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Electronic Customer Relationship Management and Consumer Behaviour (A Study of Diamond Bank Plc, Nigeria)

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ABSTRACT: *The study focuses on electronic customer relationship management and consumer behavior with special emphasis on diamond bank Plc. Retail financial services in all markets, including emerging markets, are undergoing major transformation that is driven by change, deregulation and customer sophistication. Electronic Customer service and specifically online customer relationship management in particular is crucial to attaining a sustainable competitive advantage, in the market place. The main objective of the study is to examine the effect of electronic customer relationship management on customer patronage. A survey design was adopted for the study and one hundred and ninety copies of structured questionnaire were used as primary data collection instrument which was distributed to customers of diamond bank in the study area. However, the postulated hypotheses were tested by employing the Pearson product moment Correlation Coefficient (PPMCC) statistical tool which was facilitated by the statistical packages for social sciences (SPSS). The study however showed that a significant relationship exists between e-CRM and consumer behavior. Furthermore, it was found that amongst the dimensions of e-CRM, e-commitment and e-satisfaction impacts more significantly on customer patronage. The study therefore concludes that Nigerian money deposit banks should increase their electronic platform strategies since they commensurably impact on their level of customer patronage. However, the study recommended that the key to efficient performance of Nigeria banking industry is hinged on their ability to identify, attract, retain and develop their customers better than competitors and could be achieved by improved e-trust, e-commitment and e-satisfaction. Limitation and suggestion for further studies was given.*

KEYWORDS: *Relationship, Management, Customer Patronage and E-Trust.*

I. INTRODUCTION

1.1 Background of the Study

Electronic Customer Relationship Management (ECRM) has become the latest paradigm in the world of Customer Relationship Management. ECRM is becoming more and more necessary as businesses take to the web (Shannon, *et al.*, 2014). No longer can web-enabled companies rely on the traditional brick & mortar strategies that have gotten them to where they are today. Such organizations have to evolve with the market instead of behind it. All organizations involved in on-line business to business and/or business to consumer selling need to educate themselves about the new phenomenon of electronic customer relationship management (ECRM). Romano (2001) opines that ECRM is concerned with attracting and keeping economically valuable customers and eliminating less profitable ones.

In recent time, there has been increasing emphasis on electronic customer relationship management (e-CRM) as an avenue through which money deposit banks can attain enhanced performance and better understanding of consumers (Sanisu, 2012). Understanding consumer behavior is crucial for effective marketing, helping managers identify appropriate people to target and design and communicate attractive offerings. Every element of the marketing plan benefits from an understanding of the customer, and with the rapid pace of change in consumer markets today this is only going to become more important.

Electronic Customer Relationship Management (e-CRM) has attracted an expanded attention of practitioners and scholars. More and more companies are adopting customer-centric strategies, programs, tools, and technology for efficient and effective customer relationship management.

They are realizing the need for in-depth and integrated customer knowledge in order to build close cooperative and partnering relationships with their customers. The emergence of new channels and technologies is significantly altering how companies interface with their customers, a development bringing about a greater degree of integration between marketing, sales, and customer service functions in organizations. For practitioners, CRM represents an enterprise approach to developing full knowledge about customer behavior (Coltman, 2006). Today, we have the concept of e-Customer Relationship Management. Before now, many invested heavily in Information Technology (IT) assets to better manage their interactions with customers before, during and after purchase (Bohling *et al.*, 2006). It follows that the greater the knowledge about how firm successfully build and combine their technological and organizational capabilities, the greater will be our understanding of how e-Customer Relationship Management influences performance (Swift, 2011, Bharadwaj, 2000; Piccoli and Ives, 2015). In the marketing literature, the term customer relationship management and relationship marketing are used interchangeably. Thus, (Shain *et al*, 2002) have defined relationship marketing as an integrated effort to identify, maintain and build up a network with individual consumers and to continuously strengthen the network for the mutual benefit of both sides, through interactive individualized and value-added contacts over a long period of time. (Giudici & Passerone, 2012, Kubat, *et al,* 2013).

