CUSTOMER RELATIONSHIP MARKETING AND ORGANISATIONAL PERFORMANCE IN CROP PROTECTION INDUSTRY:
CASE OF REALIPM LIMITED COMPANY IN KENYA

BY

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JULY 2018
DECLARATION

Declaration by the student

This project is my original work and has not been presented to any other examination body. No part of this project will be reproduced without prior permission of the author and/or Kenyatta University.

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Declaration by the Supervisor

I confirm that the work in this project was done by the candidate under my supervision

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Signature: …………………Date: ………………………
DEDICATION

This study is dedicated to all biocontrol companies and other stakeholders doing customer relationship marketing.
ACKNOWLEDGEMENT

I wish to express my humble gratitude to God for His abundance grace and for good health throughout my studies and for bringing me this far. I sincerely thank the lecturers and the academic staff in the School of Business of Kenyatta University and especially my supervisor Dr Mary Ragui for her valued advice, constant guidance and most of all for her patience and understanding. I also thank in a big way my son Adrian, and my parents, for their prayers, love, care, and encouragement throughout my study period. Special thanks to my very dear Cecilia for selflessly supporting me in all ways and for believing in my capabilities. For sure you are God given. Although it has not been possible to mention by name all those people that helped me in one way or another to make my work a success, to you all I say thank you and God Bless you abundantly.
# TABLE OF CONTENTS

DECLARATION.................................................................................................................................................. ii
DEDICATION .................................................................................................................................................. iii
ACKNOWLEDGEMENT .................................................................................................................................. iv
TABLE OF CONTENTS ................................................................................................................................. v
LIST OF TABLES ........................................................................................................................................... viii
LIST OF FIGURES ........................................................................................................................................ xi
LIST OF ABBREVIATIONS .......................................................................................................................... x
OPERATIONAL DEFINITION OF TERMS ................................................................................................. xi
ABSTRACT................................................................................................................................................... xii

CHAPTER ONE .............................................................................................................................................. 1
INTRODUCTION ............................................................................................................................................ 1

1.1 Background of the Study ...................................................................................................................... 1
1.2 Statement of the Problem ..................................................................................................................... 8
1.3 Objectives of the Study ........................................................................................................................ 9
  1.3.1 General Objective .......................................................................................................................... 9
  1.3.2 Specific Objectives ....................................................................................................................... 9
1.4 Research questions ............................................................................................................................... 9
1.5 Significance of the Study ..................................................................................................................... 10
  1.5.3 Future Researchers ...................................................................................................................... 10
1.6 Scope of study .................................................................................................................................... 10
1.7 Limitation of study .............................................................................................................................. 11
  1.6.1 Sensitivity of the study ............................................................................................................... 11
  1.7.2 Lack of Cooperation .................................................................................................................... 11
  1.7.3 Biasness of Respondents .......................................................................................................... 11
  1.8 Organization of the study ................................................................................................................. 11

CHAPTER TWO ............................................................................................................................................ 12
LITERATURE REVIEW ............................................................................................................................... 12

  2.0 Introduction ...................................................................................................................................... 12
  2.1 Theoretical literature Review .......................................................................................................... 12
    2.1.1 The commitment-trust theory of relationship marketing ......................................................... 12
2.1.2 Customer loyalty theory.................................................................13
2.2 Empirical literature Review ..........................................................14
  2.2.1 Customer Relationship Marketing .............................................14
  2.2.2 Customer Relationship Processes .............................................16
  2.2.3 Customer loyalty .................................................................19
  2.3.3 Brand value .........................................................................20
  2.3 Conceptual Framework ..............................................................22

CHAPTER THREE ..................................................................................23
RESEARCH METHODOLOGY ...............................................................23
  3.0 Introduction to research methodology ........................................23
  3.1 Research Design .......................................................................23
  3.2 Target Population ......................................................................23
  3.3 Sampling Technique ...................................................................24
  3.4 Data Collection Tool ...................................................................25
  3.6 Data analysis and Presentation ..................................................26
  3.4 Ethical Consideration .................................................................27

CHAPTER FOUR ....................................................................................28
DATA ANALYSIS, INTERPRETATION AND DISCUSSION .........................28
  4.1 Introduction .............................................................................28
  4.2 Response Rate .........................................................................28
  4.3 General Characteristics of the Respondents ...............................28
  4.5 Inferential Statistics ...................................................................40

CHAPTER FIVE .......................................................................................43
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS .........................43
  5.1 Introduction .............................................................................43
  5.2 Summary of Findings .................................................................43
  5.2.1 The extent to which client relationship processes affects organizational performance in crop protection Industry .................................................................43
  5.2.2 The extent of customer loyalty effects on organizational performance in the crop protection industry in Kenya .................................................................44
  5.2.3 The extent of brand values effects on organizational performance in the crop protection industry in Kenya .................................................................44
LIST OF TABLES

Table 4.1 Response Rate ................................................................. 28
Table 4.2 Gender .............................................................................. 28
Table 4.3 Number of years Worked ................................................... 29
Table 4.4 Educational Level ............................................................... 30
Table 4.5 Influence of Customer Relationship Processes on organizational performance in crop protection industry .......................................................... 31
Table 4.6 Extent of customer relationship processes effects organizational performance in crop protection industry .......................................................... 32
Table 4.8 Effects of customer loyalty on organizational performance in the crop protection Industry .......................................................... 34
Table 4.9 Extent of customer loyalty affects organizational performance in crop protection industry .......................................................... 35
Table 4.11 Effects of brand values on organizational performance in the crop protection Industry .......................................................... 37
Table 4.12 Extent of Brand Values on Organizational Performance in Crop Protection Industry .......................... 38
LIST OF FIGURES

Figure 2.1 Conceptual Framework .................................................................................................................................. 23
Figure 4. 1 Number of Years Worked ......................................................................................................................... 30
Figure 4. 2 Highest Educational Level......................................................................................................................... 31
Figure 4.3 Extent of customer loyalty effects organizational performance in crop protection industry ... 35
Figure 4.4 Extent of Brand Values on Organizational Performance in crop protection industry ........... 38
## LIST OF ABBREVIATIONS

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>AAK</td>
<td>Agrochemicals Association of Kenya</td>
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<tr>
<td>CIM</td>
<td>Chartered Institute of Marketing</td>
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<tr>
<td>CRM</td>
<td>Customer relationship marketing</td>
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<tr>
<td>PCPB</td>
<td>Pesticides Control Product Board</td>
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<tr>
<td>KEPHIS</td>
<td>Kenya Plant Health Inspectorate Service</td>
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<td>KFC</td>
<td>Kenya Flower council</td>
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# OPERATIONAL DEFINITION OF TERMS

**Brand Values**
This refers to the premium that accrues to a certain brand based on the extra payment from willing customers. This indicates the financial value of a particular brand for the company that makes it.

**Customer Loyalty**
It is the extent to which customers are attached and devoted to a company’s products or services and how strong is their tendency to pick one brand over the competitors’ one.

**Customer Relationship Processes**
This refers to system that is used for owning a company’s interactions with the current and future customers. It uses technology to prepare, automate and market customer services and technical assistance.

**Customer Relationship Marketing**
This is a business process through which client relationships, customer loyalty and brand values are built and enhanced via marketing strategies and other related activities.

**Performance**
The accomplishment of a given task which is measured against the set known standards of accuracy, speed, cost and completeness. It is therefore the fulfilment of an obligation in a manner that matches the requirements under the contract.
ABSTRACT

Companies now face more challenges as the turbulence in the environment continues. Getting and maintaining loyal customers for higher organizational performance is critical for survival and growth. This study aimed at identifying the effect of the customer relationship marketing on organizational performance in the crop protection industry, with a case study of RealIPM Company. There have been prices adjustments due to competition, promotional material and rebranding and all this efforts are part of the processes that help in building long term relationships with the customers and by nature of it, it only serves as a short term strategy to attain competitive advantage. The specific objectives were to establish the effect of customer relationship processes, investigate the effect of customer loyalty and examine the effect of brand values on organizational performance. This study was anchored on commitment-trust theory, customer loyalty theory and brand values theories. The study adopted descriptive research design. The target population was 185 employees from which a sample size of 55 respondents was selected using stratified sampling technique. The instrument of data collection used was the questionnaires. Collected data was analysed using descriptive statistics carried out included the mean, median, mode and standard deviation. Inferential statistics were also carried out to enable generalization of the findings. Regression analysis and ANOVA were carried out. Qualitative data was presented in the form of descriptive notes while quantitative data was presented in the form of tables and figures. From the findings, customer relationship process, customer loyalty and brand value were found to have a positive and significant influence on organizational performance. A unit change in customer relationship process, customer loyalty and brand value lead to 0.768, 0.722 and 0.504 units of positive change respectively on organizational performance. It was concluded that customer relationship marketing is important for organizational performance and therefore the study recommends more investment on research and development on ways to make the relationship with customers to last as long as possible. In addition, the organization should express appreciation and reward employees as well as loyal customers through solid reward programmes. Channels of communication should also be widened to use of technology available for fast response and brand value growth. Organizations should also embrace the international standards and guidelines on production of quality products to gain brand value from their customers and be able to compete effectively.
CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

This chapter presents background of customer relationship marketing concepts on the crop protection industry in Kenya. It also highlights the statement of the problem, objectives of the study, research questions, significance of the study, limitations of the study and scope of the study. As each day passes, the competitive environment in the business world becomes more turbulent. Companies now face a more serious issue not only on provision of excellent good quality products and services but also keeping the loyal customers. Tseng (2007) asserts that to be able to compete in such environment every organization must look beyond the typical marketing strategies and the traditional 4Ps of marketing. The development of relationship marketing has since become the key area of focus in staying competitive for most organizations and as well as in academics. Relationship marketing began to dominate the marketing field in the last decade of the 20th century. During this particular period it was applied and practiced by many companies all over the world.

Although there are different approaches used to implement competitive advantage, Zineldin (2006) identifies three key basic requirements for developing and protecting this concept. These include; quality Improvement of products/services, customer loyalty and relationship. Both small and big firms need to create a long lasting relationship with their customers. This can be achieved through proper customer relationship marketing. This is a business process through which client relationships, customer loyalty and brand values are built and enhanced via marketing strategies and other related activities. The process allows organizations to develop long-term relationships with established as well as new customers to help in streamlining the corporate performance.

