

CUSTOMERS' RELATIONSHIP MANAGEMENT (CRM) SYSTEM AND ORGANIZATIONAL RESILIENCE OF LUXURY HOTELS IN SOUTH-SOUTH, NIGERIA

OKPOSUOGU, Amarachi and PROF. P. N. NWINYOKPUGI

Department of Office and Information Management, Faculty of Administration and Management, Rivers State University, Port Harcourt, Nigeria.

ABSTRACT

The paper examined the relationship between Customer Relationship Management and Organizational Resilience of luxury hotels in South-South, Nigeria. The study adopted the quasi-experimental research design, taken cognizance of cross sectional survey; hence the study was a correlational study. The population of the study comprised of 60 luxury hotels in South-South, Nigeria. The study sampling elements comprised of 4 management staff of the 60 luxury hotels in South-South, Nigeria which gave a sampling elements of 240. However, due to size of the sample elements, Krejcie and Morgan determination table was employed to derived sample element of 148 from the total sampling elements. Furthermore, due to nature of the target population, the study adopted the census approach by studying all the population. The structured close ended questionnaire was designed on a 4-point Likert scale was used for data collection. The data collected was analysed using both the descriptive statistics and Pearson Product Moment Correlation available in Statistical Package for Social Sciences (SPSS) version 20.0. The findings from data analysis revealed that there is a strong positive and significant correlation with the tested dimensions of Customer Relationship Management and Organizational resilience (Service innovation and Team dedication). Relying on the study empirical findings, we concluded that, there is a strong positive and significant relationship between Customer Relationship Management System and Organizational resilience. Therefore, we recommended that Customer relationship management system be adopted as it's seen to have strong positive and significant relationship with the measures of organizational resilience (Service innovation and Team dedication).

Keywords: Customer Relationship Management System, Organizational Resilience, Service Innovation and Team dedication

INTRODUCTION

The hospitality industry, encompassing hotels, restaurants, tourism. Their related services have long been recognized as a vital contributor to the global economy anywhere in the world. However, this industry faces numerous challenges, including economic fluctuations, natural disasters, pandemics, and shifting customer preferences. In the face of such adversities, organizational resilience has emerged as a critical factor for the survival and success of hospitality businesses (Dahles & Susilowati, 2015). Organizational resilience refers to the ability of an organization to anticipate, prepare for, respond to, and adapt to disruptive events and changing environments (Burnard & Bhamra, 2011). Consequently, the development of resilience is view as a critical solution to support employees working in arduous environment. Moreover, resilience development becomes essential, since employees persistently face adverse situations that necessitate effective adaptation. Recently, scholars and organizational practitioners have emphasized the need to design interventions to enhance resilience among employees and organizations (Britt, et al., 2016; Linnenluecke, 2017; Rutter, 2016; Wolfson & Mulqueen, 2016). According to Adrian (2010) resilience is the combination of adaptability, flexibility, and strength of purpose, which may be the new criterion for professional advancement. In similar submission, existent research shows that resilience is not merely a stress resistance resource, rather it plays a pivotal role in assisting employees to adapt successfully to adverse workplace settings, manage emotional strains, nurture effective coping strategies, improve their wellbeing, and augment professional development (Cooke, Cooper, Bartram, Wang, & Mei, 2016).

Furthermore, the environment of the hospitality industries is increasingly volatile with enormous competition and diverse changes that come along with it. This competition and changes cut across all structure of the organization that required effective strategy for

organization to survive the wave of modernization. The modernization gate in the hospitality industries creates serious challenges to managers even as they are responsible for both human and other resources of the organization and the ability of the organization to stand the storm of modernization depends on the professionalism of its management team to manage organization change period. These changes occur as a result of global competition, technological revolutions, and organizational restructuring. Contemporary organizations are at the forefront of ceaseless transformations given this fact, information technology capabilities become the solution instead of merely rely on traditional competency based policies; they have to seek new strategies for preparing employees to cope with stressful work revolution environment (King, Newman, & Luthans, 2016). In the current era, organizations are necessitated to focus on nurturing the positive psychological functioning of employees to deal with the workplace complexities and the attendance of change that comes along with it (Livingston, 2015; Seligman & Csikszentmihalyi, 2000).

Also, Mwanja and Muganda (2015) argued that for organizations to achieve higher resilience performance there is considerable need to invest in the latest technology and sound systems. In this perspective, Jalagat (2017) supported the idea that integrating the advancements in technology through IT will undeniably enable organizations to improve profitability, operational efficiency, quality of services, development of new products and innovation of products and services; hence results in higher performance resilience. This paper captured operational system to study organizational resilience of luxury hotels in South-South, Nigeria. Operational systems, also known as transaction processing systems (TPS), are information systems that organizations rely on to perform and record their day-to-day business operations (Laudon & Laudon, 2020). According to Valacich & Schneider, (2018) these systems are critical for organizations as they capture and process data from various sources, enabling efficient and accurate execution of operational processes.