These days, Banks have realized that electronic customer relationship is very important factor for their success. The aim of this study is to examine and analyze the strategic implementation of e-Customer Relationship Management and its impact on the consumer behaviour of money deposit banks in Nigeria, with special emphasis on Diamond Bank Plc Umuahia metropolis.

1.2 Statement Of The Problems

Businesses always strive to survive in the midst of complex and problematic, environment that spur up challenges especially contending with profit maximization, market share expansion, lack of sufficient capital base, government regulations, social and cultural influences (Ndukwe, 2004). The question is how businesses can survive given these problems or challenges?

There are various benefits of eCRM which encourage people to participate in online transaction. Those benefits are: customer interaction, data collection, data aggregation.

Despites its advantages of using eCRM, consumers still reluctant to transact from websites because of various factors such as the legitimacy of the websites, product quality, security and information privacy and also post purchase service and trust (Chen, 2010).

Nevertheless, empirical research on eCRM and consumer behaviour, customer satisfaction, trust and commitment in Nigeria is still limited. Hence there is paucity of literature in this area.

Over the years, there has been a prevalent rise in complaints of customers as regard to quality of financial services (Ndukwe, 2010b). Yet no study has been carried out to determine the role which eCRM can play in handling this high level of dissatisfaction in this industry. Hence there is paucity of empirical literature on effect of eCRM on consumer behavior in the money deposit banks. Thus, this study set out to bridge this gap.

1.3 Objectives Of The Study

The main objective of this study was to determine the effect electronic customer relationship management on consumer behavior in Diamond bank plc. The specific objectives were to:

1. Determine the effect of e-trust on customer patronage in Diamond Bank Plc.
2. Ascertain the affect e-commitment on customer patronage of Diamond banks in Nigeria
3. Determine the relationship between e-satisfaction and customer patronage of Diamond bank Plc.

1.4 Research Questions

In order to give the study a direction, the following questions were put up:

1 what is the effect of e-trust on customer patronage in Diamond Bank Plc, in Nigeria?

2. how does e-commitment affect customer patronage of Diamond banks in Nigeria?

3. what is the relationship that exist between e-satisfaction and customer patronage of Diamond bank Plc?

1.5 Research Hypotheses

The following null hypotheses were stated:

HO_1: There is no significance relationship between e-trust and consumer Patronage in the banking industry.

HO_2: There is no significant relationship between e-commitment and customer patronage in the banking industry.

HO_3: There is no significant relationship between e-satisfaction and customer patronage in the banking industry.