1.1.1 Organizational performance

Organizational performance can be defined as the ability by an organization to use its resources in an effective manner and lead to production of quality outputs in line with the objectives relevant to the customers and other stakeholders. They increasingly face demands to demonstrate that they generate relevant outputs for their clients through proper crop protection strategies.
Globally the issues of performance started receiving much attention since the early 1990s. The performance revolution started mostly in the private sector and its effect quickly spread to the public sector. Organizational performance can in general be referred to as the need for organizations to be thorough producers of quality outputs that are relevant to the needs of stakeholders while optimizing resources (Warren, Govert & Michele, 2003).

Organizational performance roots can be traced back in the year 1960s where cost benefit analysis was applied. It then went to management by objectives in the 1960s and 1970s and finally to output budgeting in the 1960s still. In the 1980s after a whole twenty years of discussions and strategies developing, the interest in performance management moved from just academics to governments across the world. Therefore during this period many systems on performance management were created, adopted and implemented in the public sector (Kaplan & Norton 1996).

Kaplan and Norton (1996) continue to add that organizational performance assessment has its emergence in the field of management theory. There has been also the development of performance measurement systems that have often become an important area of attention in management consultancy. They include a variety of quantitative and qualitative indicators for both private and public sectors. Worldwide and most recently in Africa there has been an increase demand for accountability and performance among the public and private sector organizations. Therefore with regard to this most of these organizations especially the agricultural based have tried to put considerable effort into understanding what performance is, its measurement and benchmarking in relation to competitors and collaborators in the field.

The ability among the agricultural based organizations to define, measure and evaluate performance is a critical condition for its improvement. In many agricultural research institutions the capacity to do research is currently well established and the emerging setbacks to improved performance seem to be the organizational and managerial related. To measure the performance of agricultural related organizations two major approaches are used namely assessing organizational performance in general and secondly those that focus on assessing the research performance of the organizations (Warren, Govert & Michele, 2003).
All signs of growth in Africa are pointing downwards making the organizations of Africa the centerpiece of discussion especially the agricultural sector. Most observers say that organizations are faced with inefficiency and this has become worse within the public sector. Most of the organizations in Africa seem to lack the capacity to carry out their tasks and hence this becomes an obstacle to development and the achievement of the quality objectives such as the customer relationship marketing. African organizations have failed to ensure that the good results at the micro-level are reflected in the other levels of progress and development (Nordic Africa Institute, 1998).

Agricultural research organizations use a lot of resources and inputs including funds, personnel, equipment and other facilities. This is to enhance production for the benefits of farmers, agro-industries and other users. The output is measured depending on the effects of the applied resources in terms of their negativity or positivity, factors of production costs, yields and the use of natural resources. Therefore in order to monitor progress performance assessment and feedback mechanisms are required at various levels of the organization. One of the notable mechanisms is the customer relationship marketing which can work well with the agricultural organizations such as crop protection industry (Warren, Govert & Michele, 2003).

In the struggle for performance improvement one of the notable issues would be for the organization to identify the most important issues affecting the organization. These issues are strategic questions on self-assessment based on the following factors namely; resource levels, purpose of the self-assessment and finally the stakeholder’s interests. The next notable step would be to develop the indicators. This means the type of information will be satisfy the team. The indicator is a measuring device that will allow the organization to be able to clarify and measure the various concepts gauging performance. These indicators include; the number of staff, number of clients served and grosses revenues (Warren, Govert & Michele, 2003). Others could be as prescribed by Kaplan and Norton (2006) including both financial and non-financial indicators in four perspectives: financial, customer, internal business processes and business growth. This study used market share, profitability and return on investment as indicators or performance.
1.1.2 Customer relationship Marketing

The term relationship marketing was first coined by Berry (1983) in the context of services marketing. Relationship marketing is attracting, maintaining and enhancing customer relationships. In the mid-1970s Bagozzi began to seek understanding of the marketing activities as a link between the seller and buyer thereby forming a basis for subsequent conceptualization of relationship marketing. The conceptualization first appeared in the early 1980s in the research field of services marketing (Nielsen et al., 2003). CRM is replacing the traditional 4Ps of marketing (product, place, price and promotion). The dynamism in the market requires long-term relationships for stability, which is the essence of CRM (Velnampy & Sivesan, 2012).

Customer relationship marketing (CRM), incorporates commercial and client-specific strategies through employee training, marketing planning as well as relationship building. The origin of relationship-based approach to a firm’s management emerged from academics and other stakeholders in the field of marketing, strategy formulation as well as supply chain management. Zineldin (2006) opines that CRM is a business process through which client relationships, customer loyalty and brand values are built and enhanced through marketing strategies. The process allows organizations to develop long-term relationships with established as well as new customers to help in streamlining the corporate performance. Four broad partnerships exists in the CRM including: customers partnerships, internal partnerships, external partnerships and suppliers partnerships (Godson, 2009). These partnerships operates as a system making CRM more of a process than an activity.

According to Jagadish (2002), energy crisis led to the stagflation and competition in industries such as electronics, steel, textiles and chemicals which made the industry to realize the importance of retaining customers. The management of services such as health care, telephones and power to keep record of the customer’s transactions and interactions for the purpose of analyzing the quality of customer service was realized. This has eventually increased the scope to analyze and respond to customer needs and predict the outcome of any action towards the customers. The practice of business partnering as a way of offering consultancy and
collaborating business to business customers with the ultimate purpose of improving outcome, has encouraged industrial marketers to opt directly for service key accounts.

The concept of relationship marketing was born within the field of service marketing as well as industrial marketing due to the paradigm shift. This shift occurred from a transaction level to a relationship focus, since marketing has matured from a narrow focus on volume and profit-maximization. The focus currently is on broad orientation with emphasis on establishing long-term customer relationships and managing strategic alliances with customers directly (Payne, 2005).

In the study on role of customer trust and commitment as a mediator for the relationship between customer satisfaction and loyalty, Thanban (2013) concluded that the main objective of CRM is to build customer loyalty. Lovelock and Wright (2002) said the main goal is to build mutually satisfactory long-term relationships for a firm to maintain its business. Gofton (2001) asserts that CRM is important to the organization, should be engrained into its philosophy and culture, and should be practiced by every employee in the organization and not some people. Four broad partnerships exist in the CRM including: customers partnerships, internal partnerships, external partnerships and suppliers partnerships (Godson, 2009). These partnerships operate as a system making CRM more of a process than an activity.

Acquiring new customers is five times costly (Kotler, 2006; Ndubisi, 2003) than maintaining the existing one. Retention is the objective of CRM as it increases profit rate over time and therefore contributing to performance of the firm. Service and interaction of customers with the organization’s representatives if critical for service level measurement and ultimate loyalty. Keshvari and Zare (2012) looks at CRM as a long term strategy for an organization to manage and nurture its clients’ interactions for higher sales prospects. Further, it is not only at the point of sale but in the whole organization where all the employees participate to increase satisfaction, support and retention of customers.

Practicing CRM has many benefits to the organization and the clients including lowering of marketing costs, enhancement of customer satisfaction, increasing customer loyalty and ultimately increasing customer retention (Bergeron et al., 2008). This may however be eroded by the turbulence in the environment which includes globalization, rise of competition, lack of
product differentiation, low cost of switching to other products, rise in technology coupled with more sophisticated and knowledgeable customers. This calls for organizations to keep updating the CRM strategies in use for survival and growth. This study adopted definition of Zineldin (2006) and therefore investigated client relationships process, customer loyalty and brand values and variables of CRM.

1.1.3 Crop Protection Industry in Kenya

Kenya’s crop protection industry in made up of agrochemical and biocontrol companies. The agrochemical Companies include Syngenta, Monsanto, BASF and Bayer Crop Science while the biocontrol industry includes RealIPM, Dudutech and Koppert. Biocontrol is a small industry with 3% market share of the total pest control sector although this is growing fast. The crop protection industry is governed/regulated by Kenya Plant Health Inspectorate Service (KEPHIS) which is a government parastatal whose responsibility is to assure the quality of agricultural inputs. The industry is regulated by the Pesticides Control Product Board (PCPB) and Agrochemicals Association of Kenya (AAK) the umbrella organization in Kenya for manufacturers, formulators, re-packers, importers, distributors, farmers and users of pest control products (pesticides).

Disease and pests are major causes of crop losses mainly caused by reduced saleable quality, physical damage, losses of aesthetic value and increased costs of curative chemical. World population has been on increasing trend and changes in life style have also created higher demand for cut flowers over time. Higher demand has led to many suppliers wanting to fetch high prices offered by the market. Chemical use without regulation has led to degradation of environment, harmful to non-target beneficial natural environment, damage to non-target crop and human health. European retailers are pushing for reduction of synthetic chemical residue level in flowers because of the negative impact on their businesses as a result of adverse publicity associated with high pesticide use. Holistic preventive programme aims at using less of chemical based pesticides and more of biologicals in a routine prophylactic application of natural enemies and bio pesticides. Bio-products do not have knock down effect but are slow and sure if they are applied early and continuously all year round to give time for spores to build if they are not prevented from growing.
1.1.4 Background of RealPM

Founded in 2003 by owners Louise Labuschagne and Dr. Henry Wainwright, Real IPM now employs 250 staff (both permanent and temporary) and has its headquarters in Thika, Kenya, where high quality predatory mites are produced under license from Syngenta Bioline. The biopesticides are produced in the laboratories in Thika. RealIPM has global rights to several isolates of Metarhizium under license from ICIPE International Research Institute. The biopesticides products are registered and marketed in Kenya, Ethiopia, Ghana, Tanzania, Mozambique and South Africa. RealIPM has a mission to develop low cost biological solutions and holistic RealIPM Programmes to proactively reduce the use of chemical pesticides. This is in line with their vision of supporting and offering bio-control consultancy services on real farming with bio-intensive IPM programmes and become the mainstream support to both large and small-scale farmers of any crop, in any country.

