awareness through education, training, and conversation. Performance is a crucial and fundamental concept for organizations in general because it is the common denominator for all management and employee efforts within institutional frameworks. However, it is nearly an authoritarian phenomenon across all knowledge management base branches and spheres. From Ashton's (2002) perspective, performance in this context is defined as accomplishing organizational objectives through the efficient and effective use of resources, or the ability to optimize outcomes with fewer resources. Effectiveness is defined as reaching the intended goals. Knowledge management procedures and systems that employee knowledge management processes are more willing to apply and are better able to utilize their available resources effectively, which leads to the evolution of organizational performance. This is indicated by the relationship between the functioning of the reciprocal regulatory mechanism and knowledge management practices in organizations that tend to develop a performance relationship. Employees may improve their knowledge and abilities, work as a team to share knowledge, and learn from others through knowledge management methods, all of which can improve their career prospects. Knowledge management procedures that facilitate enhanced productivity by providing quick access to employee knowledge as well as the capacity to improve decision-making, streamline processes, lower error rates, and boost innovation, renewal efforts, and data integration to foster collaboration, lower operating costs, enhance public service delivery, and increase decision-making participation.

Since organizational performance has a significant impact on the longevity, expansion, and increased competitiveness of an organization, it has come to be seen as the fundamental idea underlying all organizations. The system's long-term objectives endure, adapt, and grow to maintain a competitive advantage gauged by the effectiveness of the organization. According to March and Sutton (1997), organizational performance is the result of all activities that are expected to reach predetermined goals. The following arguments highlight how crucial performance is to business organizations. First, the characteristics of effective organizations are characterized by their capacity to improve organizational performance and constituents, as this frequently results from knowledge processes that mirror the characteristics of leadership, the values of diversity, and continuous improvement. Second, since an organization's ability to survive in a given market depends on its level of performance, this relationship attracts attention and keeps businesses focused on performance issues that will persist as long as employees choose to remain employed. Performance is important for organizations because it is the common denominator of all the efforts made by workers and management within the framework of an enterprise. However, it is almost a totalitarian phenomenon for all executive branches and fields of knowledge. The fact that managers and organizations study performance and measurement, which is closely related to the goals and trends the organization is trying to achieve, makes it difficult to come to a consensus or agreement on a specific concept for this title, even though there have been many research studies that have dealt with the concept of performance.

Organizational success is positively correlated with knowledge management's capacity to provide a competitive advantage (Sher and Lee, 2004). It proposed three beneficial specializations or performance capacities that contribute to a competitive edge. Leadership stands for rival goods primarily based on innovation and the good or service, explains client connections with the competitors centered on comprehending, gratifying, and keeping customers. It stands for competitive internal processes based on operational excellence and decided to connect knowledge management techniques to these three performance metrics of the company. According to Dixon (1999), organizational performance is commonly understood in terms of financial performance from a traditional standpoint. This is because budgets, assets, operations, products and services, markets, and human resources all have a significant impact on what happens at the top of the organizational hierarchy. As a result, financial gains from organizational performance are frequently linked to success. But the concept of performance welcomes a far broader reading of the dimension. Many firms are now utilizing the new class of complex tasks known as knowledge management. Organizations want to maintain, enhance, and compete at high-performance levels by using knowledge management. They aim to enhance their ability to manage the growing number of layoffs, frequent changes, high employee turnover, uncertain work conditions, and abbreviated business cycles. Along with these goals, organizations also want to defend market share, save costs, retain talent and expertise, enhance customer happiness, boost productivity, and create new goods and services (Alavi and Leidner, 1999). Effective knowledge management via the development of capacities must, nonetheless, contribute to the essential elements of an organization's success, just like any other organizational resource (Andrew, 2001). Businesses may gather and apply information more effectively and efficiently and perform above average when they have more skills for managing their knowledge.

Performance is dependent on the organization's capacity to incorporate knowledge into the process of creating value and employ core competency-based methods, according to Roland (2006). Furthermore, it became clear from his research that for an organization to generate, transmit, and efficiently integrate information and sustain high-performance levels, methods for doing so must be developed. The study reflects the understanding that knowledge management (KM) is essential to improving organizational performance. The purpose of the literature review is to determine the degree to which earlier research supports or refutes the notion that knowledge management (KM) is essential to an organization's success. Universities may benefit from the effective use of knowledge management techniques, such as knowledge production and ongoing exchange, by offering the finest services as a consequence of improved staff performance. According to Wang, Huang, and colleagues (2010), knowledge is one of the most essential and significant resources in CRM. E-business and its increasing customer-centric focus depend on knowledge management (Plesis & Boon, 2004). It is important to keep in mind that the terms "knowledge" and "information" are frequently used interchangeably in both casual and academic contexts (Kakabadse, Kouzmin, & al., 2001). It's common to use knowledge management as an example of how to handle data from corporate databases, for instance. People may alter information, create knowledge, and disseminate it throughout the company by employing innovative methods and behaviors, even if data and information management are essential knowledge management components. According to Massa and Testa (2009), knowledge management necessitates considering people, processes, technology, and culture.

According to Chawla and Joshi (2011), knowledge is one of the most essential assets that helps businesses obtain an edge over rivals. In certain situations, this information even surpasses the value of their financial resources and all other physical assets. According to E. Fibuch (2011), knowledge management has gained popularity as a study topic during the past 20 years. The procedure of obtaining knowledge and expertise from people and the organization—which may be found in databases, written materials, or even people's minds—and dispersing it to areas where it might be advantageous can be accurately characterized (R. Shannak, 2012). Knowledge management may also be defined as a portfolio of tactics and endeavours associated with the process of obtaining, sharing, and exchanging knowledge across all members of an organization (U. Aktharsha, and H. Anisa, 2011). The need for knowledge management to be implemented effectively arises primarily from the need for organizations to accomplish goals like creating a competitive edge in the face of current globalization, adapting to constant change, developing a workforce that is engaged, and boosting productivity in the face of high employee turnover and downsizing (R. Gopal, and P. Joy, 2011). Enhancing client retention and generating repeat business are two further benefits of having a thorough awareness of what the target audience wants (Sousa, 2003). Knowledge management has a major influence on customer happiness and loyalty (Wang, Huang, et al., 2010). According to Gebert, Geib, & al. (2002), CRM and knowledge management systems improve a company's revenue streams and cost structure by transferring resources from the primary business to auxiliary services. A significant correlation between marketing success and giving priority to core customers, increasing organizational effectiveness, and effectively managing customer information has been found by Soliman (2011). The results, according to Yang et al. (2014), show that the degree of statistical complexity affects the relationship between customer knowledge management and task performance.

2.23 Differences in Demographic Factors

Embracing difference is becoming increasingly vital for the majority of organizations due to improved economic systems, governments all over the globe recognizing human rights, and increased mobility of people from different backgrounds (Turkish Journal of Physiotherapy and Rehabilitation; 32(3)) in the workplace. Heterogeneity needs to be recognized, supported, and encouraged in order to improve the performance of the business. Depending on variables including age, gender, salary, education, and ethnicity, discriminating against people may have an impact on work or relationships inside an organization. Businesses should take advantage of staff diversity since it contributes to more efficient growth and success.

4.2.9 Gender

According to Hassan and Marimuthu (2014), company performance benefits from demographic diversity. Conversely, studies have shown that low company performance may arise from a lack of differences in gender among employees (Adams and Ferreira, 2009). The success of organizations is positively correlated with the presence of women on boards. The board of directors can carry out its duties more successfully if there is ethnic variety (Marimuthu and Kolandaisamy, 2009). Previous study on the subject of diversity at the board level has been ambiguous (Hassan, Marimuthu, and Kaur Johl, 2015). However, earlier research on the diversity issue employed basic statistical tools and methods. Using various sample sizes and sampling procedures, it is necessary to look at the diversity issue in a more comprehensive manner (Hassan, Marimuthu, and Kaur Johl, 2015). Research findings indicate a robust relationship between business success and demographic diversity (Hassan, Marimuthu, and Kaur Johl, 2016). Organizations must understand how senior management and company value are affected in this changing climate. In the context of board diversity, boards are made up of individuals with a variety of backgrounds and traits, such as gender, age, and ethnicity, which contributes to the success of businesses. Diversity and company performance are strongly correlated. According to Abdullah (2013) and Lückerath-Rovers (2013), diversity may provide a company a competitive edge.

There has been research on gender differences in the influence of knowledge management, CRM, and key customer focus on organizational success. According to Ainin, Parveen, Moghavvemi, and Jaafar's (2015) study, for example, CRM has a considerable impact on organizational performance for managers of all genders, but it has a greater effect on men. This shows a variation in the relationship between gender and the outcomes that CRM activities produce for the firm. According to study by Li, Zhao, Tan, and Liu (2014), industries with a higher proportion of men than women may have distinct priorities when it comes to customer-centric strategies. This is also true in the area of key customer focus. As a result, depending on the gender distribution of leadership and industry, the importance of key customer focus on organizational success may differ. Additionally, in regards to knowledge management, a study conducted by Elbeltagi, Moizer, and El-Gohary (2018) found that although managers, male and female, agree that knowledge management is essential to the success of the company, they may take different approaches to putting these practices into practice. This implies that the way knowledge is managed and utilized within businesses can be influenced by gender dynamics, which can then have an effect on how well such organizations perform.