II. REVIEW OF RELATED LITERATURE

2.1 Conceptual Framework

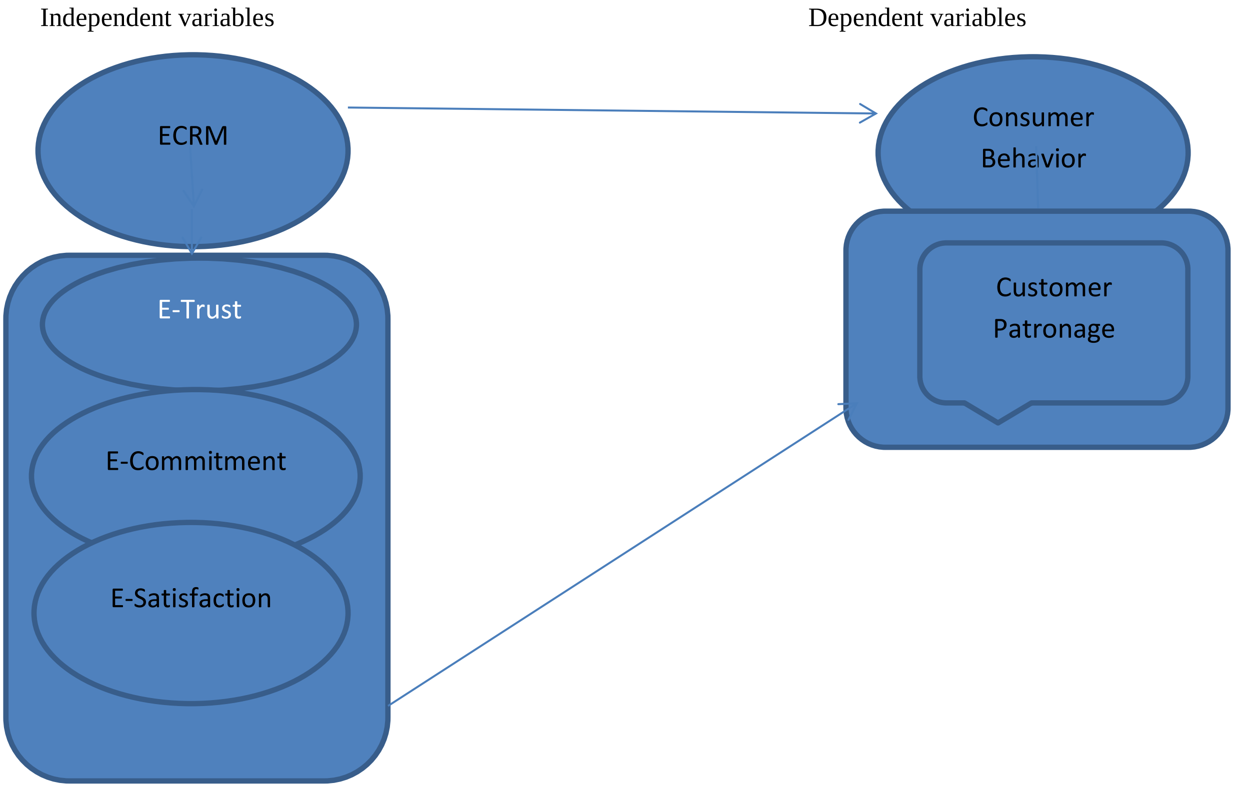

Fig. 2.1: Conceptual framework for Electronic Customer Relationship Management and Consumer Behaviour.
Source: Researcher's Concept, 2018

2.1.1 Overview of Electronic Customer Relationship Management

Customer relationship management (CRM) is an integrated business model and a set of operating practices coordinated and aligned to maximize profitable revenue from targeted customers (Kotler & Armstrong, 2013). CRM is based on the assumption that customers are the core of a business and that a company's success depends on effectively managing its relationships with them (Kurtz, 2008). The term relationship is a bit fuzzy. Does it require an emotional attachment or bond between the parties in the relationship? Do the parties have to be interdependent on one another? In this appendix, a relationship is said to exist if there are "a series of interactive episodes between two or more parties over time" (Buttle 2009). So, if a customer makes a single purchase from a company, this is a transaction not a relationship. However, if potential customer inquiries about a product, negotiates a sales price, purchases the product, and later works with the company's help desk to address a problem with the product, then a relationship exists between the customer and the business. According to the market analyst firm Gartner (2009), the business goals of CRM have changed little over the past 10 years. While many of the business goals of CRM have seen little change over the last 10 years, today most CRM programs, applications, and services depend more heavily on IT than in the past. These programs, software applications, and services constitute part of what is known as electronic CRM (e-CRM). Electronic CRM (e-CRM) is the electronically delivered or managed subset of CRM. It arises from the consolidation of traditional CRM with the e-business applications marketplace and covers the broad range of information technologies used to support a company's CRM strategy.

CRM evolves from business process such as relationship marketing and the increased emphasis on improved customer retention though the effective management of customer relationship. Electronics customer relationship management (E-CRM) is a business and marketing strategy that analyzes the consumer's needs and behavior in order to create an effective relationship between an organization and its consumers. E-CRM is a combination of hardware and software, process, applications and commitment of management activities to develop high quality of customer service, and customer's maintenance (Ganesamurthy & Moraji, 2015). However, slight is known about how various activities may exert differentiated impact on organization they concerned.

Electronic customer relationship management (eCRM) is seen to arise from the consolidation of traditional CRM with the e-business applications marketplace and has created a flurry of activity among companies.