The products developed by RealIPM are mainly used by flower farmers that need to abide by international regulations where their produce is finally consumed. Kenya is the largest supplier to the EU representing 31% of their imports. The major market for Kenyan flowers is Holland with 69% of all the Kenyan flower exports through the Dutch auctions Dolan and Humphrey (2000). The Holland market just like other EU countries has strict standards that have to be met by all companies exporting to EU. One such regulation is in reduction of synthetic chemical residue level in flowers (EU Directive 2000/42/EC). The implication of this is that companies producing pesticides must reduce the level of synthetic chemical used in the production of chemicals/pesticides. Alternatively, the companies need to produce bio-products that can perform the same role without leaving any synthetic chemical residue (Pesticides Control Product Board). The major problem arising from bio-products is that the growers see it as a new concept and are slow in accepting. This has created competition between chemical based pesticides and biological pesticides. For the pest control industry players to survive it will be important to build mutually beneficial relationships that help in articulating respective industry and customer issues that lead to the development of effective products.
1.2 Statement of the Problem

According to the Kenya Flower council (KFC), biocontrol crop protection products usage has grown an average of 65 percent a year for the past five years. This is twice the rate of growth in Asian countries. According to Kenyan Economic report of 2015, biocontrol companies had worth sale of 3 billion Kenya shillings with Kenya biologics having a market share of 6.3 per cent, Koppert - 10.8 per cent, Dudutech - 22.9% and RealIPM 60% (Kenya Economic Report, 2015). Owing to globalization, imports of bio-chemicals are also threatening the biocontrol companies suggesting new strategies needs to be adapted for survival and growth of the local companies.

Both the locally produced and import products and services are very similar making competition in the industry more stiff. The companies have been faced with unrealistic prices adjustments, use promotional materials and rebranding to survive and maintain their market share. This effort is put to build long term relationships with the customers but unfortunately it is only serving as a short term strategy to attain competitive advantage. It eventually becomes imitable and affordable with time and other competitors adopt it to augment their service.

Considering the competitive nature of the crop protection industry the question that comes to mind is how to develop CRM to create intimacy and level of confidence that will promote sustainable growth and profitability. The problem is to develop long-term relationships with the established and new customers while enhancing organizational performance and ensuring positive return on investment. The question again will be how agrochemical could differentiate themselves from the competition and gain customer attention, patronage and loyalty and in the long-run enhance organizational performance. Technology, commoditization deregulation and globalization forever changed the face of competition (Joyner, 2002). Crop protection firms have understood the need to capitalize on the new technologies to gain advantage in competition by exploiting their customer base, brand value and customer loyalty in order to increase profits as there’s direct link between the customers satisfaction and profitability.

CRM enables crop protection firms to analyze the customer profiles, to detect their needs and potential profitability areas and establish competitive advantage thus profitability. From the customer’s points of view the competitions brings them various choices and increase their
bargaining power. Today, customers are looking for various benefits from crop protection firms, cost effective products, better customer relationship services and cheaper products with better improved quality and this force firms to look for all means to satisfy customers before anyone else does.

From the literature reviewed (Magasi, 2015; Velnampy & Sivesan, 2012; Hanley & Leahy, 2008; Kehinde, Adegbuyi & Borishade, 2016; Alibhai & Ogollah 2015; and Waiganjo, 2012) none was done on crop protection firms. In addition, none has looked into the three tenets of CRM (customer loyalty, customer relationship process and brand value) together. This study aims to bridge this gap of knowledge. It also aims to assist the market leader, RealIPM, to maintain their position using CRM as a strategy to gain competitive advantage and ultimately increase performance.

1.3 Objectives of the Study

1.3.1 General Objective

The main objective of the study was to investigate the effect of customer relationship marketing on organizational performance in crop protection industry – a case study of RealIPM Limited Company.

1.3.2 Specific Objectives

1. To determine the effect of customer relationships processes on organizational performance in crop protection industry in Kenya.
2. To find out the effect of customer loyalty on organizational performance in crop protection industry in Kenya.
3. To examine the effect of brand values on organizational performance in crop protection industry in Kenya.

1.4 Research questions

1. What is the effect of customer relationship processes on organizational performance in crop protection industry in Kenya?
2. To what extent does customer loyalty affect organizational performance in crop protection industry in Kenya?

3. What is the effect of brand values on organizational performance in crop protection industry in Kenya?

1.5 Significance of the Study

1.5.1 ReallPM Limited

ReallPM Limited as a main stakeholder in the crop protection industry was able to gain from the study by getting to know the customer relationship marketing strategies and thus improve the organizational performance. Good understanding of the CRM strategies – customer relationship processes, customer loyalty and brand values and their level of importance on organizational performance will help the management in prioritizing its strategies, maintain and grow their market share and profitability.

1.5.2 Customers

The study helped the customers identify themselves with the organization since stronger relationships will be built with the assurance of customer satisfaction. This is so because a well customer relationship marketing strategy plan delivers good customer satisfaction results and maintains competitive advantage. The customers were assured that the organization will be able to address their demands.

1.5.3 Future Researchers

Future researchers will benefit from the results of this study as it will act as a reference point for future studies on same or similar studies. Acting as a reference, it will also stimulate the interest among academicians and thereby encourages further researches about the problems and solutions and hence leading to reduced competition challenges.

1.6 Scope of study

The study focussed on customer relationship marketing analysis on organizational performance in crop protection industry with specific reference to ReallPM limited company. The research study was conducted at the organization’s Head Quarters in Thika town. The research involved employee in the four key departments sales, quality control, training and administration totalling
to 55 respondents sampled using stratified sampling method. Descriptive and inferential statistics were used for analysis. The research was carried out in the year 2016.

1.7. Limitation of study

1.6.1 Sensitivity of the study

The proposed research study was sensitive in nature and the respondents were reluctant to give some information in fear of the information getting to competitors. However, the researcher overcome this by informing and assuring the respondents that the information they provide would only be used purely for academic purposes only and that it was treated with utmost confidentiality.

1.7.2 Lack of Cooperation

This research study might face some lack of cooperation from selected respondents due to their nature of work e.g. the management and technical level. However this was overcame by looking for ample time to carry out the research when the respondents are free and available.

1.7.3 Biasness of Respondents

Some respondents might give false information just to impress the researcher. The research got information from various respondents in different departments of the organization hence reducing the biasness.

1.8 Organization of the study

Chapter one contained the introduction to the study focusing on the background information. Chapter two focussed on literature review of the established objectives with supporting information from various scholars. Chapter three focussed on the research methodology, data collection and presentation methods. Chapter four dealt with the research findings and discussions presented in various forms such as graphs and charts and lastly chapter five provided the summary, conclusions and recommendations.
CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter consists of a review of literature closely related to the marketing strategies and competitive advantage in agrochemical industry. It included an analysis of past studies, critical review and identified the gaps. The researcher will draw materials from several sources which are closely related to the objectives of the study. This enabled the researcher gain from previous research and come up with other useful information that supplement and strengthen the study. It also enabled the researcher to identify and confirm major gains in the area being investigated.

2.1 Theoretical literature Review

This section involves the theories anchoring this study. The main study variables include customer relationship marketing (independent) and organizational performance (dependent). The main theories outlined in this section include the commitment-trust theory of relationship marketing and the customer loyalty theory.

2.1.1 The commitment-trust theory of relationship marketing

Robert M. Morgan and Shelby D Hunt discussed commitment-trust theory of relationship marketing which says that two fundamental factors; trust and commitment, must exist for a relationship to be successful. Relationship marketing involves forming bonds with customers by meeting their needs and honouring commitments. Rather than chasing short-term profits, businesses following the principles of relationship marketing forge long-lasting bonds with their customers. As a result, customers trust these businesses, and the mutual loyalty helps both parties fulfil their needs. The commitment-trust theory draws its concept from the political economy theory. The theory argues that power wielded by one party in an exchange process can lead to the other party to behave in a certain manner. This theory assumes that trust and commitment overpowers all other contextual issues together with the exchange partner power which can be used to determine relationship success. Hunt and Morgan (1994), justified the role of being committed and trust in putting forward relationship marketing by insisting that they encourage marketers to work at preserving the relationship investments. Commitment to relationship
according to this theory is the enduring desire to keep a valued relationship which can be well related to customer versus organization.

The relationship marketing orientation to the internal environment of the company is conducted through internal marketing. RealIPM Limited Company need to understand the essence of trust and commitment to gain a higher market share and retain the existing customers. There is need to determine and satisfy the needs of employees promotes their motivation and retention, and therefore the company will be in a better position to deliver a better quality of products and services necessary to the satisfaction of external customers. On the other hand trust as per this theory is the willingness to rely on a partner whom one can fully confide in. RealIPM Limited Company must be willing to rely on its customers and confide in them. This will give more confidence to the customers who in return will be loyal and ultimately increase the sales of the organization.

2.1.2 Customer loyalty theory

The customer loyalty theory, which is further discussed by Reynolds (2016), as being based on the consideration of some demographic variables, was developed over years of research studying the habits of consumers. The theory attempts to define what drives loyalty in customers and can represent an effective tool for gaining and retaining your hard-won patrons. Business owners who witness repeat customers know on an intuitive level that customer loyalty is an invaluable commodity. Incorporating the precepts of the customer loyalty theory into daily dealings can influence the creation of more business.

Customer loyalty theory is and extension of the social exchange theory which was put forward by Thibault and Kelley (1959). The theory postulates that all human relationships are formed by the use of a subjective cost benefit analysis in comparison with alternatives that people develop relationships that lead to greatest profits. The theory further states that whenever in a relationship and the cost exceed the rewards people are likely to seek ways to dissolve such a relationship. Customer Relationship marketing theory maintains that consumers enter or establish relationships with organizations when they believe that the benefits derived from such relations will exceed the costs. This now is particularly in reference to the organizational performance since the termination of such relationships by customers will mean losing revenue and poor
performance as the overall effect. In this study, both social exchange theory and customer loyalty theory will be used to illustrate how customer loyalty affects performance of an organization.

2.2 Empirical literature Review

This section will review existing literature on the variables of the study including customer relationship processes, customer loyalty and brand values. In addition, it will ground the conceptualization of the same, critique the literature and show the gaps between the studies reviewed and the current study.

2.2.1 Customer Relationship Marketing

In Tanzania, Magasi (2015) investigating CRM and its influence on customer retentions in the bank found that satisfied customers will not always enter into a long-term relationship with the firm. The study however concluded that a long-term customer-organization relationship is crucial in creating longer-term customer retention. The study used multiple regression analysis on data collected using questionnaires. It concentrated on customers’ trust, commitment, satisfaction and relationship influence customers’ retention. The study however did not include brand value and customer relationship processes but only focused on customer royalty. CRM might only work if the three tenets are used together and not separately. This study focused on the three tenets together.