Moreover, a meta-analysis by Eagly and Carli (2007) indicates that the association between CRM, knowledge management, key customer focus, and organizational success may be moderated by gender disparities in leadership styles. The societal norms and expectations surrounding gender roles in management and decision-making processes may be the cause of these disparities in leadership styles.

4.2.10 Salary

Reward and benefit packages improve employee efficiency and performance results. It improves overall performance, contentment, and productivity. According to Ivancevch and Glueck (1989), a positive opinion of an organization's benefits program can lead to improved employee performance and increased work quality and quantity. Henman and Schwab et al. (1987) found that organizational compensation has a direct impact on employee voluntary turnover when compared to other organizations. According to Mitchell and Holton et al. (1993), employees choose to stay or quit a firm based on their satisfaction with job promotions and work environment

Lazear (1986). Performance-based pay has a direct influence on workers' productivity and allows for higher pay structures based on performance. According to Sahibzada (2023), providing appropriate acknowledgment may increase employee productivity and improve organizational performance. The main incentive to raise employee performance to expectations well is incentives. According to Heneman (2005), a number of variables, including training and development opportunities, job security, the working environment, employee reward programs, and relationships between employers and workers, affect how well people perform. In Bandied et al's 2007 study, compensation and performance have a direct relationship. Connecting workers receive a set salary for a certain length of time, including with bonuses for high performance; the power job is shorter-term focused. "Output timeliness, quality, and quantity, as well as presence and attendance on the job, efficiency, and effectiveness of completed work are all related to performance." According to Dewhurst & Associates (2010) Paying employees for their best efforts to produce new ideas and innovation is crucial in retaining them and improving both the financial and non-financial performance of the organization. This is why rewards are critical. Although it is still in its infancy, research on the impact of salary range on key customer focus, knowledge management, CRM, and organizational performance is scarce. Comparable research on organizational behavior and compensation, however, can provide us with some useful information.

Using employee engagement and motivation as a perspective is one possible way to investigate this subject. Kepes, Delery, and Gupta's (2009) research indicates that increased compensation ranges might have a favorable influence on worker engagement and motivation. This could therefore improve the efficacy of CRM programs and other important customer-focused tactics. A well-paid workforce may encourage employees to go above and beyond in building and preserving enduring relationships with customers, which would enhance organizational success. Furthermore, greater compensation ranges may help the company draw and keep top people, especially those with specialized knowledge and experience related to knowledge management techniques. Research conducted in 2015 by Gerhart and Fang and in 2005 by Boselie, Dietz, and Boon emphasizes the significance of employee skill levels and competences in influencing organizational success. As a result, companies that provide higher compensation scales might have an easier time luring and keeping workers who can handle and use knowledge assets to improve overall organizational performance. It is imperative to acknowledge that there exists a varied and intricate relationship between the salary range and organizational performance. While more pay may encourage workers to perform well in their positions, other important elements that also influence performance include job happiness, organizational culture, and leadership efficacy.

4.2.11 Work Tenure

One of the topics that is most frequently encountered in personnel research and practice is work experience. Many human resource tasks, including selection (Ash & Levine, 1985), training (Ford, Quinones, Sego, & Sorra, 1992), and career development (Campion, Cheraskin, & Stevens, 1994; McCall, Lombardo, and Morrison, 1988), all benefit from work experience. Considering the significance of work experience in human resource management and study, it is hardly unexpected that a good deal of research has looked at the idea and how it relates to significant outcomes like job performance. Researchers have noted a lack of consistency in the definition and measurement of work experience and have called for more research into the nature of the construct (e.g., DuBois & McKee, 1994; Ford, Sego, Quinones, & Speer, 1991; Hofmann, Jacobs, & Gerras, 1992; Lance, Hedge, & Alley, 1989; Rowe, 1988; Teachout, 1991). These researchers observed that not all measurements of work experience are same. For example, work experience can be defined as the number of months spent in a specific position (job tenure) or the number of times a specific activity was completed. However, empirical evidence reveals that two people with equal employment tenure can do significantly different numbers and types of activities (Ford et al., 1992; Schmitt & Cohen, 1989). The degree of experience that different people have with particular tasks can vary (Ford et al., 1992). Initially, they are able to execute a specific task a certain number of times. Second, there is variation across persons in the kinds of tasks they have completed. While some might complete more challenging, intricate, and important activities, some people might just complete basic, everyday tasks. In conclusion, people differ in how long they take to complete a given task. Recognizing that each task-level experience measure covers a somewhat different amount of an individual's overall level of work experience is crucial. For instance, two persons can complete the same activity twice, but their levels of difficulty or importance can vary. Comparably, people might work on a task for the same length of time, but they might work on it for different amounts of times during that period. Additionally, there may be differences in experience at the organizational level of specialization. First, the quantity of firms that a person has worked for can vary substantially. Secondly, the kind of organizational experience an individual has can differ based on the industry they have worked in, such as manufacturing, research and development, etc. (type). Organizational experience is contingent upon the duration of time dedicated to a particular organization. A fundamental component that can greatly impact the interaction between Customer Interaction Management (CRM), knowledge management, key customer focus, and organizational effectiveness is work experience. Numerous studies have looked at how individuals' levels of work experience affect their capacity to use and use these tactics successfully.

First, research on CRM conducted in 2005 by Sin, Tse, and Yim reveals that staff with more experience may have a better understanding of the requirements and preferences of their clients, which will help them to forge deeper and more meaningful bonds with them. Their years of experience and information gathered from dealing with clients can help CRM efforts be implemented successfully, improving organizational performance. Similar to this, workers with a lot of job experience may also show a greater comprehension of the significance of giving priority to important clients and customizing plans to suit their unique requirements. Research by Verhoef et al. (2009) and Payne and Frow (2005) emphasize the vital role that customer-centricity plays in boosting organizational performance, and more seasoned staff members are frequently better able to recognize and successfully handle important customer concerns.

Furthermore, in terms of knowledge management, research by Alavi and Leidner (2001) indicates that workers with longer tenure might have a greater repertoire of tacit knowledge gained via years of on-the-job training within the company. Within the organization, efforts to share knowledge and collaborate can be greatly aided by this tacit knowledge, which is frequently challenging to codify and transfer. It's crucial to understand, nevertheless, that there is a nonlinear relationship between job experience and organizational success. Although seasoned workers could offer insightful knowledge and experience, they might also be reluctant to adapt to new situations or methods of operation. As a result, companies need to find a way to balance encouraging an innovative and continuous improvement culture with utilizing the skills and knowledge of its long-tenured staff.

4.2.12 Age

The age makeup of the majority of industrialized economies has changed significantly over the past few years (United Nations, 2015; Wheaton & Crimmins, 2013). As an illustration, the proportion of employees in the United States who are 55 years of age or older increased from 13% in 2000 (U.S. General Accounting Office, 2001) to 24% in 2019 (U.S. Bureau of Labor Statistics, 2019). The increasing age diversity in the workplace (the distribution of age differences among members; Harrison & Klein, 2007) is a clear indication of this aging population trend. Because different generations coexist in the workplace, academics are becoming more aware of how age diversity affects organizational performance. Theoretically, age difference and organizational success are related, but the underlying mechanisms are still mostly unknown, despite the many arguments put up by academics. According to certain academics, age diversity can provide a company with a competitive advantage and be a valuable resource (Backes-Gellner & Veen, 2013; Li, Chu, Lam, & Liao, 2011). Nevertheless, it is unclear how age diversity could add value by fostering various organizational resources. Moreover, in order to elucidate such resource-based mechanisms, Roberson, Holmes, and Perry (2017) have urged for research employing integrative, process-based views. We anticipate that age difference will improve organizational performance through the improvement of human capital, based on the cognitive, affective, and behavioral differences of age-diverse personnel (Rhodes, 1983; Salthouse, 2012). The reason for this is that a varied workforce of varying ages complements one another to create a comprehensive portfolio of knowledge, skills, and abilities (KSAs) and perspectives that can assist the company in handling a greater range of activities and emergencies with greater efficacy (Grant, 1996). There is also a lot of research on the effects of age difference on knowledge management, key customer focus, and customer relationship management (CRM) in the context of organizational performance. According to Ngai, Xiu, and Chau's (2009) study, for example, older personnel might be less receptive to CRM technologies than their younger counterparts, which could have an impact on how well CRM programs drive organizational success. Similar to this, research by Homburg, Müller, and Klarmann (2011) suggests that younger employees might be better able to recognize and adapt to shifting customer preferences and behaviors, which could impact the organization's capacity to keep a competitive edge in the market. This is relevant to key customer focus. In terms of knowledge management, a study by Chen, Sousa, and He (2019) discovered that younger workers are typically more open to new knowledge management techniques and tools, which helps to spread and use knowledge within the company and can therefore improve performance.

Furthermore, the research by Ngai, Xiu, and Chau (2009) implies that the relationship between CRM, important customer focus, knowledge management, and organizational performance may be moderated by age-related variations in leadership styles and attitudes toward technology. In order to improve organizational performance, younger leaders might be more likely to embrace knowledge-sharing techniques, keep a close eye on important clients, and implement creative CRM strategies.