2.1.2 E-Trust

Trust refers as "a willingness to rely on an exchange partner in whom one has confidence" (Moorman et al., 1992). Practically it is observed that expectation of trustworthiness results from the ability to expertise, reliability and intentionality. Morgan and Hunt (1994) defined trust as the confidence in the exchange partner's ability, reliability and integrity (Allen & Meyer, 1990). Trust is the determinant of commitment and successful business relationship (Morgan & Hunt, 1994). It is found that trust influenced positively on commitment (Tellefsen, 2002). Therefore, it is suggested that trust influenced firms to focus on the positive motivation to stay in the relationship based on the feeling of connectedness and identification with each other (affective commitment), less due to continuance (continuance commitment) reasons to stay with the supplier (De Ruyter *et al.*, 2001). Thus, we proposed subsequent hypotheses.

2.1.3 E-Commitment

E-Commitment is an electronic psychological state generated by an individual‟s perceptions, beliefs and emotions which provoke the willingness or intention of developing and maintaining a stable and durable relationship, because the individual wants it or feels that she/he should make it, and which manifests itself in a behaviour which bears certain obligation (Iniesta, 2000).

2.1.4 E-Satisfaction

e-Satisfaction Creating e-satisfaction requires customers to feel comfortable shopping on websites (Szymanski & Hise, 2000), and maintain positive attitude and response throughout the experience (Muylle, Moenaert, & Despontin, 2004). This state is achieved when website attributes and the services delivered exceed customer expectations (Bansal, McDougall, Dikoli, & Sedatole, 2004). In the reviewing literature, customers' satisfaction with a website can be divided into two types, user satisfaction and managerial satisfaction. User satisfaction is a useful measurement of website quality to evaluate website loyalty and satisfaction, whereas managerial satisfaction is used to evaluate the value of website (Huizingh, 2002).
There are a number of dimensions of customer satisfaction dimensions been described in the existing literature. For example, in the study done by Omar (2009), the outcome of positive word-of-mouth, repurchase intention, and purchasing behavior are the measurement variables of customer satisfaction.

2.2.1 Customer Relationship Management (CRM)

Customer relationship management (CRM) starts off from new business practices that focus on how to manage customers, such as attracting new customers and retaining them (Kumra, 2001). Customer relationship management is a business strategy process that improves organization's competitive ability. It also creates a successful strategy for an organization which helps them to focus on customer's behaviors, promotes the emerging speed of firm and maintains their customers in a very highly competitive marker environment. The need to understand the consumer's behavior in various marketplaces is very important in electronic commerce. CRM deals with both customer and employees. although its perspective is based on outside of an organization (i.e.) in marketplace and eyes of the consumers, CRM communication is a market communication, such as communication various types of relationship and consumer's behaviors. Example is communicating the relationship that involved in business-to-business, customer lifecycles, various segments of consumers and their nature. It also communicates the consumer time value and profitability of consumers.

2.2.2 Consumer Behaviour

Consumer behaviour comprised all the consumer decisions, and activities connected with the choosing, buying, using and disposing of goods and services. Armstrong and Kotler (2010), consumer buying behaviour is defined as the buying behaviour of final consumers, individuals and households who buy goods and services for personal consumption. The American Marketing Association (AMA) defines consumer behaviour as "the dynamic interaction of cognition, behaviour and environmental wants by which human beings conduct the exchange aspect of their lives".
Ray (2008), defined consumer behaviour as the way and manner a consumer exhibits his or her behaviour when he or she is in search for, evaluating, purchasing, using and disposing products, services or ideas which they consider fit to satisfy their needs and wants.

Consumer behaviour is the mental, emotional and physical activities that people engage in when selecting, purchasing, using and disposing of products and services so as to satisfy identified needs and desires (Carter and Statt, 2013).

2.2.3 Customer Patronage

Consumer patronage provides the foundation for a firm’s competitive advantage. It is indeed the willingness of a consumer to continue patronizing a firm's products over a long period of time and on a repeated and preferably exclusive basis, and voluntarily recommending the firm's products to friends and associates (Lovelock, 1996). Since consumer patronage has become paramount for organizations, a major concern is to find out the determinants or drivers of service patronage.