In a study in Sri-lanka, Velnampy and Sivesan (2012) investigating customer relationship marketing and customer satisfaction in the mobile service providing companies found that competition among the companies is more intense than ever. CRM was conceptualized in terms of trust, commitment, equity and empathy. Using correlation and regression analysis on data from questionnaires, the study concluded that CRM had a significant impact on customer satisfaction. There is deception among the companies that good infrastructure and product automatically translates to customer satisfaction. This was found to be contrary to what customers are looking for in companies and therefore CMR variables like reduction of dissatisfaction, service quality, customer retention and customer loyalty could increase the company performance. The study did not look into brand value and customer relationship process which the current study looked into.
In a study in Ireland, Hanley and Leahy (2008) investigating the effectiveness of customer relationship strategies in department stores found that customer loyalty assists in development of relationship and enhances customer satisfaction. Once satisfied, a customer develops a relationship with one store over the other leading to better performance of the store. The study used focus groups were used and questionnaires were used on non-probability sample. The study concentrated on factors like the role of club marketing programs, loyalty cards, financial services, personal shopping assistants and customer service. The study seems to have concentrated on customer loyalty and customer relationship processes without covering the brand values. The current study included brand value to strengthen the findings.

In Spain, Izquierdo et al. (2005) in the study ‘the impact of customer relationship marketing on the firm performance: a Spanish case’ found that effect of attraction and loyalty programs is greater on market performance than on economic performance. In addition, good service quality and large accessibility of customers influence economic performance more than customer loyalty. Firm repairs industry was used in the study and path analysis associating CRM and market performance (customers' perceptions, market position and loyalty) were conducted. As it can be noted, this study only concentrated on two aspects of CRM (customer loyalty and customer relationship process). The current study concentrated on the two and in addition brand value.

In Nigeria, Kehinde, Adegbuyi and Borishade (2016) investigating the relationship between relationship-marketing and sales performance found a positive and significance relationship. The study data was collected using questionnaires in the banks of Ogun State. Regression analysis were used for data analysis. The study focused on satisfaction of customers, reduction of perceived risks, customer loyalty and long and short term customer satisfaction. It can be seen that this did not include the brand value which this study added for conclusive findings on CRM and performance.

In Kenya, Alibhai and Ogollah (2015) investigating influence of customer relationship marketing strategies on performance of synthetic hair manufacturers in Kenya found CRM strategies having a positive relationship with performance. The study investigated service quality, process
automation, customer orientation and employees involvement a factors of CRM. Service quality affected assisted in promotion of customer loyalty onto the brand. The study adopted descriptive research design, used questionnaires for data collection and regression analysis for data analysis. Process automation was found to be so slow which had a negative influence on performance. Customer orientation looked into response to customers needs and complaints. It was found to positively influence performance. Employee involvement in the CRM boosts their morale and improves the firm’s performance.

In Kenya, Waiganjo (2012) investigated the influence of relationship marketing on the performance of large supermarkets in Nairobi Kenya. The study was carried out amongst all tier one and two large supermarkets. It concentrated on communication, feedback systems, after sales support, loyalty programs and data mining programs as sub-variables of relationship marketing. Using cross-sectional descriptive design, the study used questionnaires to collect data which was analyzed using correlation analysis. The study found positive significant relationship between relationship marketing and performance. It can be noted that the study did not include the brand value which the current study added for conclusive findings on CRM and performance.

2.2.2 Customer Relationship Processes

Customer relationship process is complex as it deals with feelings and attitudes (Kotler, 2006). Customer satisfaction is achieved after use of a product or service and is formed by both internal and external factors including attitudes and habits of the consumer and the purchase power on the product. The main aim of customer relationship process is to get a satisfied customer who is willing to use the same product despite of the change in price and time that translates to customer loyalty with time (Fraering et al., 2013).

Customer relationship process starts inside the organization where employees are involved in the marketing strategy chain. Internal relationships, establishment of internal customer orientation and adaptation to the relationship success is critical for success of CRM (Bruhn, 2003). This is possible using strategies like employees empowerment, internal relationships management and proper communications in the organization. Seamless communication enables cohesion of the team and ultimately delivery of services externally to customers using the same philosophy.
Four broad partnerships exist in the CRM including customers’ partnerships, internal partnerships, external partnerships and suppliers’ partnerships (Godson, 2009). These partnerships operate as a system making CRM more of a process than an activity. Customers’ partnerships include relationships with intermediate and final customers. This requires good internal partnerships which are as a result of employees, functional departments and internal business units – working together as a system and not as stand-alone units. Suppliers’ partnership which include goods and services suppliers link the internal and the customers partnership. External partnerships including media, competitors, alliances and government regulate the other three partnerships.

According to Bean (2009), customer relationship processes can revolutionize the way an organization performs. It can help to be more competitive, ensure that the organization has the ability to turn more new clients into repeat clients and create cooperation among the various departments. The CRM process tools helps open up more time for selling and organizational performance is boosted. It is no longer a luxury for any organization that wants to perform well it is a necessity to have the customer relationship process.

One of the customer relationship processes is referred to as the customer-facing level CRM process. This is a systematic process that helps to manage customer relationship initiation, termination and maintenance across all the customer touch points so as to maximize the value of the organization-customer relationship. The customer relationship processes under the customer-facing level include; relationship initiation, relationship termination and relationship maintenance. At the initiation level, early stages relationship activities take place such as identifying potential customers, maintenance process includes the activities that enables normal customer relationships to thrive for instance cross-selling, up-selling or the retention programs. Lastly the termination process includes the activities both to find and settle on how to end a bad relationship between the organization and the customers. The bad relationships in this case can be described as the unprofitable ones or low value customer (Khalid, Haslina & Huda, 2011).

The second CRM process is the customer-oriented. This is one of the CRM processes that represent an organization’s core work and the direct impact on the customer. This process encompasses; design and development, order management (inclusive of order entry and fulfillment, forecasting and demand planning), production, invoicing and lastly the after the sale
service (Robert, 2008). The customer-oriented process has the customer driven inputs as described in the above processes. Therefore this process has an input which is basically the customer need and output which is the customer need met and finally the transformation or the steps in between.

The third CRM process is referred to as the cross-functional CRM processes. These processes are divided into five generic stages based in a holistic approach. They include; the strategy development process, value creation process, multichannel integration process, information management process and the performance assessment process. All these cross functional processes are fully oriented towards customers. The identification of these processes requires thorough consultations and research with the top management and other stakeholders within the organization. It also includes considerable research, discussions with experts from a wide range of industries. The five stages are implemented across all the organizational departments from marketing and sales, finance, human resources, information technology and operations. However as much as they have the universal application, the extent of adoption varies according to the unique structure of the organization in terms of departmental organization (Adrian, 2005).

The last CRM process is the macro-level processes. This refers to the undertaken activities of an organization to create market intelligence that the organization can leverage to build and sustain a profit-maximizing trend. The macro-level process takes the CRM process as organization-wide process. It involves strategic development, value creation, channel integration, knowledge management and performance evaluation. These processes at the macro-level focus on customer interaction management so as to sustain the customer relationships in the long run (Theodosios, 2015).

As noted by Anderson and Mittal (2000), customer relationship profitability arises through the acquisition and retention of “high quality” customers with low maintenance costs and high revenue. In the context of retail banking, relationship costs as comprising direct variable costs, such as transaction related costs and costs related to specific services, in addition to overhead costs that may or may not be attributable to particular relationships. Relationship revenue, meanwhile, is split into volume-based revenue that is derived from interest margins, and fee-based revenue. Customers’ patronage concentration or share-of-wallet and pricing policies are important aspects of relationship revenue in banking. Since, a large part of banks’ revenues are
received from interest margins, customers’ volume of business has a major impact on profitability. If relationship costs are minimized and relationship revenue is maximized over time, long-term customers should generate greater profitability than short-term customers.

2.2.3 Customer loyalty

Customer strategy can be linked to competitor strategy through its ability to create sustainable competitive advantages. Using customer-driven strategy and customer relationship marketing techniques and approaches an organization is likely to develop competitive advantages that will build loyalty and customer satisfaction. Noteworthy in this regard, is what Grewal and Levy (2014) state concerning customer excellence. According to the duo customer loyalty can be maintained if a firm develops value-based strategies for retaining loyal customers and provide outstanding customer service. It is also important to note that having a strong brand, unique merchandise, and superior customer service all help solidify a loyal customer base. It is also true that customers develop loyalty for certain brands as opposed to developing loyalty for an institution. When it comes to B2B, an institutional customer may want to maintain long term relationship with a supplier for a very good reason. They may want to establish and maintain consistent service delivery and quality of products. Rational decisions will have to be made and a long tedious process of selecting the right supplier will not be easy to rescind as a committee made of several managers will have to approve of termination of relationship. Whereas this is true the author failed to establish customer loyalty affected the organizational performance in the crop protection industry, and this is the gap that this research aims at filling.

Trust refers to the confidence that one partner, the customer, has in the business’s reliability and integrity to deliver goods and services. Trust relates to the belief that a customer has in an honest investment and engagement with the service provider. Trust is defined as customer confidence in the quality and reliability of the services offered by the organization (Garbarino & Johnson, 2014). It becomes the moral values that are established to enhance their business relationship between organization and customers. For an individual consumer purchase decisions may be made based on emotions instead of rationale as a result of relationship built with a brand over a period of time. Brand loyalty is therefore a factor to consider in the relationship a customer establishes with an organisation. Brand loyalty is the positive attitude toward a brand that causes customers to have a consistent preference for that brand over all other competing brands in a
product category. Customer relationship marketing may be used to reinforce or even create the loyalty in the first place.

Kotler (2000) argues that customer satisfaction creates customer loyalty and it includes the comparison between the expected delivered value and the real delivered-value as well as the image of the company, the readiness to reaction, the dependability and the product attributes. The customer will be satisfied if the performance matches or exceeds the expectations, and in contrary, the customer will be dissatisfied if the performance falls short of the expectation. Prior studies reveal that relationship programs enhance the flow of information between the organization and customers and increase customers’ positive feelings towards such organization.

2.3.3 Brand value

Brand value is the back-bone of an organization. Its positive perception leads to success in an organization. De Chernatony (2001) identified five forces affecting success of a brand and therefore either increases or decreases the brand value. These include: organizational forces – culture, staff motivation, internal communication; customers – their perceptions and decision-making process on a brand; competitors – their strategies on their brands onto customers; distributors – balance of power and alignment of their goals onto different brands in the market; and macro-environment – political, economic, social, technological and ecological changes. Gisip and Harun (2010) however concluded that the brand value is only successful when top level managers supports the brand, resources are made available and the organization is market oriented when branding its value.