4.2.13 Education Level

Studies have indicated that employees with greater education levels frequently have more analytical, critical thinking, and domain-specific expertise, which may affect how well they apply these tactics. Higher educated staff members may be better able to assess customer data, recognize market trends, and create focused CRM strategies, according to studies by Reinartz, Krafft, and Hoyer (2004) and Rigby, Reichheld, and Schefter (2002). Their theoretical knowledge of customer behavior and sophisticated problem-solving abilities can help CRM efforts be implemented successfully, enhancing corporate performance. Likewise, concerning the primary client emphasis, staff members with advanced degrees could exhibit a more profound comprehension of marketing theories, consumer behavior, and strategic management ideas. Staff members with advanced degrees may be better equipped to create and implement crucial customer focus strategies. Studies by Zeithaml, Bitner, and Gremler (2006) and Kotler and Armstrong (2006) highlight the significance of customer-centricity in boosting organizational performance. Studies by Davenport and Prusak (1998) and Nonaka and Takeuchi (2007) also emphasize the importance of education in promoting a collaborative and information-sharing culture in businesses when it comes to knowledge management. Workers with greater levels of education might be more open to institutionalized knowledge management techniques, like communities of practice and document sharing platforms, which can help with the creation,

Furthermore, research on knowledge management from Davenport and Prusak (1998) and Nonaka and Takeuchi (2007) emphasizes the need of education in developing a collaborative and knowledge-sharing culture in businesses. Higher educated staff members might be more open to formalized knowledge management techniques, like communities of practice and document sharing platforms, which can help create, distribute, and use knowledge assets more easily and eventually boost organizational performance. In order to guarantee that all employees, regardless of educational background, have the abilities and knowledge required to effectively drive organizational performance, businesses should endeavor to offer opportunities for continual learning and development.

CHAPTER 3
HYPOTHISES MODEL AND RESEARCH METHODOLOGY

This chapter explains research methodology, research hypothesis, and research design. This chapter covers the suggested model, aim, research design, questionnaire design, sample and data collecting, and data analysis procedure. Each decision is additionally supported by a justification that relates to the aforementioned challenges and the study design.

This chapter's two primary parts are the methodology and the hypothesis framework. In the first part, the conceptual framework for this study will be described, and in the second, the justification for the study's methodology will be cover

3.1 The Research Model

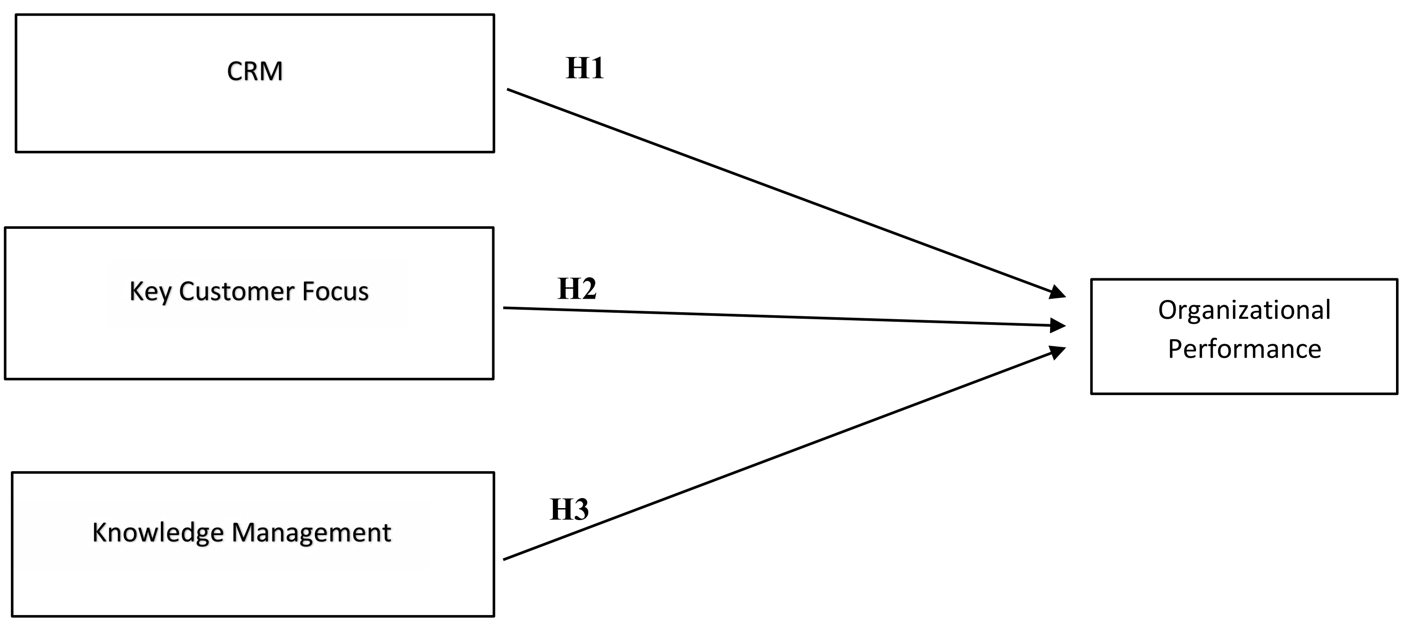


Figure 2: The Conceptual Model **(Shabir, Ghaffar, Nisar, & Younas, 2016).**

4.2.14 HYPOTHESIS EXPLANATION

Small and medium-sized businesses (SMEs) in the manufacturing sector were the focus of observation and testing of the CRM practice model. Mohamad, Othman, and colleagues (2014) reported that the results showed a noteworthy improvement in organizational performance. A substantial and positive connection was found between the concept of CRM performance and company performance, which includes both financial and marketing performances, when the construct was empirically tested in financial service organizations (FSOs) in Jordan. The idea that CRM plays a major role in determining a company's performance is supported by this research (Akroush, Dahiyat, et al. 2011). Soliman (2011) conducted a study to evaluate the impact of customer relationship management (CRM) on marketing success in financial institutions. The findings demonstrated a substantial correlation between CRM and successful marketing.

Wang and Feng's (2012) study found a favorable correlation between a company's performance and CRM capabilities. Information technology research has also assessed the impact of customer relationship management (CRM) strategies on business success. According to Coltman, Devinney, et al. (2011), the findings indicate a significant and favorable correlation between an organization's enhanced CRM capabilities and its overall performance. As a result, we suggest the following after carefully reviewing a number of scholarly domains:

H1: Customer Relationship Management has a significant impact on Organizational Performance.

The term "key customer focus" describes an employee's unique emphasis on providing outstanding customer service. Adopting a customer-centric approach to business requires a company to be able to give value to its customers. Customer welfare should always come first in a customer relationship, and long-term success can result from a marketing strategy that promotes proactive planning. According to Dienhart and Gregoire's (1993) definition, innovative concepts that center on customer connections have been linked to heightened competitiveness and decreased patronage faithfulness. CRM is crucial for companies to effectively target and respond to inquiries, enabling rapid business expansion. Sometimes it costs more to bring in new business than to keep existing ones. A customer retention and scientific marketing plan is an effective way to do this. Customer focus is the process of connecting customer needs, satisfaction, and loyalty to the company. A company's value may be enhanced by sustained customer loyalty and increased revenues. Dienhart and Gregoire's study indicates a favourable correlation between employee engagement, employment stability, job satisfaction, and customer service. It's critical for a business to keep up its relationships with both present and future clients. CRM is therefore necessary to effectively manage a company's customer relationships. CRM and primary customer focus have a favourable and substantial association, which supports the findings of a 2004 study by Hong-kit Yim, Anderson et al. As a result, we hypothesize:

H2: Key customer focus affect has a significant impact on organization performance.

Experts emphasize the value of knowledge as a vital resource for CRM and e-business, particularly when it comes to handling corporate database data. Both in academic writing and casual conversation, the terms "knowledge" and "information" are frequently used interchangeably. In order to adapt, create, and disseminate information inside an organization, knowledge management requires innovative methods and practices. As observed by Massa & Testa (2009), it necessitates taking people, processes, technology, and culture into account. Client-centric strategies and e-business depend on knowledge management. As an essential component of a competitive strategy, knowing your customers' demands is critical to increasing retention and repeat business. The influence of knowledge management on client loyalty and satisfaction is substantial. CRM and knowledge management systems, which reallocate resources from primary business functions to supporting services, can enhance an organization's revenue streams and cost structure. Prioritizing key consumers, boosting organizational performance, and handling customer information well are all necessary for marketing success. The correlation between job performance and customer knowledge management is influenced by the level of statistical complexity. The aforementioned observations lead to the proposition that follows.

H3: Knowledge Management has a significant impact on organizational performance.

gender disparities may affect how CRM, knowledge management, and key customer focus are viewed, applied, and utilized within firms, despite the fact that these elements are all essential to organizational success. Comprehending these subtleties is imperative in formulating efficacious methods that optimize the capabilities of both male and female leadership to propel organizational triumph.

age disparities can affect how well CRM, important customer focus, and knowledge management programs are adopted, implemented, and performed inside businesses. Comprehending these dynamics plays a crucial role in customizing tactics to address the varied requirements and inclinations of workers from various age cohorts, ultimately resulting in enhanced organizational efficacy.

although there is a lack of research directly examining the relationship between salary ranges and CRM, key customer focus, knowledge management, and organizational performance, findings from related studies imply that higher salary ranges may have a favorable effect on employee motivation, engagement, and talent retention, which may subsequently raise organizational performance in these domains. Organizations looking to maximize the return on their investments in human capital would benefit greatly from further in-depth research on these links.

job experience has a big impact on how well people can apply CRM, important customer focus, and knowledge management tactics, which affects how well an organization performs. In addition to leveraging the experience and skills of seasoned workers, organizations should promote a culture that values learning, flexibility, and creativity among workers at all levels.

the degree of education can have a big impact on how well personnel are able to apply CRM, important customer focus, and knowledge management tactics, which in turn affects how well the business performs. To promote an environment that values innovation and continual learning, organizations should make use of the experience of workers with higher education levels while simultaneously making investments in the personal growth of all workers.