However, there are several information sources about service buyer behavior when it comes to the purchase of a physical product, but the unique characteristics of marketing require a different response and strategy from marketers. The most important characteristics of a service marketing is its intangibility where physical (tangible) products are promoted, customers can be enticed to buying the product by giving out samples or they can look at and try out the product – all of these play a role in the decision making process. However, with the marketing of services, these options are not available (Lovelock, 2006).

The intangibility of a service product makes it more prone to subjectivity when consumers have to decide on a specific service provider over another process. Marketers of services need to make consumers aware of the availability of the service, and its provider. The range of features, advantages and benefits that users will derive and the convenience of the service are parts of the information that a consumer would want to know before making the buying decision. As affluence increases, services become more valuable and this causes consumers to purchase a service rather than performing the task themselves

2.2.4 E-CRM in the Banking Sector

In banks, CRM is totally different in comparison of other sectors; it has a broader view toward creating improved services that aim to create trust between banks and their customers (Malik, 2012). The banking industry, as one of the service oriented industries, is looking for improving the quality of customer service by using new generation technology products and services that have emerged as a backbone of banking transactions all over the world (Chopra, Bhambri, & Krishan, 2012).

2.3 Theoretical Background

2.3.1 The Commitment-Trust Theory of Relationship Marketing by Robert M. Morgan and Shelby D. Hunt (1994).

The theory was propounded by Robert M. Morgan and Shelby D. Hunt in the year 1994. The commitment-trust theory of relationship marketing 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 honoring 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 fulfill their needs.

Morgan and Hunt (1994) propose that relationship commitment and trust are key variables for successful relationships because they promote cooperative behaviors between relationship partners and encourage them to maintain long-term relationships. They suggest that relationships characterized by trust and commitment allow partners to be more accepting of high-risk situations because each party believes that the other party will be inclined to engage in activities that are in the long-term best interests of both partners. Morgan and Hunt (1994) tested their theory on business relationships between automobile tire retailers and their suppliers and concluded that it was clearly supported by the data.

This theory is relevance to this study in the sense that it tries to guide the understanding of how relationships are maintained through trust and commitment so as to attain maximum satisfaction of consumers and enhanced marketing performance.

2.3.2 Value Discipline Model

Porter’s “Generic Strategies Framework” alone is not enough to understand the positioning strategies of banks in terms of CRM. Porter’s focus on industry structure as a powerful means of analyzing competitive advantage in itself, but it has been criticized for being too static in an increasingly fast changing world. For a deeper understanding, Michael Treacy and Fred Wieserma’s “Value Disciplines Model” has been examined. This model is another important strategic framework for market positioning which has the following 3 positioning strategies: • Operational excellence • Product leadership • Customer intimacy CRM can be strategically embedded particularly in two of the three value disciplines (1) Operational Excellence, and (2) Customer Intimacy.

This study adopted the commitment-trust theory of relationship marketing since it explains the competitive advantage that comes to a firm by offer superior service than its competitor by maintaining a cordial relationship with their target market.

2.4 Empirical Review
A study of the outcomes of implementing e-CRM systems in the Thai banking industry (research conducted from customers' perspective) showed that bank customers have perceived differences in six main elements. These elements are: timely access to accurate information, complete information, personalized information and service, up-to-date information, contacting banks from anywhere, and a one-stop service is provided (Sivaraks, Krairit, & Tang, 2011).
Islam and Yang (2009) studied four Taiwanese banks that applied e-CRM system to their customer service operations. Their study results indicated that using e-CRM system will be useful in enhancing the service quality and information trust that will lead to better relationships with customers. Also, they suggested that banks should respond to customer's needs and enhance the trust level by providing online services with the correct and complete information, and internal and external system integration.
On the other hand, Salami (2009) proposed a model of e-CRM for Iran's banking sector that will not only improve customer services but also increase banks revenue and decrease cost. The proposed model consists of six stages and ten main principles that focus on identifying the effective factors of e-CRM. Mittal and
Kumra (2001) analyzed the concept of e-CRM in Indians banks and found that they used several e-CRM techniques in offering new products and services to customers. These techniques are: Internet banking, data warehousing and data mining, ATM machines, telebanking or mobile banking, computerized decision support system, email, computer networking and customer smart cards. Also, their research showed that Indians new banks such as ICICI bank, HDFC bank, UTI bank and the global trust bank, are moving towards becoming big players and leaders in implementing e-CRM systems.