M’zungu et al. (2010) insists brand value can only be built and protected using a three-stage model. The process includes adoption of brand-oriented mindset into all the stakeholders, internal branding and consistent brand delivery. Brand delivery will add value to the customers and increase their loyalty towards the brand. The loyal customers would have benefit for an organization in the reducing costs and implementing its works. Moreover, loyalty can get a chance to company to react against threats such as competition because as consumers become loyal to a brand they become less sensitive to a price increase because of the product's ability to satisfy their needs.
Fisk (2006) claims brand loyalty is “the ultimate objective and meaning of brand equity”, adding that “brand loyalty is brand equity”. Brand loyalty has been considered as the core dimension of brand equity by Jobber (2007) mainly because of the value of a brand to an organization depends on the loyalty of the customers which in turn can generate profit. The author further referred to it as the relationship between customer and a brand, and the relatedness of customer with the brand. Whereas this is true the author failed to establish brand value affected the organizational performance in the crop protection industry, and this is the gap that this research aims at filling.

Anderson and Kerr (2002) defined quality as “consumer’s perception of the overall quality or superiority of a product or service with respect to its intended purpose, relative to alternatives”. Quality from a consumer’s perspective is referred to as ‘perceived quality’. Quality, in the customer’s context, is not technical but perceptions about the products, tangible and intangible, that the consumer observes. This creates customer satisfaction and value by consistently and profitably meeting customer’s needs and preferences for quality, and influences its purchase decision. Brands vary in the amount of power and value they have in the market place. At one extreme are brands that are not known by most users. While on the other, there are brands for which buyers have fairly high degree of brand awareness. The author explains further that Brand awareness is the durability of a brand that is embedded in the customer memory. Therefore, brand awareness will be created by ongoing visibility, enhancing familiarity and powerful associations with related offerings and buying experiences. However certain aspects relating to the effects of brand value on the customer relationship marketing and its effect to the organizational performance is not clear and this research aims to fill this gap.

Associations represent the basis for purchase decision and for brand loyalty (Aaker, 1991). This conceptualized brand awareness as an antecedent of brand associations. That is where a consumer must first be aware of the brand in order to develop a set of associations. Brand association refers to “anything linked to a brand” and is considered as a dimension of brand equity and is found to provide differential advantage to a brand. Brand association can be created via the association with attitudes, attributes and benefits respectively.

Customer satisfaction is considered to be a primary strategy for increased loyalty and willingness to pay. Researchers have found a positive relationship between customer satisfaction and brand value.
2.3 Conceptual Framework

The study had both independent and dependent variables. The independent variable was the CRM which was conceptualized as customer relationship process, customer loyalty and brand values. Customer relationship process was investigated using customer satisfaction and trust. Customer loyalty was investigated using customer retention and attracting new customers. Brand values included themes like perceived quality, brand association and brand awareness. Organizational performance was investigated using measures of market share, profitability and return on investment.
CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction to research methodology

This chapter gives detailed information on the research design used in the study. The major details and highlights relating to actual process involved in gathering data for the results and finding will be dealt with in this chapter. It explains on the target population of the study and the sampling procedure which is used in order to come up with the samples for the study. The chapter also highlights on the data collection and analysis methods in order to facilitate a clear understanding of the various steps involved during the research process.

3.1 Research Design

The study employed a descriptive research design. Descriptive research is a process of collecting data in order to test hypothesis or to answer questions concerning the current status of subjects under study. A descriptive research determines and reports the way things are. This method is preferred because it allows for an in-depth study of the case and is not limited to fact finding but can result in the formulation of knowledge and solutions to problems (Mugenda & Mugenda, 2003). Descriptive research design does not permit manipulation of the variables (Patton, 2002). This design is preferred because it could enable answer the research questions without bias and get in-depth understanding of the general objective of the study.

3.2 Target Population

Target population is defined as the entire group of individuals, organizations or objects from which the study seeks to generalize its findings (Cooper and Schindler, 2008). It is in universal sets of the existing people, units, items or events that contain characteristics of interest as well as all the set of possible data values for a subject under study. This research therefore consisted of 185 employees working at RealIPM Limited Company in Kenya.
3.3 Sampling Technique

According to Bryman (2008), sampling is the process of selecting a number of individuals for a study in such a way that the individual represents a larger group from which they are selected. The major criterion used when deciding on the sample size is the extent to which the sample size represents the population. Due to the nature of this study stratified random sampling technique was employed where departments formed different strata to allow representation of the whole organisation. Five key departments strata include: sales department, quality control department, training department, production department and administration department. This design allowed for generalization of a larger population with a margin of error that is statistically determinable.

3.3.1 Sample Size

Sample size is a small proportion of target population which was selected (Bartlett, Kotrlik & Higgins, 2001). The size of the sample depends upon the precision the researcher desires in estimating the population parameter at a particular confidence level hence there is no single rule that can be used to determine sample size. According to (Mugenda & Mugenda, 2003) a sample size of 30-40% is considered adequate respective of the whole population. The 30% rule of thumb was used in this study to get 55 respondents outs of 185 employees. Using stratified random sampling, the respondents were drawn from the departments as shown on table below:
Table 3.1 Sample Size

<table>
<thead>
<tr>
<th>Departments</th>
<th>Population</th>
<th>30 % sample</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>42</td>
<td>19</td>
</tr>
<tr>
<td>Quality control</td>
<td>28</td>
<td>10</td>
</tr>
<tr>
<td>Training</td>
<td>18</td>
<td>7</td>
</tr>
<tr>
<td>Production</td>
<td>27</td>
<td>10</td>
</tr>
<tr>
<td>Administration</td>
<td>18</td>
<td>9</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>52</strong></td>
<td><strong>55</strong></td>
</tr>
</tbody>
</table>

Source: Author, 2016

3.4 Data Collection Tool

Questionnaire was used as a tool of collecting primary data. The preference for a questionnaire is based on the fact that respondents are able to complete it without help, anonymously, and it is cheaper and quicker than other methods while reaching out to larger sample (Bryman, 2008; Cohen et al., 2007). In this study, the questionnaire was a list of questions relating to the field of enquiry and providing spaces for the answers to be filled by the respondents. It had both structure and unstructured questions and was divided into 5 sections. Section A entailed general information; section B entailed questions on customer relationship processes; Section C entailed questions on customer loyalty; Section D entailed questions on Brand Values while the last section E had questions on organizational performance.

3.4.1 Reliability and Validity

According to Mugenda & Mugenda (2003), reliability is the degree a research instrument yields consistent results after repeated trials. In research it is influenced by random error such that when random error increases, reliability decreases and vice versa. Validity on
other hand is the accuracy and meaningfulness of references which are based on the study results (Mugenda & Mugenda, 2008).

A pilot test was undertaken to examine reliability and validity of the questionnaire. Five members of staff who were not part of the selected sample were requested to fill in the questionnaires. The content validity was checked to ensure the questions and statements are actual representative of research questions and the objective of the study. Construct validity was to ensured the statements and questions were correctly and clearly stated in that the details and structure. The questionnaires were also shared with the project supervisor for analysis and cross checking and affirm that indeed the questionnaire captured the full concept of the study. Thereafter necessary changes were done.

To test reliability, the data collected during the pilot test was subjected to Cronbach Alpha coefficients testing. The cut-off point was 7.0 as recommended by Bryman (2008). From the result, the Cronbach alpha coefficients were all above 7.786 and therefore the questionnaires were declared reliable for generalization of results.

3.5 Data Collection Procedures

After receiving an approval for data collection and letter of introduction from the university, the company management was contacted for permission to collect data. This made it easier for the study as the respondents were informed of the study. The questionnaires were dropped to the randomly selected 55 members of staff and they were left with them for one week. They were later picked and those who had not filled in given more time to do so and collected later.

3.6 Data analysis and Presentation

Data analysis technique has both quantitative and qualitative analysis. Qualitative analysis provides in-depth information of the study while quantitative is to enable the use of statistics to give a better understanding of data collected. The qualitative data was categorized in themes in accordance with research objectives and reported in narrative
form along with quantitative presentation. The qualitative data was used to reinforce the quantitative data.

Quantitative data from the questionnaire was coded and entered into the computer for computation of descriptive and inferential statistics. The Statistical Package for Social Sciences (SPSS) was used to run the analysis. Descriptive statistics in terms of means, standard deviations and mode were analyses to produce frequency distribution and percentages. Inferential statistics were analysed using regression analysis and ANOVA. The regression model used for the study was:

\[ y = \beta_0 + \beta_1x_1 + \beta_2x_2 + \ldots + \beta_kx_k \]

Where: \( y \) is the dependent variable (organizational performance),

\( \beta_i \) is the \( i^{th} \) regression coefficient,

\( x_i \) is the \( i^{th} \) predictor variable (customer relationship process, customer loyalty and brand values),

k is the number of predictor variables.

The data collected and analysed was interpreted and, presented by use of graphs, charts, tables and figures.

3.4 Ethical Consideration

There was an official letter from Kenyatta University and management of RealIPM Company to granting permission to carry the research. People involved in the world of business, however, often face situations in which advancement whether in position, influence, or financial stature can be gained, but only by hurting other individuals or groups. Moreover, the ethical decisions of small business owners are likely to impact far greater numbers of people than are the ethical decisions of that business owner's employees. This research focussed keenly on ethical issues such as compromising quality, health issues and chemical components in line with ensuring improvements in organizational performance. The respondent was assured that the answers they gave were to remain strictly confidential and was used for academic purposes only.
CHAPTER FOUR

DATA ANALYSIS, INTERPRETATION AND DISCUSSION

4.1 Introduction

Having collected data from the field, in this chapter is the analysis of the data, interpretation and discussion of the findings. The chapter consists of response rate, general characteristics of the respondents, descriptive statistics and inferential statistics.

4.2 Response Rate

Table 4.1 Response Rate

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Respondents</td>
<td>50</td>
<td>90</td>
</tr>
<tr>
<td>Non Respondents</td>
<td>5</td>
<td>10</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>55</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Author (2017)

From the table 4.1, out of 55 questionnaires 50 were returned even after following up severally with the remaining respondents. This translates to 90% response rate which is rated by Mugenda and Mugenda (2003) as very good. This indicated dedication of the respondents towards the research as they were keen to know the findings of the same for growth of the organization.

4.3 General Characteristics of the Respondents

4.3.1 Gender

Table 4.2 Gender

<table>
<thead>
<tr>
<th>Gender</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>30</td>
<td>60</td>
</tr>
<tr>
<td>Female</td>
<td>20</td>
<td>40</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>50</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>
Source Author (2017)

The table 4.2 analyzed the gender of the respondents whose questionnaires were submitted and as such were used as a basis for this research. 60% of the respondents were male while 40% of the respondents were females. The majority of the respondents were thus Males. This indicates that the male gender is dominant in the organization though the gender rule set by the Kenyan Constitution 2010 has been achieved which is one third of the gender.