H4: There is a significant difference in organizational performance between different demographic groups.

- ***H4a: there is a significant difference in organizational performance between male and female employees.***
- ***H4b: there is a significant difference in organizational performance across different age groups.***

- ***H4c: there is a significant difference in organizational performance across different salary levels.***
- ***H4d: there is a significant difference in organizational performance across different levels of work experience.***

3.2 METHODOLOGY

Each research methodology has unique characteristics that make it appropriate for different study goals, kinds of data used, and other circumstances. In many cases, the results of the two research methods may be utilized to support one another. This chapter describes how the data for this study will be gathered, organized, and evaluated in order to test the research work's hypothesis.

The research methodology for this study is described in this section, together with information on the population, sampling strategy, sample size, techniques for gathering and analyzing data, and research design. The research components under examination include Organizational Performance (OP), Knowledge Management (KM), Key Customer Focus (KCF), and Customer Relationship Management (CRM).

4.2.15 Research Design:

The quantitative technique was employed in this study's methodology to provide an accurate and reliable portrayal as it is a tactic that aims to investigate a topic that has been acknowledged. It is predicated on statistically evaluating the outcomes of a numerical test of the theoretical measure. In order to answer the study questions, data collected via a questionnaire was also examined using a quantitative method. This data was statistically evaluated using scientific statistical computational software (SPSS). The data was presented, analysed, and interpreted statistically in order to do this analysis.

4.2.16 Methods of Data Collection:

In order to accomplish its goals, this study needed relevant data, which was mostly gathered from primary sources to validate concepts and theories and uncover information that might be used more broadly. As a result, surveys were used to collect the basic data. In order to gather information on respondents' opinions and attitudes, a formal survey questionnaire with Likert scale items—which range from strongly agree to strongly disagree—was given to the chosen participants.

Secondary data also provided valuable information that was used in the study's literature. This study's secondary data came from relevant government records, books, journals, articles, and research papers that are available online, in libraries, and elsewhere.

4.2.17 Scale

Utilizing this research in order to investigate the impact of customer relationship management on organizational performance measuring in a Likert-scale type of questioning, a self-administered online questionnaire made up of 19 questions assembled as multiple choice type of questions and 5 demographic questions was prepared. There are five sections in this survey. In the first section, respondents were asked for demographic data including their gender, age, educational status, experience, and income range. There are 7 questions in the second and 3 questions in the third portion of the questionnaire that assess customer relationship management and organizational performance.

The questionnaire aims There are 4 questions in the fourth section that asses key customer focus and there are 5 questions in the fifth section of the questionnaire concerning the Knowledge Management. Using a 5-point Likert scale, phrases ranging from "Strongly Agree" to "Strongly Disagree" were used to assess the total of 19 items. to explore the relationship between Customer Relationship Management (CRM), Key Customer Focus (KCF), Knowledge Management (KM), and Organizational Performance (OP). Responses contributed to understanding the impact of these variables on organizational success.

4.2.18 Quantitative Research:

Numbers are gathered and analyzed in quantitative research in order to test hypotheses and provide answers to research questions. In this study, quantitative research methods were employed to investigate the relationships between CRM, KCF, KM, and OP. These variables were measured using scales to obtain numerical data.

4.2.19 Population and Sample Size:

The population of interest for this study comprises of organizations operating in the chosen industry sector and working in small and medium-sized enterprises in different organizations.

In order to guarantee the representativeness and quality of the data, efforts were taken to acquire a high response rate. To promote participation, follow-up calls and reminder emails were sent out. The ratio of completed surveys to total organizations contacted for participation was used to compute the response rate. 300 questionnaires were sent online using social media platforms and community gathering tools like WhatsApp groups as well as through private emails, taking into account the foregoing comparison about the calculation of the sample size and the 19-question survey. 300 surveys were acquired with a 100% return rate after examining any unusual results, missing data, or errors.

4.2.20 Sampling

SMEs have played a significant role in the economy of Afghanistan, especially by lifting millions of Afghans out of poverty. As a result, since the Afghan government formally adopted the market economy in 2004, one of their main goals has always been to concentrate on the growth of small and medium-sized enterprises by providing them with both financial and non-financial support. SMEs account for about 80% of Afghan enterprises, half of the GDP, and more than one-third of the workforce (Mashal, 2014). Based on the Afghanistan context, the World Bank and Ministry of Commerce and Industry distinguish between small- and medium-sized business enterprises. A small venture is defined as having 10 to 50 employees and total annual revenues between $100,000 and $3 million and medium-sized businesses employ between 50 and 300 people and generate between $3 million and $15 million in revenue annually.

Furthermore, Afghanistan's ranking in the World Bank study, which evaluates the business legislation of 190 nations, increased from 183 in 2018 to 167 in 2019. Afghanistan was really regarded as the top improver in 2019 for creating a more favorable business climate. Afghanistan increased its business score to 47.77, a gain of more than 10 points. The implementation of five primary measures by Afghanistan in 2017 to enhance the business climate was the primary driver of this notable increase. These included changes to the laws governing establishing a firm, obtaining financing, protecting small investors, filing taxes, and handling insolvency. Every field uses sampling as a way to obtain data and information, and then creates a population based on the information gathered. In other words, the sampling frame is the index of the component from which the sample is collected, or it is closely connected to the population, according to Cooper and Schindler (2003). As a result, SMEs in Afghanistan were chosen at random sampling for this study within the framework of both domestic and global experiences, as well as the governmental and NGO sector.

4.2.21 Unit of Analysis:

This study uses SMEs' staff members as its unit of analysis. Data was collected and analyzed at the organizational level to evaluate the relationships between CRM, Key Customer Focus, Knowledge Management, and Organizational Performance. The study focuses on the organizational level of analysis to gain insights into how these variables impact overall performance.

4.2.22 Methods of Data Analysis:

The gathered information was examined via a variety of statistical methods. The distribution of answers for each item was examined using descriptive analysis. Correlation analysis is conducted to explore the relationships between CRM, Key Customer Focus (KCF), Knowledge Management (KM), and Organizational Performance(OP). Finally, multiple regression analysis was employed to determine the predictive power of CRM, KCF, and KM on OP.

CHAPTER 4
RESULTS & ANALYSIS

This chapter contains the research findings, beginning with the sample's descriptive analyses that concentrate on the study's demographic category. After descriptive statistics, the study additionally used extra analysis, including regression and explanatory factor analyses (EFA), as well as reliability evaluation and difference test at the end.

4.1 DESCRIPTIVE SAMPLE STATISTICS

Tables below show the demographic of the entire sample, including gender, age, educational status, experience, and income, and salary range. The investigators observed that gathering detailed info on the participants was crucial. This data was utilized in the learning to categories the various answers based on the knowledge and replies of the respondent.

Table 2: Gender of Respondents

		Frequency	Percent	Valid	Cumulative Percent
Valid					
	Male	222	74.0	74.0	74.0
	Female	78	26.0	26.0	100.0
	Total	300	100.0	100.0	

Table 2 displays the respondents' gender distribution utilized in this study. The total number of respondents is 222 male respondents (74 % of the population) and 78 female respondents (26 % of the population).

Table 3: Age of the Respondents

		Frequency	Percent	Valid	Cumulative Percent
Valid					
	Less than 25 Years	25	8.3	8.3	8.3
	25-35 Years	160	53.3	53.3	61.7
	36-50 Years	100	33.3	33.3	95.0
	Above 50 Years	15	5.0	5.0	100.0
	Total	300	100.0	100.0	

Table 3 shows that the majority of the respondents 53.3% are aged between 25-35 years, 33.3% are aged between 36-50 years, 8.3% are aged less than 25 years, and minority of the respondent 5% are aged above 50 years.

Table 4: Educational Status of Respondents

		Frequency	Percent	Valid	Cumulative Percent
Valid					
	Bachelor Degree	120	40.0	40.0	40.0
	Master's Degree	133	44.3	44.3	84.3
	Doctorate	47	15.7	15.7	100.0
	Total	300	100.0	100.0	

Table 4 shows that the majority of the respondents 44.3% have a Master’s Degree, 40% have a Bachelor’s Degree,15.7% have a Doctorate and 0% have High school.

Table 5: Work Tenure of the Respondents

		Frequency	Percent	Valid	Cumulative Percent
Valid					
	Less than 5 Years	61	20.3	20.3	20.3
	5-10 Years	122	40.7	40.7	61.0
	11-15 Years	85	28.3	28.3	89.3
	Above 15 Years	32	10.7	10.7	100.0
	Total	300	100.0	100.0	

Table 5 shows that majority of the respondents' experience 40.7% are 5-10 years, 20.3% are less than 5 years, 28.3% are 11-15 years and a minority of the respondent 10.7% are above 15 years.