3.1 Research Design
For the purpose this study, survey research design was adopted in the sense that individual opinions will be sought through questionnaire. A survey research is a type of descriptive research in which data are collected, organized, analyzed and then described as they exist (natural setting) without interfering with the observation (Uzoagulu, 2006).

This study involved the use of structured questionnaires designed on a 5-point Likert scale to measure the responses of the respondents on the influence of brand equity on marketing performance; while Pearson's product moment correlation model will be employed to analyze the data.

3.2 Population of the Study
The population of this study consisted of the total population of Umuahia North and Umuahia South Local Government of Abia State which was gotten from the national population commission 2006 census and it is this:

Umuahia North:	220,660
Umuahia South:	138,570
	359,230

Hence, the population of the study is 359,230.

3.3 Sampling Techniques
This study adopted the proportionate stratified random sampling techniques in ascertaining the sampling size for the study. A sample size of 190 respondents drawn from the total population of the two local Government Areas in Umuahia using the proportional allocation formula by Zaur Kumar (2001) will be used as the sampling size for the study.

3.4.1 Sample Size Determination
The sample size was calculated using the proportional allocation formla by Zuar Kumar (2001). The formula is given as:

P(A) = NL (n)/N

Where:

P(A) = Proportional Allocation

NL = Total Population of each Stratum

N = Overall Sample size

N = Target Population

Umuahia North: $\frac{220,660\ (190)}{359,230} = 116.7 \approx\approx 117$

Umuahia South: $\frac{138,570\ (190)}{359,230} = 73.3 \approx\approx 73$

Thus, the sample size = 117 +73 = 190

3.5 Validity of the Research Instrument

Validity can be defined as the ability of the instrument to measure what it is designed to measure (Asika, 2004). For validity of measurement to be established, there should be a complete absence of measurement error. To ensure the validation of the research instrument in this study, the supervisor made corrections in order to make sure that the instrument was reliable.

3.6 Reliability of the Research Instrument

This is the extent to which a measure yields the same result repeatedly. It deals with consistency of measurement. The proposed instrument for this study was subjected to Cronbach's Co-efficient alpha to ensure that the instrument gave a reliable result.

3.7 Model Specification

The model was based on Pearson moment Correlation, which measures the relationship between two or more variables or to be applied to measure the relationship between electronic customer relationship management and consumer behaviour of money deposit banks in Nigeria (Diamond Bank Plc. Umuahia).

It will be modified to measure the effect of electronic customer relationship management and consumer behavior of money deposit banks in Nigeria.

The model is specified below;

The correlation coefficient model is given as: source (Osuala, 2009)

$$rxy = \frac{n\sum(xy) - (\sum x)(\sum y)}{(\sqrt{n\sum x^2} - (\sum\sqrt{n\sum y^2} - (\sum y)^2)}$$

Where:

rxy	=	Correlation coefficient
x	=	deviation from the mean of x
y	=	deviation from the mean of y
x	=	variables represented by x
y	=	Variables represented by y
$\sum$	=	Sigma (Total)

4.1 Data Collection and Collation

The study adopted primary source of data collection. The primary data collection utilized a 12 item questionnaire to elicit responses from the respondents.

Table 4.1 shows the distribution and retrieval of copies of questionnaire.

Distribution	Retrieval	% Retrieval	Rejected	% Rejected	Valid	% Valid
190	150	79	50	26.32	100	52.6

Sources: Field Survey 2017

Table 4.1 and figure 4.1 above shows that a total of 190 copies of questionnaire were distributed, 150 of these were retrieved as 79% of the total number distributed. 100 copies of the retrieved copies of questionnaire representing 52.6% of distributed copies of questionnaire were considered valid, meaning that 50 copies was dropped due to irregularities from the respondents and this formed basis of the analysis of this work. However, it was clearly supported within literature that response rate above 30 per cent is good and acceptable level when the research uses survey questionnaire (Crimp and Wright, 2005).