4.3.2 Number of Years Worked

Table 4.3 Number of years Worked

<table>
<thead>
<tr>
<th>Years of Experience</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-5 years</td>
<td>18</td>
<td>35</td>
</tr>
<tr>
<td>6 - 10 years</td>
<td>10</td>
<td>20</td>
</tr>
<tr>
<td>11 – 20 years</td>
<td>15</td>
<td>30</td>
</tr>
<tr>
<td>21 years and above</td>
<td>7</td>
<td>15</td>
</tr>
<tr>
<td>Totals</td>
<td>50</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author (2017)
Figure 4.1 Number of Years Worked

Source: Author (2017)

The table 4.3 and figure 4.1 shows that 35% of the respondents had experience of 1-5 years, 20% had 6-10 years, 30% 11-20 years, while the remaining 15% indicated that they had experience of 21 years and above. Therefore the largest number of respondents had 1-5 years of experience. The majority however (65%) have worked more than 6 years in the organization. This shows that the findings can be trusted as they know the organization for a longer period of time.

4.3.3 Education Level

Table 4.4 Educational Level

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Secondary</td>
<td>5</td>
<td>10</td>
</tr>
<tr>
<td>Diploma</td>
<td>10</td>
<td>20</td>
</tr>
<tr>
<td>Undergraduate</td>
<td>20</td>
<td>40</td>
</tr>
<tr>
<td>Graduate</td>
<td>15</td>
<td>30</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author (2017)
Figure 4.2 Highest Educational Level

Source: Author (2017)

The table 4.4 and figure 4.2 shows that majority of the respondents 40% had undergraduate level of education, 30% had graduate level of education, 20% had diploma level of education while the remaining 10% had secondary level of education. It can be concluded that the majority were at least undergraduates and therefore it is expected they are knowledgeable for the firms performance.

4.4 Descriptive Statistics

This section covers descriptive statistics of the general and specific objectives of the study. It includes the findings on customer relationship processes, customer loyalty and brand values.

4.4.1 Customer Relationship Processes

The first variable of the study was to determine the effect of customer relationship processes on organizational performance in crop protection industry. Several questions on the variable were posed on the questionnaire. The findings of this variable are as discussed below.

Table 4.5 Influence of Customer Relationship Processes on organizational performance in crop protection industry

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>45</td>
<td>80</td>
</tr>
<tr>
<td>No</td>
<td>10</td>
<td>20</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author (2017)

The respondents were asked if customer relationship processes could affect organizational performance in crop protection industry. Majority of the respondents (80%) indicated that customer relationship processes affect the organizational performance while 20% of the respondents were of the contrary opinion that customer relationship processes affect organizational performance. This was further
probed to weigh the extent of the effect of the customer relationship processes on organizational performance in crop protection industry. One of the respondents indicated that the processes can have a positive impact on organizational performance only if it is ‘two way traffic’. Explaining the same, the respondent indicated that the customer expects value and therefore the organization must continue to improve on value for customer retention.

Table 4.6 Extent of customer relationship processes effects organizational performance in crop protection industry

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very high</td>
<td>20</td>
<td>40</td>
</tr>
<tr>
<td>High</td>
<td>20</td>
<td>40</td>
</tr>
<tr>
<td>Average</td>
<td>5</td>
<td>10</td>
</tr>
<tr>
<td>Low</td>
<td>5</td>
<td>10</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>50</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Author (2017)

Table 4.6 shows the rating of the extent to which customer relationship processes affect organizational performance on crop protection industry in Kenya. Many respondents indicated either it was very high (40%) or high (40%). Therefore the conclusion was that majority thought the effects of customer relationship processes on organizational performance in crop protection industry was very high. This indicated that customer relationship processes provided a major platform for the company to check on its performance and make adjustments.

Customer relationship process factors were also investigated in relation to the organizational performance. Respondents were to respond on the questionnaire indicating the effect of customer relationship process on organizational performance. The rating was from least extent being 1, low extent being 2, neutral being 3, high extent being 4 and highest extent being 5. Table 4.7 shows the findings on the same.
Table 4.7 Customer relationship process factors

<table>
<thead>
<tr>
<th>Customer Relationship Process factors</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Do customers want long term relationships with the company?</td>
<td>0.0%</td>
<td>2.4%</td>
<td>1.2%</td>
<td>22.9%</td>
<td>73.5%</td>
<td>4.72</td>
<td>1.063</td>
</tr>
<tr>
<td>2. Does the organisation seek to treat each customer individually and uniquely after understanding their needs?</td>
<td>0.0%</td>
<td>1.2%</td>
<td>0.0%</td>
<td>13.3%</td>
<td>85.5%</td>
<td>4.85</td>
<td>0.979</td>
</tr>
<tr>
<td>3. Does the organization build genuinely personal dialogues with customers?</td>
<td>0.0%</td>
<td>1.2%</td>
<td>9.6%</td>
<td>25.3%</td>
<td>63.9%</td>
<td>4.5</td>
<td>1.067</td>
</tr>
<tr>
<td>4. Does the organization create highly personalized solutions for customers?</td>
<td>0.0%</td>
<td>2.4%</td>
<td>1.2%</td>
<td>22.9%</td>
<td>73.5%</td>
<td>4.72</td>
<td>1.041</td>
</tr>
<tr>
<td>5. Does customer relationship marketing builds customer trust?</td>
<td>15.7%</td>
<td>20.5%</td>
<td>18.1%</td>
<td>22.9%</td>
<td>22.9%</td>
<td>3.26</td>
<td>1.111</td>
</tr>
<tr>
<td>6. Does customer relationship marketing builds customer satisfaction?</td>
<td>4.8%</td>
<td>4.8%</td>
<td>6.0%</td>
<td>19.3%</td>
<td>65.1%</td>
<td>4.41</td>
<td>1.07</td>
</tr>
</tbody>
</table>

The first objective of the study was to examine the effect of customer relationship processes on organizational performance in crop protection industry in Kenya. The main customer relationship process factors identified included long term relationships, the organisation treating each customer individually and uniquely, the organization genuinely building personal dialogues with customers, the organization creating highly personalised solutions for customers; the organisation builds customer trust and builds customer satisfaction.

From the responses given customer relationship process factors had an overall mean of 4.41 out of 5 implying it had an effect on customer relationship factors. The factor ‘the organisation is seeking to treat each customer individually and uniquely’ had a mean of 4.85 which was the highest mean among the factors investigated. The responses showed that customer relationships building both trust and satisfaction with the mean of 3.26 which is the lowest mean among the factors investigated. On whether customers want a long term relationship with the company the mean was 4.72. Whether the organisation
genuinely builds personal dialogues with the customer has a mean of 4.5 and finally whether the organisation provides highly personalised solutions for customers has a mean of 4.72.

From the standard deviations, the customer relationship factors don’t seem to be so different as the highest deviation is 1.1. This shows that many of the respondents responded almost in a similar manner and there were no major deviations amongst them making the findings reliable. The findings deduce that the customer relationship process has a positive influence on the organizational performance. This corroborates Rao and Perry (2002) in their states and stages theories where rise of relationships is is termed as evolutionary process over a certain period of time and can be attributed to organizational performance.

4.4.2 Customer Loyalty

The second specific objective was to investigate the effect of customer loyalty on organizational performance in the crop protection industry. Several questions on the questionnaire on this objective were under section C of the questionnaire. The findings of this variable are as discussed below.

Table 4.8 Effects of customer loyalty on organizational performance in the crop protection Industry

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>45</td>
<td>90</td>
</tr>
<tr>
<td>No</td>
<td>5</td>
<td>10</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author (2017)

The table 4.8 shows the respondents’ views on whether customer loyalty affects organizational performance in the crop protection industry, majority of the respondents 90% said yes, while the remaining 10% said No. To substantiate this response, the respondents were asked to rate the extent of customer loyalty on organizational performance. The responses are recorded on table 4.8.
Table 4.9 Extent of customer loyalty affects organizational performance in crop protection industry

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very high</td>
<td>30</td>
<td>60</td>
</tr>
<tr>
<td>High</td>
<td>12</td>
<td>25</td>
</tr>
<tr>
<td>Average</td>
<td>3</td>
<td>5</td>
</tr>
<tr>
<td>Low</td>
<td>5</td>
<td>10</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author (2017)

Figure 4.3 Extent of customer loyalty effects organizational performance in crop protection industry

Source: Author (2017)

The table 4.9 and figure 4.3 shows the rating of the extent to which customer loyalty affect organizational performance on crop protection industry in Kenya. Majority of the respondents 60% said that it was very high, 25% said it was high, 5% said it was average while the remaining 10% said that it was low. Therefore it can be concluded that customer loyalty affects organizational performance in the crop protection industry in Kenya. The respondents indicated that customers can be loyal when they get the value for their money meaning when the company provides quality services it is deemed to be performing on its objectives well.
Customer loyalty factors were also investigated in relation to the organizational performance. Respondents were to respond on the questionnaire indicating the effect of customer loyalty on organizational performance. The rating was from least extent being 1, low extent being 2, neutral being 3, high extent being 4 and highest extent being 5. Table 4.10 shows the findings on the same.