Table 6: Salary Range of the Respondents

		Frequency	Percent	Valid	Cumulative Percent
Valid					
	Less than $500	43	14.3	14.3	14.3
	$500-$1000	118	39.3	39.3	53.7
	$1001-$2000	92	30.6	30.6	84.3
	Above $2000	47	15.7	15.7	100.0
	Total	300	100.0	100.0	

Table 6 shows that majority of the respondent salary range 39.3% are $500-$1000, 30.7% are $1001-$2000, 15.7% are above $2000 and a minority of the respondent less than $500 are 14.3%.

4.2 Factor Analysis and Reliability Analysis

The survey's respondents were given a Likert scale questionnaire with the title Survey on Impact of Customer Relationship Management (CRM) on Organizational Performance. They were instructed to check the appropriate response for each item on the Likert scale. Selecting from 1 to 5 indicated how strongly they agreed with the question; 1 stood for Strongly Agree, 2 Agreeing, 3 neither disagreeing nor agreeing, which is Neutral, 4 Disagree, and 5 Strongly Disagreeing. Table 8 displays the range of Cronbach's Alphas for all the previously stated items. Maholtra (2007) claims that the survey's Cronbach's Alphas range finding falls short of being a reliable indicator of internal consistency. A Cronbach's Alpha α score of higher than (≥) 0.70 indicates that the reliability measure is sufficient (Hair et al., 2010). The concept that the construct being evaluated is generally stable throughout time forms the basis of test reliability. After classifying reliability scores, Özhan (2009) came to the conclusion that a scale with a score below 0.40 is not reliable, a score between 0.40 and 0.60 indicates a scale with low reliability, a score between 0.60 and 0.80 is considered to have very good reliability, and a score between 0.80 and 1.00 indicates a very high reliability. Cranach's alpha is one of the most well-liked dependability statistics currently in use (Cranach, 1951). In order to assess the reliability of a survey instrument, Cranach's alpha calculates the internal consistency or average correlation of the items. Table 7 shows as based on Özhan (2009) classification that in this study, all factors have very high reliability scores ranging from (0.918 to 0.958), which indicates that all items are reliable and internal consistency of the measurement exists. The reliability test is done to each variable; The highest reliable across all variables is “Customer Relationship Management” with Cronbach’s Alpha of (0.958). This clearly shows that the consistency of measurement is rigidly stable and reliable. OP has the lowest reliability score of (0.918) which at the same based on the literature indicates very high reliability.

Principal component analysis (PCA) and varimax rotation were used to conduct an exploratory factor analysis on the factorial structure of the scales. The reliability analysis then involved calculating Cronbach alpha and determining if it was more than or equal to 0.7. In the domains of education, business, psychology, and information systems, factor analysis—a multivariate statistical methodology—is widely acknowledged as the most efficacious means of assessing self-reporting surveys (Byrant et al. 2003). FA reduces a high number of variables (factors) to a more manageable quantity. By illuminating the crucial relationships between observable variables and hidden factors, it also helps in the formation of hypotheses.

Table 7: Exploratory Factor Analysis

Factors	Factor Loading			
Items	**1**	**2**	**3**	**4**
CRM1	0,749			
CRM2	0,767			
CRM3	0,785			
CRM4	0,693			
CRM5	0,813			
CRM6	0,784			
CRM7	0,693			
OP1		0,608		
OP2		0,710		
OP3		0,660		
Cronbach's alpha (α): CRM: 0,958 OP: 0,918				
KCF1			0,638	
KCF2			0,603	
KCF3			0,505	
KCF4			0,527	
KM1				0,714
KM2				0,611
KM3				0,751
KM4				0,785
KM5				0,754
Cronbach's alpha (α): KCF: 0,927 KM: 0,933				

Total variance explained: %76,366		
KMO Measure of Sampling Adequacy.		0,955
Barlett's Test of Sphericity	**Approx. Chi-Square**	6,632,034
	df	171
	Sig.	0,000

In order to comprehend the connections between variables and their loadings, this study primarily employs explanatory factor analysis. The Bartlet test of sphericity, Keyser-Meyer-Olkin (KMO), and the correlation matrix of variables were the three methods utilized to evaluate sample adequacy. The Bartlett's test of sphericity checks the null hypothesis that the correlation matrix is an identity matrix, whereas the KMO test assesses the adequacy of the data for component analysis. A stronger likelihood of factor generation is indicated by a higher correlation in the correlation matrix. Bartlett's test of sphericity, which explores the statistical theory that there are diagonal ones and zeros on the off diagonals, is used to assess the factorability of the correlation matrix. To employ EFA, a substantial KMO value larger than 0.05 is necessary. The data indicates that the variables have insufficient explanatory power, hence any items with a loading in the sample factor lower than 0.50 were eliminated from the dataset (Costello and Osborne, 2005). Furthermore, factors with loadings between 0.65 and 0.95 are considered to have a sample size of 250 to 350, respectively, based on the criteria provided by Hair et al. (1998) for determining significant factor loadings based on sample size. This suggests that the lower standard of the loadings should be atleast 0.50 given the 300 sample size in this study, and any item below this value should be eliminated from the factor analysis.

Principal component analysis was used to do an EFA for the variables, and varimax rotation was used. A minimum of 0.50 was established for factor loadings. To determine acceptable levels of explanation, the communality of the scale—which shows how much variance is tolerated in each dimension—was also evaluated. Based on the outcome, all communalities are more than 0.5. Bartlett's Test of Sphericity was used to determine the overall significance of the correlation matrix for the independent variable. This test gives a statistical probability estimate of the likelihood that the correlations matrix's constituents have significant correlations. The dataset's substantial results, $X2(n=111) = 6632.034$ ($p < 0.0001$), suggest that factor analysis is an appropriate choice. The suitability of the data for factor analysis is indicated by the Kaiser-Meyer-Olkin measure of sampling adequacy (MSA), which was 0.955, over the threshold of 0.7. This shows that the data are adequate and suitable for factor analysis. Two factors for the scale were identified from the factors solution that the study produced, and these factors explained 76.366 percent of the variation in the data.

4.3 Descriptive Analysis

This section of the research involves the summarization of data, their visual presentation, and the computation of a few statistical numbers that reveal the data’s mean and show the dispersion of the observed data, respectively; the concepts and procedures related to summarising and elucidating the key features of statistical data are the focus of descriptive statistics (Lodico, 2010).

Table 8: Descriptive Statistics

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Customer Relationship Management	300	1.00	5.00	1.8243	0.93284
Organizational Performance	300	1.00	5.00	1.8611	0.98236
Key Customer Focus	300	1.00	5.00	1.8442	0.95229
Knowledge Management	300	1.00	5.00	1.8193	0.93151
Valid N (list-wise)	300				

Bogler (2004) used descriptive statistics in his study. They calculated Std. Deviation and Mean of the variables. We have No. of respondents (N= 300); Minimum scale value is 1 and maximum value is 5 as shown /provided. CRM having mean & Std. Deviation values as 1.8243 ± .93284 ; KCF having 1.8442 ± .95229; KM having 1.8193 ± .93151 ; and for Organizational Performance we have 1.8611 ± .98236 respectively.

4.4 Normality Test

The Shapiro-Wilk Test can handle sample sizes up to 2000, however it is best suitable for small sample sizes (50 samples). Because of this, we chose the Shapiro-Wilk test as our numerical method of determining normalcy. Here, two normality tests have been computed. Researchers often employ the Shapiro-Wilk test for data sets with fewer than 2000 items; in all other cases, they use the Kolmogorov-Smirnov test.

Table 9: Tests of Normality

Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Customer Relationship Management	0.202	300	0.082	0.808	300	0.164
Organizational Performance	0.217	300	0.2	0.805	300	0.072
Key Customer Focus	0.205	300	0.2	0.806	300	0.118
Knowledge Management	0.207	300	0.106	0.806	300	0.094

Since there are 300 participants of this research, the Shapiro-Wilk test is applied. The p-values are greater than 0.05. Results from the Shapiro-Wilk Test and the Kolmogorov-Smirnov Test, two well-known tests of normality, are shown in the accompanying table.

4.5 Regression Analysis

One of the most popular statistical methods in the social, behavioral, and physical sciences is regression analysis, which entails determining and assessing the relationship between a dependent variable and one or more independent variables. An independent variable is any input, reward, predictor, or other component that affects a dependent variable. It is very helpful in identifying problems and implementing solutions. An estimated regression equation is made using an estimate of the parameter values and a model of the anticipated relationship. After that, the model is put through a series of tests to determine its functionality. A basic linear regression analysis is the process used when there is just one continuous dependent variable and one continuous independent variable. All variables are assumed to have a linear connection in this study. Single regression analysis was used to determine the relationships between each independent variable and a dependent variable separately and Multiple regression analysis is used to determine the relationship between several independent or predictor factors and a dependent or criterion variable (Francis, Coats, and Gibson, 1999).

The study used three independent variables—knowledge management, key customer focus, and customer relationship management—and one dependent variable—organization performance. For the first three hypotheses, single regression was used, and for the final hypothesis, multiple regression. Using the IBM-SPSS coefficient table of regression statistics, multiple regression analysis is performed to find statistically significant predictors of the equation in this study.

4.2.23 Regression Analysis Between CRM and OP

The Problem: To investigate if the Customer Relationship Management has a significant impact on the organization's performance Hypothesis: ***H1: Customer Relationship Management has a significant impact on Organizational Performance.***

CRM significantly predicted OP, F =732.553, P<0.001 which means that CRM can play a significant role in shaping OP (b=0.843 P<0.001). These results direct the positive effect on OP. Furthermore, the R= 0.711 Depicts that the model explains 71.1% of the variance in OP. Table is shown below.