With regard to the reliability of the scale measurement, the Cronbach α coefficients also showed high total scale reliability of 0.929. This is above the required minimum score of 0.70 (Nunnally, 1978). It can therefore be argued that the study shows that the adopted and modified scales are useful in constituting Electronic customer relationship management and consumer behavior, within the financial services sector.

The objectives of the study as regards the respective research questions and hypotheses are thus treated below as follows:

1. to determine the effect of e-trust on customer patronage in Diamond Bank Plc:
Research Question One:
what is the effect of e-trust on customer patronage in Diamond Bank Plc?

Hypothesis One:
There is no significance relationship between e-trust and consumer Patronage in the banking industry.

Table 4.2: Test of Correlation between e-trust and customer patronage

Correlations

		E-TRUST	CUSTO_PATRON
E-TRUST	Correlation Coefficient	1.000	.330**
	Sig. (2-tailed)	.	.000
	N	100	100
CUSTO_PATRON	Correlation Coefficient	.330**	1.000
	Sig. (2-tailed)	.000	.
	N	100	100

** Correlation is significant at the 0.01 level (2-tailed).

The result on table 4.2 shows that the correlation coefficient (r) between e-trust and customer patronage is 0.330, this indicates a relatively little positive relationship between the variables. Thus, it implies that the variables changes slightly in the same direction. As e-trust improves slightly, the customer patronage increases slightly; hence, in the same manner, as the e-trust decreases slightly; the customer patronage also decreases. Thus e-trust has a slight positive relationship with the level of customer patronage in Diamond bank.

Therefore to answer the research question, we state that e-trust slightly affects customer patronage by 33%. This implies that a percent increase in the level of e-trust lead to about 33 percent of increase in the level of customer patronage. However, the test of hypothesis with the t-statistics (3.620) and probability value of 0.000, since, the P-value ($P<0.05$) is less than 0.05, we reject the null hypothesis and conclude that e-trust has significant positive effect on level of customer patronage.

2. to ascertain the affect e-commitment on customer patronage of Diamond banks:
Research Question Two:
how does e-commitment affect customer patronage of Diamond banks?
Hypothesis Two:
There is no significance relationship between e-commitment and consumer Patronage of Diamond banks.
Table 4.3: Test of Correlation between e-commitment and customer patronage
Correlations

		E-COMMIT	CUSTO_PATRON
E-COMMITMENT	Correlation Coefficient	1.000	.791**
	Sig. (2-tailed)	.	.000
	N	100	100
CUSTO_PATRON	Correlation Coefficient	.791**	1.000
	Sig. (2-tailed)	.000	.
	N	100	100

** Correlation is significant at the 0.01 level (2-tailed).

The result on table 4.3 shows that the correlation coefficient (r) between e-commitment and customer patronage is 0.791, this indicates a relatively little positive relationship between the variables. Thus, it implies that the variables changes slightly in the same direction. As e-commitment improves slightly, the customer patronage increases slightly; hence, in the same manner, as the e-commitment decreases slightly; the customer patronage also decreases. Thus e-trust has a slight positive relationship with the level of customer patronage in Diamond bank.

Therefore to answer the research question, we state that e-commitment slightly affects customer patronage by 79%. This implies that a percent increase in the level of e-commitment lead to about 79 percent of increase in the level of customer patronage. However, the test of hypothesis with the t-statistics (13.450) and probability value of 0.000, since, the P-value (P<0.05) is less than 0.05, we reject the null hypothesis and conclude that e-commitment has significant positive effect on level of customer patronage.

2. to ascertain the affect e-satisfaction on customer patronage of Diamond banks in Umuahia :

Research Question Two:

how does e-satisfaction affect customer patronage of Diamond banks in Umuahia?

Hypothesis Two:

There is no significance relationship between e-satisfaction and consumer Patronage of Diamond banks in Umuahia.