### 4.10 Customer Loyalty factors effects on organizational performance

<table>
<thead>
<tr>
<th>Customer Loyalty on organizational performance</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Does the organization seek to retain the existing customers?</td>
<td>1.1</td>
<td>13.6</td>
<td>15.9</td>
<td>40.9</td>
<td>28.4</td>
<td>3.443</td>
<td>0.957</td>
</tr>
<tr>
<td>Does the organisation seek to satisfy needs of customer?</td>
<td>1.1</td>
<td>13.6</td>
<td>11.4</td>
<td>39.8</td>
<td>34.1</td>
<td>3.409</td>
<td>0.905</td>
</tr>
<tr>
<td>Does the organization work to attract new customers?</td>
<td>3.4</td>
<td>17</td>
<td>13.6</td>
<td>40.9</td>
<td>25</td>
<td>3.284</td>
<td>1.017</td>
</tr>
<tr>
<td>Does the organization’s marketing department give appreciation to loyal customers?</td>
<td>3.4</td>
<td>14.8</td>
<td>10.2</td>
<td>37.5</td>
<td>34.1</td>
<td>3.33</td>
<td>0.968</td>
</tr>
<tr>
<td>Does customer relationship reward employees who develop and retain loyal customers?</td>
<td>2.3</td>
<td>8</td>
<td>18.2</td>
<td>34.1</td>
<td>37.5</td>
<td>3.5</td>
<td>0.959</td>
</tr>
<tr>
<td>Does the organization involve employee staff to create loyal customers?</td>
<td>4.5</td>
<td>19.3</td>
<td>9.1</td>
<td>39.8</td>
<td>27.3</td>
<td>3.25</td>
<td>1.02</td>
</tr>
<tr>
<td><strong>Average</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>3.369</strong></td>
<td><strong>0.971</strong></td>
</tr>
</tbody>
</table>

The second objective of the study was to determine the effect of customer loyalty on organizational performance in crop protection industry in Kenya. The main factors identified as customer loyalty factors were customer retention, the need to satisfy customers, attracting new customers, creation of loyal customers, appreciation of loyal customers and reward to employees. From the responses customer loyalty had an overall mean of 3.369 out of 5 implying that it had an effect on organizational performance in crop protection industry. From the responses, reward to employees who develop and retain customers had the highest mean of 3.5. This was closely followed by seeking to retain existing customers with a mean of 3.443 followed by need to satisfy customers’ needs at mean of 3.409. Attracting new customers had a mean of 3.284 while involving
employee staff to create loyal customers had the least mean of 3.25. It is important to also note that the standard deviation was 0.971 which shows closeness of the respondents views on customer royalty as a contributor of organizational performance. This corroborates Grewal and Levy (2014) that customer loyalty can be maintained if a firm develops value-based strategies for retaining loyal customers and provide outstanding customer services. It can be concluded that RealIPM have strategies to maintain its customers and is interested in achieving and maintaining their customers.

4.4.3 Brand Values
The third specific objective was to investigate the effect of brand values on organizational performance in the crop protection industry. Several questions on the questionnaire on this objective were under section D of the questionnaire. The findings of this variable are as discussed below.

Table 4.11 Effects of brand values on organizational performance on in the crop protection Industry

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>42</td>
<td>85</td>
</tr>
<tr>
<td>No</td>
<td>8</td>
<td>15</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author (2017)

The table 4.11 shows the respondents’ views on whether brand values affect organizational performance in the crop protection industry, majority of the respondents 85% said yes, while the remaining 15% said No. The extent of the effect was investigated and recorded in table 4.12
Table 4.12 Extent of Brand Values on Organizational Performance in Crop Protection Industry

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very high</td>
<td>33</td>
<td>65</td>
</tr>
<tr>
<td>High</td>
<td>10</td>
<td>20</td>
</tr>
<tr>
<td>Average</td>
<td>5</td>
<td>10</td>
</tr>
<tr>
<td>Low</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author (2017)

Figure 4.4 Extent of Brand Values on Organizational Performance in Crop protection industry

Source: Author (2017)

The table 4.12 and figure 4.4 shows the rating of the extent to which brand values affect organizational performance on crop protection industry in Kenya. Majority of the respondents 65% said that it was very high, 20% said it was high, 10% said it was average while the remaining 5% said that it was low. Therefore the conclusion was that majority thought that the rate of brand values effects on organizational performance in crop protection industry was very high.
Brand value factors were investigated in relation to the organizational performance. Respondents were to respond on the questionnaire indicating the effect of brand value on organizational performance. The rating was from least extent being 1, low extent being 2, neutral being 3, high extent being 4 and highest extent being 5. Table 4.13 shows the findings on the same.

Table 4.13 Brand Value factors effects on organisational Performance

<table>
<thead>
<tr>
<th>Brand value factors</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Does brand quality meet customer’s needs?</td>
<td>2.3</td>
<td>8</td>
<td>17</td>
<td>52.3</td>
<td>20.5</td>
<td>3.807</td>
<td>0.933</td>
</tr>
<tr>
<td>What is the level of awareness to entire company brands?</td>
<td>3.4</td>
<td>5.7</td>
<td>60.2</td>
<td>19.3</td>
<td>11.4</td>
<td>3.375</td>
<td>0.975</td>
</tr>
<tr>
<td>How often do customers complain of brand?</td>
<td>1.1</td>
<td>8</td>
<td>25</td>
<td>48.9</td>
<td>17</td>
<td>3.727</td>
<td>0.881</td>
</tr>
<tr>
<td>Are you informed in addressing these complaints?</td>
<td>2.3</td>
<td>13.6</td>
<td>44.3</td>
<td>28.4</td>
<td>11.4</td>
<td>3.33</td>
<td>0.931</td>
</tr>
<tr>
<td>What is the level of association with the brand?</td>
<td>1.1</td>
<td>9.1</td>
<td>23.9</td>
<td>44.3</td>
<td>21.6</td>
<td>3.761</td>
<td>0.935</td>
</tr>
<tr>
<td><strong>Average</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3.6</td>
<td>0.931</td>
</tr>
</tbody>
</table>

Source: Author (2017)

The third and final objective was to examine whether brand values built through marketing strategies affects organizational performance in crop protection industry in Kenya. The brand value factors identified for examination were brand quality, the level of awareness, complaint of customers, addressing customer complaints, and the level of association with the brand. From the responses given brand value factors had an overall mean of 3.6 out of 5. This indicates largely agreement on the effect of brand value on organizational performance. The standard deviation is also low (0.931) showing similarity of the views of the respondents.

Brand quality meeting customer needs had the highest mean of 3.807 was followed by level of association with brand at 3.761. This was followed by the level of awareness of the brand at 3.375, followed closely by frequency of customers complains on the brand at 3.727. The question of whether respondents were informed of customer complaints had the lowest mean of 3.33. The findings confirm those of Caroline (2012) where
contemporary and strategic approaches are said to create the brand management which then is able to boost the brand value in the long run and ultimately able to raise organizational performance. This is done through brand owner’s creation, maintenance and distribution of the brand.

4.5 Inferential Statistics

This section covers inferential statistics which includes regression analysis and ANOVA. The regression model used for the study was:

\[ y = \beta_0 + \beta_1 x_1 + \beta_2 x_2 + \ldots + \beta_k x_k \]

Where: \( y \) is the dependent variable (organizational performance),

\( \beta_i \) is the \( i^{th} \) regression coefficient,

\( x_i \) is the \( i^{th} \) predictor variable (customer relationship process, customer loyalty and brand values),

\( k \) is the number of predictor variables.

4.5.1 Model Fitness – Customer Relationship Marketing and Organizational Performance

Table 4.13 presents the goodness of fit of model. The correlation coefficient (R) between CRM and organization performance was 0.706 which depicted a strong positive relationship. The coefficient of determination (R Square) of 0.499 indicated that the model explained 49.9% of the variation or change in the dependent variable (organizational performance). The rest (50.1%) is contributed by other factors not considered in this model.
Table 4.13: Model Fitness – CRM and Organizational Performance

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Coefficient</th>
</tr>
</thead>
<tbody>
<tr>
<td>R</td>
<td>0.706</td>
</tr>
<tr>
<td>R Square</td>
<td>0.499</td>
</tr>
<tr>
<td>Adjusted R Square</td>
<td>0.493</td>
</tr>
<tr>
<td>Std. Error of the Estimate</td>
<td>3.33752</td>
</tr>
</tbody>
</table>

4.5.2 Regression Coefficients – CRM and Organizational Performance

Table 4.14 shows the coefficients that explained the relationship between CRM and organizational performance in the crop protection industry in Kenya. The Beta coefficients indicated the extent to which a unit change in the independent variable (CRM) caused a change in the dependent variable (organizational performance). The Beta coefficients were positive indicating that a unit change in the independent variable leads to a positive change the dependent variable. This means that a unit change in customer relationship process, customer loyalty and brand value lead to 0.768, 0.722 and 0.504 units of positive change respectively on organizational performance. The table also indicates that all the variables are significant as their p-value was less than p=0.05. We therefore conclude that CRM had a significant positive relationship with the organizational performance of the crop protection industry in Kenya. This corroborates with the findings of Kurniati et al., (2015) who found that CRM had positive significant relationship with corporate image which eventually could lead to higher performance. It also agree with Al-Hersh et al., (2014) who found CRM having a positive significant relationship with market share.
Table 4.14 Regression Coefficients

<table>
<thead>
<tr>
<th>Indicator</th>
<th>B</th>
<th>Beta</th>
<th>Std. Error</th>
<th>T</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Constant</td>
<td>2.881</td>
<td>1.267</td>
<td>1.267</td>
<td>2.274</td>
<td>0.025</td>
</tr>
<tr>
<td>Customer Relationship Process</td>
<td>0.768</td>
<td>0.688</td>
<td>0.87</td>
<td>8.788</td>
<td>0.000</td>
</tr>
<tr>
<td>Customer Loyalty</td>
<td>0.722</td>
<td>0.701</td>
<td>0.72</td>
<td>8.652</td>
<td>0.001</td>
</tr>
<tr>
<td>Brand Value</td>
<td>0.504</td>
<td>0.497</td>
<td>0.96</td>
<td>6.785</td>
<td>0.021</td>
</tr>
</tbody>
</table>

a:Dependent variable: Organizational Performance

From Table 4.14, the regression model linking CRM and organizational performance in crop protection industry can thus be completed with the findings where $\beta_1$ is 0.768, $\beta_2$ is 0.722, and $\beta_3$ is 0.504. The estimated organizational performance is thus achieved using the equation below

$$Y = 2.881 + 0.768X_1 + 0.722X_2 + 0.504X_3 + \varepsilon$$

As stated above, $\alpha$ is 0.05 which is above the obtained p-values on figure 4.14. This means that the model is significant and therefore we can conclude that CMR has a positive effect on organizational performance of the crop protection industry in Kenya. These findings corroborate Bean (2009) who found that customer relationship processes can revolutionize the way an organization performs. It can help to be more competitive, ensure that the organization has the ability to turn more new clients into repeat clients and create cooperation among the various departments. In addition, Warren, Govert and Michele (2003) also found that customer relationship marketing can work well with the performance of agricultural organizations such as crop protection industry. The findings also confirms commitment-trust theory of relationship marketing by Hunt and Morgan (1994) which justifies the role of being committed and trust in putting forward relationship marketing by insisting that marketers should work at preserving the relationship investments for organizational performance growth.
5.1 Introduction
This final chapter presented the summary of the study, conclusions and recommendations with regards to customer relationship marketing on organizational performance in crop protection industry in Kenya. It also presents suggestions for future research.