Table 10: Result for Regression Analysis Between CRM and OP

Dependent Variable: Organizational Performance				
	Variables	**Beta**	**t**	**p**
Model 1				
	Customer Relationship Management	0,843	27,066	<0,001
R=0,843; R2=0,711; F=732.553 ; p=<0,001				

4.2.24 Regression Analysis Between KCF and OP

The Problem: To investigate if the Key Customer Focus has a significant impact on the organization's performance Hypothesis: ***H2: Key Customer Focus has a significant impact on Organizational Performance.***

KCF significantly predicted OP, F =779.808, P<0.001 which means that KCF can play a significant role in shaping OP (b=0.851 P<0.001). These results direct the positive effect of OP. Furthermore, the R= 0.724 Depicts that the model explains 72.4% of the variance in OP. Table is shown below:

Table 11: Result for Regression Analysis Between KCF and OP

Dependent Variable: Organizational Performance				
	Variables	**Beta**	**t**	**p**
Model 1				
	Key Customer Focus	0,851	27,925	<0,001
R=0,851; R2=0,724; F=779,808 ; p=<0,001				

4.2.25 Regression Analysis Between KM and OP

The Problem: To investigate if Knowledge Management has a significant impact on the organization's performance Hypothesis: ***H3: Knowledge Management has a significant impact on Organizational Performance.***

KM significantly predicted AEA, F =423.318, P<0.001 which means that KM can play a significant role in shaping OP (b=0.766 P<0.001). These results direct the positive effect of OP. Furthermore, the R= 0.587 Depicts that the model explains 58.7% of the variance in OP. Table is shown below:

Table 12: Result for Regression Analysis Between KM and OP

Dependent Variable: Organizational Performance				
	Variables	**Beta**	**t**	**p**
Model 1				
	Knowledge Management	0,766	20,575	<0,001
R=0,766; R2=0,587; F=423,318 ; p=<0,001				

Table 13: Explanation of Hypothesis:

Hypothesis	**Result**
Customer Relationship Management has a significant impact on organizational performance.	Accepted
Key Customer Focus has a significant impact on the Organizational Performance.	Accepted
Knowledge Management has a significant impact the organizational performance.	Accepted
There is a significant difference in organizational performance between different demographic groups.	Accepted

4.6 Difference Test

Using SPSS difference tests, researchers may determine how the study's variables vary based on demographic factors. There are two types of difference tests: parametric and non-parametric. Because the results of the normality test for this analysis were significant, the study applied the independent samples t-test of parametric testing.

4.2.26 T-test for Means Equality:

This test is used to determine whether the means of the two groups under comparison differ significantly. It can be performed with or without the assumption of equal variances. Here are the results:

Table 14: Difference of Organizational Performance on Gender

	Gender	N	Mean	Std. Deviation	Std. Error Mean
CRM	Male	222	1.959	0.976	0.065
	Female	78	1.439	0.663	0.075
OP	Male	222	1.992	1.015	0.068
	Female	78	1.487	0.772	0.087
KCF	Male	222	1.984	0.979	0.065
	Female	78	1.445	0.741	0.083
KM	Male	222	1.976	0.964	0.064
	Female	78	1.371	0.652	0.073

Customer Relationship Management (CRM)

An independent-samples t-test was conducted to compare the CRM, OP, KCF, and KM for Male and Female respondents. For CRM there were significant difference in the mean score for Male (*M*=1.959, *SD*=0.976) was higher than Female (*M*=1.439, *SD* 0.663). The magnitude of the difference in the means (*mean difference*= 0.519) was significant.

Organizational Performance (OP)

There was significant difference in the mean score for Male (*M*=1.992, *SD*=1.015) was higher than Female (*M*=1.487, *SD* 0.772). The magnitude of the difference in the means (*mean difference*= 0.505) was significant.

Key Customer Focus (KCF)

There was significant difference in the mean score for Male (*M*=1.984, *SD*=0.979) was higher than Female (*M*=1.445, *SD* 0.741). The magnitude of the difference in the means (*mean difference*= 0.538) was significant.

Knowledge Management (KM)

There was significant difference in the mean score for Male (*M*=1.976, *SD*=0.964) was higher than Female (*M*=1.371, *SD* 0.652). The magnitude of the difference in the means (*mean difference*= 0.538) was significant

Table 15: Difference of Organizational Performance on Age

	Age of Respondents	N	Mean	Std. Deviation	Std. Error Mean
CRM	Less than 25 Years	25	2.0800	0.62281	0.12456
	25 - 35 Years	160	1.7920	0.97680	0.07722
	36 - 50 Years	100	1.8143	0.93963	0.09396
	Above 50 Years	15	1.8095	0.84285	0.21762
OP	Less than 25 Years	25	2.4267	0.91550	0.18310
	25 - 35 Years	160	1.7750	0.96808	0.07653
	36 - 50 Years	100	1.8600	1.00635	0.10064
	Above 50 Years	15	1.8444	0.84390	0.21789
KCF	Less than 25 Years	25	2.4200	0.92342	0.18468
	25 - 35 Years	160	1.7438	0.93203	0.07368
	36 - 50 Years	100	1.8650	0.97275	0.09727
	Above 50 Years	15	1.8167	0.79881	0.20625
KM	Less than 25 Years	25	2.2320	0.91229	0.18246
	25 - 35 Years	160	1.7350	0.92581	0.07319
	36 - 50 Years	100	1.8400	0.95642	0.09564
	Above 50 Years	15	1.8933	0.71261	0.18399

Respondents under 25 years old consistently reported the highest mean scores across all four performance measures, suggesting they perceive better organizational performance across CRM, OP, KCF, and KM. The age range of 25 to 35 years old had the lowest mean scores, indicating that they perceive the least favorable organizational performance. The views of the older age groups (36–50 years and over 50 years) were somewhat better than those of the 25–35 years' group, though they were still lower than the youngest group. The aforementioned pattern indicates a decrease in the perceived performance of an organization with age, with a significant difference observed between the youngest participants and the 25-35 age group.

Table 16: Difference of Organizational Performance on Salary

	Salary of Respondents	N	Mean	Std. Deviation	Std. Error Mean
CRM	Less than $500	43	2.1462	0.77903	0.1188
	$500 - $1000	118	1.6913	0.93033	0.08564
	$1001 - $2000	92	1.8525	1.0569	0.11019
	Above $2000	47	1.8085	0.73948	0.10786
OP	Less than $500	43	2.1705	0.86181	0.13142
	$500 - $1000	118	1.7288	0.98993	0.09113
	$1001 - $2000	92	1.9167	1.07885	0.11248
	Above $2000	47	1.8014	0.80954	0.11808
KCF	Less than $500	43	2.2209	0.79659	0.12148
	$500 - $1000	118	1.697	1.01002	0.09298
	$1001 - $2000	92	1.8342	0.98984	0.1032
	Above $2000	47	1.8883	0.76933	0.11222
KM	Less than $500	43	2.0744	0.7844	0.11962
	$500 - $1000	118	1.6661	0.95508	0.08792
	$1001 - $2000	92	1.8413	1.01485	0.10581
	Above $2000	47	1.9277	0.76605	0.11174

In relation to higher wage categories, respondents who make less than $500 consistently report the best mean scores across all four performance measures (CRM, OP, KCF, and KM). This suggests that they perceive stronger organizational performance. All things considered, the $500–$1000 wage group often reported the lowest mean scores, indicating that they view the least positive organizational performance. In terms of perceived performance metrics, the $1001–$2000 and over $2000 groups exhibit modest gains, although they fall short of the lowest salary group. This pattern implies that, perceived organizational performance is highest among those with the lowest salaries and exhibits moderate increases with increasing salary.

Table 17: Difference of Organizational Performance on Work Tenure

	Work Experience	N	Mean	Std. Deviation	Std. Error Mean
CRM	Less than 5 years	61	2.0328	0.81374	0.10419
	5 - 10 years	122	1.7073	0.89918	0.08141
	11 - 15 years	85	1.7345	0.98412	0.10674
	Above 15 years	32	2.1116	1.04143	0.1841
OP	Less than 5 years	61	2.0984	0.96099	0.12304
	5 - 10 years	122	1.7486	0.94019	0.08512
	11 - 15 years	85	1.7569	0.98854	0.10722
	Above 15 years	32	2.1146	1.07966	0.19086
KCF	Less than 5 years	61	2.0369	0.82264	0.10533
	5 - 10 years	122	1.7623	0.97056	0.08787
	11 - 15 years	85	1.7294	0.99419	0.10783
	Above 15 years	32	2.0938	0.93918	0.16602
KM	Less than 5 years	61	1.9934	0.83743	0.10722
	5 - 10 years	122	1.7393	0.94611	0.08566
	11 - 15 years	85	1.6729	0.9211	0.09991
	Above 15 years	32	2.1813	0.96968	0.17142

Respondents with more than 15 years of experience regularly reported the highest mean scores across all four performance measures (CRM, OP, KCF, and KM), showing they perceive greater organizational performance in comparison to other experience groups. Across all criteria, respondents with 5–10 years and 11–15 years of experience often reported the lowest mean scores, indicating that they believe their organization is performing the least favorably. Less than fiveyear respondents' mean scores were somewhat higher than those of respondents with five to fifteen years' experience, but lower than those of respondents with fifteen or more years' experience. This pattern, which is especially evident for respondents with more than 15 years of experience, implies that perceived organizational effectiveness improves with growing work experience