Table 4.4: Test of Correlation between e-satisfaction and customer patronage

Nonparametric Correlations

		E-SATISFA	CUSTO_PATRON
E-SATISFACTION	Correlation Coefficient	1.000	.853**
	Sig. (2-tailed)	.	.000
	N	100	100
CUSTO_PATRON	Correlation Coefficient	.853**	1.000
	Sig. (2-tailed)	.000	.
	N	100	100

** Correlation is significant at the 0.01 level (2-tailed).

The result on table 4.4 shows that the correlation coefficient (r) between e-satisfaction and customer patronage is 0.853, this indicates a relatively little positive relationship between the variables. Thus, it implies that the variables changes slightly in the same direction. As e-satisfaction improves slightly, the customer patronage increases slightly; hence, in the same manner, as the e-commitment decreases slightly; the customer patronage also decreases. Thus e-satisfaction has a slight positive relationship with the level of customer patronage in Diamond bank. Therefore to answer the research question, we state that e-satisfaction slightly affects customer patronage by 85%. This implies that a percent increase in the level of e- satisfaction lead to about 85 percent of increase in the level of customer patronage. However, the test of hypothesis with the t-statistics (16.906) and probability value of 0.000, since, the P-value (P<0.05) is less than 0.05, we reject the null hypothesis and conclude that e-satisfaction has significant positive effect on level of customer patronage.

This result conforms to the findings of Bohling, Lavalle, and Mittal, (2006), that opine that customer relationship management is increasingly important to firm seeking to improve their customer patronage through long-term relationships with customers. Customer relationship management has the capacity to improve organizational performance in the important areas of customer acquisition, attraction, and retention. There is an over plus of studies that have coked business performance to customer relationship management competence. Woodcock, (2000), found a correlation of 0.80 between how well companies managed their customers and business performance.

5.1 Summary of Findings

The findings from the study are summarized as follows:

1. The F-statistics showed that Electronic customer relationship management has significant effect on consumer behavior towards Diamond bank Plc marketing offerings.
2. The result of the correlation coefficient of e-trust and its t-value indicated that the level of e-trust has 33% significant positive effect on customer patronage.
3. The result of the correlation coefficient of e-commitment and its t-value indicated that the level of e-commitment has 79% significant positive effect on customer patronage.

4. The result of the correlation coefficient of e-satisfaction and its t-value indicated that the level of e-satisfaction has 85% significant positive effect on customer patronage in Diamond bank Plc.

5.2 Conclusion

As economic globalization intensifies competition and creates a climate of constant change, winning and keeping customers has never been more important. Nowadays, Banks have realized that e-CRM is a very important factor for their success. This study has explored some of the essential areas in which electronic customer relationship management and business performance are predicated upon and also established the relationship between these constructs.

From the forgone discussion on the observed findings, we conclude that a significant relationship exists between e-customer relationship management and customer patronage of retail banks in Nigeria furthermore, amongst the three dimensions of e-CRM.

E-satisfaction impacts more on customer patronage. E-satisfaction contributes highest to bank customer patronage as evidenced in its coefficient values as shown in (table 4.4). Consequently, the implication of the study are that Nigerian retail banking sectors should generally increase their e-customer relationship management strategies as to enhance their level of business viability and specifically review their e-trust and e-commitment policies in order not to lose customers to competitors.

5.3 Recommendations

From the analysis from the study so far, the following recommendations were given;

1. Organization should improve on their electronic customer management platforms so as to focus on attracting and retain existing customers instead of dissipating resources in acquiring new customers.
2. Firm in the banking sector should solidify the electronic platform so as to protect customers' data and resource.
3. The electronic customer relationship policies of money deposit banks should show a significant level of commitment so as to enhance customer patronage.
4. All customer relationship management efforts should be channeled towards satisfying and delighting the customers.

5.3.2 Limitation/Suggestion for Further Studies

The major limitation of this study is based on the sample size for the study and also that its focused is just on Diamond bank considering the teaming numbers of functional money deposit banks in Abia state and Nigeria at large.

Further studies may investigate the impact of CRM on marketing performance of money deposit banks in other states in Nigeria. Future studies can increase the number of the sample size and also include more banks in the sample frame.

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