5.2 Summary of Findings
The main objective of this study was to investigate the relationship between customer relationship marketing and organizational performance in crop protection industry a case of ReallPM limited company in Kenya. The specific objectives were to establish the effect of client relationship processes, customer royalty and value brands on organizational performance. Specific findings on each objective are summarised below:

5.2.1 The extent to which client relationship processes affects organizational performance in crop protection Industry.

The first specific objective of the study was to determine the effect of client relationship processes on organizational performance in crop protection industry in Kenya. Customer Relationship processes factors were identified as long term relationships; the organisation treating each customer individually and uniquely; understanding customer needs; the organization building genuine personal dialogues with customers; the organization creating highly personalized solutions for customers and building customer trust. The findings of the study on customer relationship processes responses indicated that 80% of the respondents indicated that customer relationship processes affect the organizational performance while 20% of the respondents denied that customer relationship processes affect organizational performance. On the extent of the effect, Majority of the respondents 45% said that it was very high, 40% said it was high, 10% said it was average while the remaining 5% said that it was low. From regression analysis, customer relationship process was found to be significant at 0.000 as
it was lower than the set p-value of 0.05. A unit change in customer relationship process could lead to 0.768 units of positive change on organizational performance.

5.2.2 The extent of customer loyalty effects on organizational performance in the crop protection industry in Kenya

The second objective of the study was to determine the effect of customer loyalty on organizational performance in crop protection industry in Kenya. The main factors identified as customer loyalty factors were customer retention, the need to satisfy customers, attracting new customers, creation of loyal customers, appreciation of loyal customers and reward to employees. From the responses majority of the respondents 90% said yes, it affects organizational performance while the remaining 10% said No. On the extent of the customer loyalty effects, Majority of the respondents 60% said that it was very high, 25% said it was high, 5% said it was average while the remaining 10% said that it was low. From regression analysis, customer relationship process was found to be significant at 0.000 as it was lower than the set p-value of 0.05. A unit change in customer loyalty lead to 0.722 units of positive change on organizational performance.

5.2.3 The extent of brand values effects on organizational performance in the crop protection industry in Kenya.

The third and final objective was to examine whether brand values built through marketing strategies affects and the extent it affects organizational performance in crop protection industry in Kenya. The brand value factors identified for examination were brand quality, the level of awareness, complaint of customers, addressing customer complaints, and the level of association with the brand. From the responses, majority of the respondents 85% said yes it affects organizational performance while the remaining 15% said No it doesn’t affect. Regarding the extent to which brand values affect organizational performance, Majority of the respondents 65% said that it was very high, 20% said it was high, 10% said it was average while the remaining 5% said that it was low. From regression analysis, customer relationship process was found
to be significant at 0.000 as it was lower than the set p-value of 0.05. A unit change in brand value lead to 0.504 units of positive change on organizational performance.

5.3 Conclusion

The overarching objective of the study was customer relationship marketing analysis on organizational performance in crop protection industry in Kenya. The data gathered was analysed through descriptive and inferential statistics. The main factors identified to form the basis of conceptualisation included client relationship processes, customer loyalty and brand values. Performance factors were identified as increased sales, increased market share, customer retention and increased return on investment.

The first specific objective of the study was to determine the effect of client relationship process on organizational performance in crop protection industry in Kenya. It can be concluded that client relationship process have a positive effect on organizational performance at a significant level of 0.000.

The second objective of the study was to determine the effect of customer loyalty on organizational performance in crop protection industry in Kenya. It can be concluded that customer loyalty have a positive effect on organizational performance at a significant level of 0.001.

The third objective was to examine whether brand values built through customer relationship marketing strategies affects organizational performance in crop protection industry in Kenya. It can be concluded that client relationship process have a positive effect on organizational performance at a significant level of 0.021.

These findings corroborate Bean (2009) who found that customer relationship processes can revolutionize the way an organization performs. It can help to be more competitive, ensure that the organization has the ability to turn more new clients into repeat clients and create cooperation among the various departments. In addition, Warren, Govert and Michele (2003) also found that customer relationship marketing can work well with the performance of agricultural organizations such as crop protection industry. The findings also confirm commitment-trust theory of relationship marketing by Hunt and Morgan (1994) which justifies the role of being committed and trust in putting forward
relationship marketing by insisting that marketers should work at preserving the relationship investments for organizational performance growth.

5.4 Recommendations

Based on the study findings and presentations, the study recommends that customer relationship marketing needs to continue identifying and improving customer relationship processes and factors that have impact on organisational performance. As part of customer relationship process, RealIPM will need to invest more on research and development on ways to make the relationship with customers to last as long as possible. The organisation will need to keep treating each customer as an independent individual with unique characteristics, understanding their needs and building genuine personal dialogues with them. The recommending also goes to organisations to try to create highly personalized solutions for customers and to earn or build their trust.

On customer loyalty, the study recommends involvement of staff to create customer loyalty. This is because they are the ones handling the new and existing customers and only motivated staff will make an impact. Another recommendation comes in terms of expressing appreciation and rewarding employees as well as rewarding loyal customers through solid reward programmes.

On brand value, the study recommends that organizations should have better ways of managing the quality of its brands. Getting regular feedback from the customers and regularly communicating with them should be encouraged. Channels of communication should be widened to use of technology available for fast response. Organizations should also embrace the international standards and guidelines on production of quality products to gain brand value from their customers and be able to compete effectively.

5.5 Suggestions for Further Research

The study recommends further research on other marketing strategies in customer relationship marketing like brand positioning to improve performance. This is because this study shows only 49.9% is explained by CRM. Research should also be carried in the whole industry for generalization of the results.
REFERENCE


Dear Respondent,

I am Peter Nkanata pursuing MBA with Kenyatta University. I am conducting a research on the impact of customer relationship marketing on organizational performance. I am therefore requesting you to take a few of your minutes to answer the attached questionnaire. Any information given by the respondent in this research questionnaire will be treated confidentially and will only be used for academic purposes.

Tick inside the box provided where necessary and for explanation. Please be brief.

SECTION A: GENERAL INFORMATION

1. Gender
   - Male
   - Female

2. Number of years worked
   - 1 – 5 years
   - 6 – 10 years
   - 11 – 20 years
   - 21 years and above

3. Highest educational level
   - Secondary
   - Diploma
   - Undergraduate
   - Graduate

SECTION B: CUSTOMER RELATIONSHIP PROCESSES

4. Does customer relationship processes affect organizational performance in the crop protection industry in Kenya?
   - Yes
   - No
5. Explain

………………………………………………………………………………………………………………
………………………………………………………………………………………………………………
………………………………………………………………………………………………………………

6. To what extent does customer relationship processes affect organizational performance in the crop protection industry in Kenya?

Very high
High
Average
Low

7. Explain

………………………………………………………………………………………………………………
………………………………………………………………………………………………………………
………………………………………………………………………………………………………………

8. The following statements relate to the extent to which customer relationship process factors affect organizational performance. Please indicate your choice by ticking the appropriate box (1 being minimum affect and 5 maximum affect)

<table>
<thead>
<tr>
<th>Customer Relationship Process factors</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Do customers want long term relationships with the company?</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Does the organisation seek to treat each customer individually and uniquely after understanding their needs?</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>3. Does the organization build genuinely personal dialogues with customers?</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>4. Does the organization create highly personalized solutions for customers?</td>
<td></td>
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</tr>
<tr>
<td>5. Does customer relationship marketing builds customer</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>
SECTION C: CUSTOMER LOYALTY

9. Do you think customer loyalty affect organizational performance in the crop protection industry in Kenya?
   Yes  ☐
   No   ☐

10. Explain
    …………………………………………………………………………………………………………
    …………………………………………………………………………………………………………
    …………………………………………………………………………………………………………

11. How can you rate the effect of customer loyalty on organizational performance in the crop protection industry in Kenya?
    Very High  ☐
    High       ☐
    Average    ☐
    Low        ☐

12. Explain
    …………………………………………………………………………………………………………
    …………………………………………………………………………………………………………
    …………………………………………………………………………………………………………
13. The following statements relate to the extent to which customer loyalty factors affect organizational performance. Please indicate your choice by ticking the appropriate box (*1* being minimum affect and *5* maximum affect)

<table>
<thead>
<tr>
<th>Customer loyalty factor</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Does the organization seek to retain the existing customers?</td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>2. Does the organisation seek to satisfy needs of customer?</td>
<td></td>
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<td></td>
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</tr>
<tr>
<td>3. Does the organization work to attract new customers?</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>4. Does the organization marketing department’s gives appreciation to loyal customers?</td>
<td></td>
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</tr>
<tr>
<td>5. Does customer relationship reward employees who develop and retain loyal customers?</td>
<td></td>
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</tr>
<tr>
<td>6. Does the organization involve employee staff to create loyal customers?</td>
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</tbody>
</table>

**SECTION D: BRAND VALUE**

14. Does brand value affect organizational performance in the crop protection industry in Kenya?

Yes [ ]

No [ ]

15. Explain

.................................................................................................................................................................
........................................................................................................................................................................
........................................................................................................................................................................
........................................................................................................................................................................

16. How would you rate the effect of brand value on organizational performance in the crop protection industry in Kenya?

Very High [ ]

High [ ]
17. Explain

18. The following statements relate to how brand value affects organizational performance. Please indicate your choice by ticking the appropriate box (1 being minimum affect and 5 maximum affect)

<table>
<thead>
<tr>
<th>Brand value factors</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Does brand quality meet customer’s needs?</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>2. What is the level of awareness to entire company brands?</td>
<td></td>
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<tr>
<td>3. How often do customers complain of brand?</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>4. Are you informed in addressing this complains?</td>
<td></td>
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<tr>
<td>5. What is the level of association with the brand?</td>
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</tbody>
</table>

**SECTION E: ORGANIZATIONAL PERFORMANCE**

19. The following statements relate to how organizational performance of the ReallPM has changed with implementation of the customer relationship marketing. Please indicate your choice by ticking the appropriate box (1 being least extent and 5 greatest extent)

<table>
<thead>
<tr>
<th>Organizational performance</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Sales volume</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>2. Market share</td>
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<tr>
<td>3. Customer retention</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>4. Return on investment</td>
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<td></td>
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<tr>
<td>5. Profitability</td>
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<td></td>
<td></td>
</tr>
</tbody>
</table>

Thank you for your Cooperation