Table 18: Difference of Organizational Performance on Educational Level

	Education of Respondents	N	Mean	Std. Deviation	Std. Error Mean
CRM	Bachelor Degree	120	1.9429	1.00375	0.09163
	Master's Degree	133	1.7959	0.91579	0.07941
	Doctorate	47	1.6018	0.74406	0.10853
OP	Bachelor Degree	120	2.0583	1.14060	0.10412
	Master's Degree	133	1.7494	0.85123	0.07381
	Doctorate	47	1.6738	0.80904	0.11801
KCF	Bachelor Degree	120	2.0417	1.10544	0.10091
	Master's Degree	133	1.7293	0.82345	0.07140
	Doctorate	47	1.6649	0.78414	0.11438
KM	Bachelor Degree	120	1.9733	1.03418	0.09441
	Master's Degree	133	1.7308	0.85246	0.07392
	Doctorate	47	1.6766	0.82626	0.12052

Individuals possessing a Bachelor's Degree consistently reported the highest mean ratings across all four performance measures (CRM, OP, KCF, KM), suggesting that they evaluate organizational performance more favorably. The average mean score of the respondents was middle for those with a master's degree, and lowest for those with a doctorate. It appears from this trend that as educational attainment increases, so does the perceived performance of organizations.

Summary

This chapter provides a concise overview of the current dissertation's results. Statistical techniques have been used on the primary data collected to ascertain the validity of the data and the impacts of the independent factors on the dependent variable. The data set was subjected to correlation and regression analysis in order to determine the strength of the association between the dependent and independent variables. The aforementioned chapter has further information about the analysis and findings.

CHAPTER 5
CONCLUSIONS & RECOMMENDATIONS

This section involves the discussion of the research findings, implications and the conclusion of

the study.

5.1 Conclusion

The impact of Customer Relationship Management (CRM) on Organizational Performance (OP) has been a topic of significant interest and debate in contemporary business literature. This study aimed to explore this relationship along with the influence of Key Customer Focus (KCF) and Knowledge Management (KM) on OP. Drawing upon an extensive literature review and employing robust statistical analyses, this research has provided valuable insights into the dynamics between these variables.

This study looked at the potential effects of knowledge management (KM), key customer focus (KCF), and customer relationship management (CRM) on an organization's performance. To gather the data, a random sample size of 300 people was selected. It is evident from the data that there is a significant and positive correlation between CRM, KCF, KM and OP, meaning that effective CRM, KCF and KM directly impacts organizational performance. The study's conclusions offer important new information on the connections between CRM, KCF, KM, and OP. These include:

Factor Analysis: The objective of the factor analysis carried out in this study was to investigate the underlying factor structure of the three independent variables which are knowledge management (KM), key customer focus (KCF), and customer relationship management (CRM). The overall comprehension of the constructs being studied was aided by the considerable loading of each independent variable on its corresponding component. This helps to validate the study's findings by pointing out various consistencies between the factor analysis results for each independent variable and the body of current literature. According to earlier studies (Chen & Popovich, 2003; Rigby et al., 2002), the element for customer relationship management (CRM) that was identified is in line with the multidimensional nature of CRM. Comparably, the Key Customer Focus (KCF) element relates to the focus on customer-centric strategies and the significance of comprehending and satisfying key customers' wants in order to propel organizational performance (Homburg et al., 2009; Kumar et al., 2008). Last but not least, the Knowledge Management (KM) component is a reflection of the literature emphasizing the value of knowledge generation, sharing, and application inside companies to improve productivity and creativity (Alavi & Leidner, 2001; Chong, 2011). In general, the coherence between the research outcomes and extant literature reinforces the credibility of the factor analysis findings and highlights the significance of CRM, KCF, and KM in developing organizational performance.

Reliability and Descriptive Analysis: The purpose of the reliability analysis carried out in this study was to evaluate the measuring tool's internal consistency and reliability in relation to the constructs of organizational performance (OP), knowledge management (KM), key customer focus (KCF), and customer relationship management (CRM). By using Cronbach's alpha coefficients, the research discovered that every component had extremely high reliability ratings, which ranged from 0.918 to 0.958. These findings reveal that the survey instrument successfully captured the desired dimensions of CRM, KCF, KM, and OP. They also show excellent internal consistency among the questions within each construct. The CRM construct had the highest level of dependability, with a Cronbach's alpha of 0.958. KCF and KM were shown to be closely followed. The results align with the accepted standards for evaluating reliability in the literature, wherein Cronbach's alpha values more than 0.70 are deemed representative of adequate reliability (Hair et al., 2010). Overall, this analysis's solid reliability ratings uphold the integrity of the data gathered for later examinations and increase trust in the validity of the survey instrument. Descriptive statistics provided a summary of the data, showing mean scores and standard deviations for each variable.

Regression Analysis: The regression analyses further confirmed the significant impact of CRM, KCF, and KM on OP. The influence of these independent factors on organizational performance was significantly illuminated by the regression analysis results. The results showed that Knowledge Management (KM), Key Customer Focus (KCF), and Customer Relationship Management (CRM) all had a statistically significant beneficial effect on Organizational Performance (OP). The results of the regression models specifically showed that OP was significantly predicted by CRM, KCF, and KM, with standardized regression coefficients (β) ranging from 0.766 to 0.851 at $p < 0.001$ levels of significance. Along with having high levels of explanatory power, the models' R-squared values ranged from 0.587 to 0.724, suggesting that the independent variables together accounted for a substantial amount of the variation in organizational performance. The present study's results align with the hypothesized theories, thereby presenting empirical support for the concept that proficient customer relationship management, a focus on key customers, and resilient knowledge management methodologies substantially enhance organizational efficacy.

Difference Test: Analyzing the performance of organizations with respect to a range of demographic variables offers important insights into the dynamics and views that exist inside the company. The results of the difference tests showed that respondents who were male and female had significantly different opinions on the performance of the organization. In comparison to their female counterparts, men respondents consistently reported higher mean scores across all performance indicators. This result is consistent with other studies showing a favorable relationship between gender diversity and organizational effectiveness. Research indicates that having a diverse mix of genders in leadership roles and among staff members improves decision-making, creativity, and total output (Hassan & Marimuthu, 2014; Abdullah, 2013). Research has also indicated that disparities in gender may have an impact on a number of organizational strategy elements, including CRM and important customer focus (Ainin et al., 2015; Li et al., 2014). Fostering inclusion and optimizing the potential contributions of every employee requires an understanding of and response to gender inequalities in views of organizational success.

Based on age, there was a clear pattern in the difference tests' findings, with younger respondents consistently reporting higher mean scores than older age groups in their assessments of organizational performance. This result is in line with other studies that have shown how age difference in the workplace is evolving and how it affects organizational performance (Wada et al., 2019; Backes-Gellner & Veen, 2013). Age-related disparities may have an impact on things like CRM adoption and adaptability to shifting consumer preferences, even while age diversity can provide organizations with invaluable resources and views (Ngai et al., 2009; Homburg et al., 2011). Strategies that take use of the strengths of various age groups and promote cooperation and knowledge sharing are needed to address age-related differences in opinions about organizational performance.

Responses making less than $500 consistently reported the highest mean scores across all performance metrics, according to the difference tests, which showed differences in how different compensation levels were viewed in relation to organizational success. Higher pay should be associated with greater assessments of organizational success, but this data runs counter to that theory. But it is consistent with studies that show that, independent of pay scales, elements like job happiness and company culture can have a big impact on how people view their performance (Ivancevch & Glueck, 1989; Henman & Schwab et al., 1996). Organizations must concentrate on aspects like job happiness, recognition, and chances for professional development if they are to address differences in performance assessments based on salary.

Opinions on organizational performance and work tenure were positively correlated, with respondents who had worked for more than 15 years consistently expressing the highest mean scores. The literature that has already been written about the importance of experience in affecting variables like CRM effectiveness and knowledge management (Sin et al., 2005; Alavi & Leidner, 2001) supports this conclusion. But research also indicates that seasoned workers could be reluctant to adapt, underscoring the significance of striking a balance between experience's advantages and the demands of creativity and adaptation (Davenport & Prusak, 1998). Organizations must value the knowledge and experience of seasoned workers while promoting a culture of ongoing learning and adaptation in order to address differences in how employees perceive their performance based on their work experience.

Respondents' views of organizational performance varied according to their educational background, with bachelor's degree holders consistently expressing the highest mean ratings on all performance metrics. This result is in line with other studies that show a favorable relationship between education levels and abilities including analytical thinking, problem-solving techniques, and knowledge management efficacy (Reinartz et al., 2004; Davenport & Prusak, 1998). The research does, however, also indicate that other elements, such as organizational culture and practical experience, are just as important as education levels in determining performance results

(Gerhart & Fang, 2015; Heneman, 2005). Organizations must give all workers, regardless of educational background, chances for ongoing learning and development in order to address differences in performance judgments depending on education level.

CRM is a tactical strategy that aims to manage interactions and relationships well in order to increase customer pleasure, loyalty, and profitability. Future studies may examine organizations perform as a result of CRM installation. Positive correlations between organizational performance (OP) and knowledge management (KM) indicate that effective knowledge management enhances performance. Within an organization, KM entails producing, storing, disseminating, and using knowledge. The use of KM techniques by organizations to improve their capacity for innovation and competitiveness may be the subject of future study.

Key Customer Focus (KCF) and organization's performance (OP) are positively correlated, according to the research, indicating that solid client connections and successful marketing tactics may boost business performance. While OP underlines the detrimental effects of market volatility on organizational performance, KCF emphasizes long-term connections with stakeholders including customers, suppliers, and partners. Future studies may examine how KCF practices affect organization's performance.

The study's conclusion offers a framework for exploring how CRM, KCF, and KM will affect the OP. Managers and policymakers may improve the performance and competitiveness of organization in changing business climate by making well-informed choices by recognizing these links. With a sample size of 300, this research seeks to analyze the scholarly, theoretical, and practical effects of these determinants with an emphasis on their effect on Organizational Performance (OP).

Finally: For the implications of CRM, KCF, and KM as well as their effect on OP, are considerable. Putting CRM strategies into practice improves customer connections and loyalty, while KM fosters innovation and information exchange. The use of KCF assists in developing solid customer connections. The success of a firm is positively impacted by customer relationship management, according to the research. Successful management and satisfied customers are prerequisites for continuous development.

5.2 Recommendations:

Based on the conclusions of this study, several recommendations can be made:

In order to enhance customer interactions and organizational success, SMEs should give CRM strategies top priority. Customer-centric procedures, CRM software, and staff training initiatives may all help with this. To gather, preserve, and disseminate organizational information, effective knowledge management processes should be implemented. To develop solid customer connections, relationship marketing techniques such as personalization, customer loyalty programs, and efficient communication should be used.

Customers' relationships are crucial to achieving long-term objectives, thus businesses need to monitor them on a regular basis. However, it is advised that CRM be the main area of concentration for all firms. To keep a healthy connection with customers, they should update their CRM policies. Additionally, businesses may decide to boost their CRM spend. In general, every company should research its clients and create a unique customer strategy based on its products or services.

5.3 Implications and Contributions:

The findings of this study have several implications for theory, practice, and future research:

4.2.27 Practical Implications

CRM implementation enables organizations to build strong relationships with customers, enhance customer satisfaction, and increase customer loyalty. By utilizing CRM systems, they can improve customer acquisition, retention, and cross-selling opportunities. Effective CRM practices in organizations positively affect customer satisfaction, trust, and long-term relationships, ultimately leading to improved OP.

KM helps Organizations to effectively gather, store, disseminate, and utilize knowledge within the organization. It enables knowledge sharing, learning, and innovation, leading to improved decision-making processes and performance. Those organizations that implement KM practices

are more likely to achieve competitive advantages, as they can leverage their internal knowledge to respond to market challenges (Can & Aydın, 2020).

OP is a comprehensive measure of an organization's effectiveness, encompassing financial, operational, and strategic performance. The successful implementation of CRM, KCF, KM can positively impact OP by enhancing customer satisfaction, innovation capabilities, and market responsiveness. Improved OP can lead to increased profitability, market share, and long-term sustainability for organizations. The results offer practical insights for organizations seeking to enhance their performance. By prioritizing CRM initiatives, focusing on key customers, and investing in knowledge management practices, firms can potentially improve their overall performance outcomes.

4.2.28 Theoretical Implications:

This research contributes to the existing literature by providing empirical evidence of the significant impact of CRM, KCF, and KM on OP. It extends theoretical understanding by elucidating the relationships between these variables and highlighting their combined influence on organizational performance.

There are several significant theoretical ramifications for the study's conclusions. First of all, the substantial effect that Customer Relationship Management (CRM) has on organizational performance supports the theories already in place that highlight the strategic importance of CRM for company performance. By providing empirical validation that successful CRM practices boost organizational performance through increased customer satisfaction and loyalty—two factors that are critical for maintaining competitive advantage—this study adds to the body of knowledge.

Second, the study demonstrates how important Key Customer Focus (KCF) is in boosting organizational effectiveness. This provides support to theoretical frameworks that emphasize the importance of customer-centric methods in fostering business success and growth. Organizations may improve customer retention and profitability by better matching their products and services to the demands of their most important clients.

Thirdly, knowledge is a strategic asset that is important, as evidenced by the substantial influence Knowledge Management (KM) has on organizational success. The capacity to manage and utilize knowledge resources is essential to the success of an organization, according to knowledge-based perspectives of the company, which this finding is consistent with. The study develops this notion by showing how better decision-making, innovation, and operational efficiency may result from using efficient knowledge management (KM) approaches.

Overall, this study adds to the body of knowledge by offering empirical proof of the strategic significance of CRM, KCF, and KM in raising organizational performance. These results call for more investigation into the ways in which these variables affect performance and how best to use them in different organizational settings.

4.2.29 Managerial Implications:

Managers can use the findings of this study to inform strategic decision-making and resource allocation. By recognizing the importance of CRM, KCF, and KM, managers can develop targeted strategies to optimize these areas within their organizations, thereby driving performance improvements.

CRM System investment: To improve customer relationship management procedures, managers should give top priority to funding sophisticated CRM systems. Organizational performance is ultimately driven by customer happiness and loyalty, which are enhanced by effective CRM systems that help businesses better understand and satisfy the demands of their customers.

Emphasis on key customers: Managers must to create plans that particularly target important clients who make major contributions to the income and expansion of the company.

Organizations may improve performance results by increasing sales volumes and customer retention by concentrating efforts on these high-value clients.

Strong knowledge management procedures should be put in place by organizations to make sure that important information is properly gathered, shared, and used. This might involve utilizing training courses, information sources, and teamwork platforms that encourage staff members to share expertise.

All things considered, It is essential to set up precise measurements to evaluate how CRM, KCF, and KM affect the success of a business. To evaluate the success of methods being implemented and make the necessary changes to improve performance results, managers should routinely review these measures. It's important to make sure that the organization's broader strategy objectives are in line with the CRM, KCF, and KM projects.

5.4 Limitations of the Study:

There are several limitations that should be taken into account in further research. The first form of data collection used was a survey; other approaches may be used in subsequent studies to get more insightful results. Future research may use bigger sample sizes in order to better understand the relationship between CRM and business success since the sample size may not be sufficient.

5.5 Future Research

This study explores potential future research directions focusing on the relationship between Customer Relationship Management (CRM), Key Customer Focus (KCF), Knowledge Management (KM), and Organizational Performance (OP). A sample size of 300 is considered to investigate these dimensions and their interconnections. The findings will contribute to enhancing the understanding of how these factors can improve the performance of organizations and provide insights for managerial practices. Future research could explore additional factors that may improve the relationships examined in this study. For example, investigating the role of organizational culture, leadership styles, or industry-specific factors could provide deeper insights into the mechanisms underlying the relationships between CRM, KCF, KM, and OP.

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APPENDIXA. STRUCTURED QUESTIONNAIRE

Dear Participants,

This questionnaire form is related to the application part of the Master in Business Administration dissertation that is being conducted within the Beykoz University Faculty of Business in relation to the Impact of Customer Relationship Management on Organizational Performance and gathering data on how CRM affects organizational performance.

It will take approximately 5 minutes to complete this survey. Hereby, I am kindly requesting you to spend few minutes of your precious time in filling out the questionnaire as per your opinion and experience about the CRM and its impact on the organization's performance. Your help in this respect will be highly appreciated and acknowledged at the time of submission of the thesis.

Best regards...

Research Supervisor:

Research Advisor:

Gender

Male

Female

Age

Less than 25 years

25 - 35 years

36 - 50 years

Above 50 years

Educational Status

High School
Bachelor Degree
Master's Degree
Doctorate
Other

Experience

Less than 5 Years
5 - 10 Years
11 - 15 Years
Above 15 Years

Salary Range

Less than $500
$500 - $1000
$1001 - $2000
Above $2000

Table 19: Questionnaire

SECTION B: Customer relationship management and organization's performance

Sr No.	Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
	CRM					
1	Customer relationship management has a major impact on organization's performance.					
2	Managing customer relationships must be part					

	of the organization's strategic planning.					
3	Effective customer relationship management can lead to customer loyalty.					
4	There are factors in an organization that work against effective customer relationship management					
5	The performance of an organization is greatly affected by service quality management.					
6	Organizational management should train their employees to provide customers with effective service.					
7	The effectiveness of an organization is significantly impacted by customer relationship management.					
	Organization's Performance					
8	Customers who feel valued and appreciated tend to stick around for longer, which in turn improves a company's performance.					

9	In order to improve organization's performance and generate satisfaction, it is necessary for CRM to ensure that customers are kept informed about the latest products and services.					
10	The implementation of CRM practices has the potential to enhance the overall development of our organizations.					
Key Customer Focus						
11	Understanding the requirements and preferences of consumers are the priority for the company.					
12	The level of customer service offered by the organization is considered to be satisfactory.					
13	The performance of the organization is positively impacted by its customer-centric approach.					
14	the organization actively asks customers for					

	feedback and uses it to make its goods or services better.					
	Knowledge Management					
15	The organization successfully gathers, stores, and distributes knowledge among its employees.					
16	The business develops new goods, services, or procedures using its knowledge management and experience.					
17	Knowledge management techniques help the company function better.					
18	The organization promotes and supports knowledge exchange among its employees.					
19	The organization uses data and analytics to guide the decision-making process.					