In the highly competitive and dynamic hospitality industry, providing exceptional guest experiences and fostering organizational resilience are paramount for success. Customer Relationship Management (CRM) systems have emerged as powerful tools to address these challenges, enabling hospitality businesses to gain insights into customer preferences, build lasting relationships, and adapt to changing market conditions. The customers' relationship management (CRM) systems have become increasingly important in the hospitality industry as businesses strive to provide personalized and exceptional guest experiences. Customer relationship management systems are designed to collect, organize, and analyze customer data, enabling hotels and restaurants to better understand their guests' preferences, behaviours, and expectations. The concept of customers' relationship management (CRM) emerged in the 1990s as businesses recognized the importance of building and maintaining strong customer relationships (Rahimi & Gunlu, 2016). According to Buttle and Maklan, (2019) customers' relationship management systems allow organizations to manage customer interactions and data across various touchpoints, including sales, marketing, and customer service. In the hospitality industry, customer's relationship management systems play a crucial role in enhancing guest experiences, increasing customer loyalty, and driving revenue growth (Rahimi, 2017).

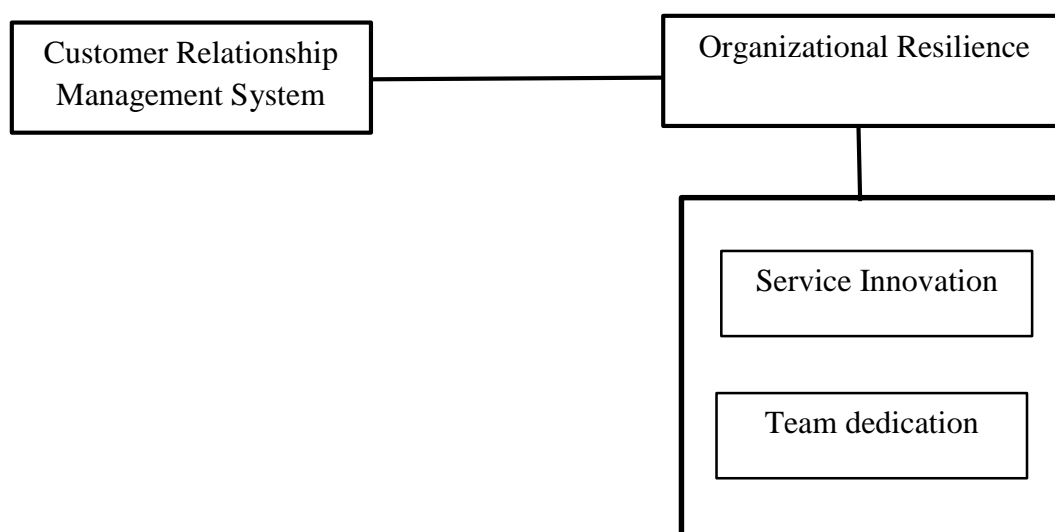


Figure 1: Conceptual framework of Customers Relationship Management System and Organizational Resilience

Source: Researcher's desk, 2024.

THEORETICAL FOUNDATION

Contingency Theory

The contingency theory was propounded by Edward Fred Fiedler in 1960. Contingency theory is an approach to organizational structure and design that emphasizes the idea that there is no single, universally effective way to organize a company. Instead, the most appropriate organizational structure and management practices are contingent upon various internal and external factors unique to each organization. One of the earliest and influential contributions to contingency theory was the work of Burns and Stalker (1961) in their book "The Management of Innovation." They introduced the concepts of "mechanistic" and "organic" organizational structures and argued that the appropriate structure depends on the rate of environmental change. Mechanistic structures, characterized by high levels of formalization, centralization, and specialization, are better suited for stable environments, while organic structures, which are more flexible, decentralized, and adaptive, are more appropriate for dynamic, rapidly changing environments.

The central focus of contingency theory is that organizations must adapt their structures, processes, and behaviours to align with the specific circumstances or contingencies they face. These contingencies can include environmental factors (e.g., market conditions, technological changes, industry dynamics), organizational characteristics (e.g., size, strategy, culture), and task or operational requirements (e.g., complexity, uncertainty, interdependence). According to contingency theory, organizations that achieve a proper fit between their internal design and the external environment are more likely to be effective and perform better than those that do not. Consequently, the theory suggests that there is no single, universally optimal organizational structure or management approach; rather, the most effective structure and practices depend on the specific contingencies (situations) faced by the organization. This submission correlates with the popular adage that no one size fit all.

LITERATURE REVIEW

Customers Relationship Management Systems

In the highly competitive and dynamic hospitality industry, providing exceptional guest experiences and fostering organizational resilience are paramount for success. Customer Relationship Management (CRM) systems have emerged as powerful tools to address these challenges, enabling hospitality businesses to gain insights into customer preferences, build lasting relationships, and adapt to changing market conditions. The customers relationship management (CRM) systems have become increasingly important in the hospitality industry as businesses strive to provide personalized and exceptional guest experiences. Customers relationship management systems are designed to collect, organize, and analyze customer data, enabling hotels and restaurants to better understand their guests' preferences, behaviours, and expectations. The concept of customers relationship management (CRM) emerged in the 1990s as businesses recognized the importance of building and maintaining strong customer relationships (Rahimi & Gunlu, 2016). According to Buttle and Maklan, (2019) customers relationship management systems allow organizations to manage customer interactions and data across various touchpoints, including sales, marketing, and customer service. In the hospitality industry, customers relationship management systems play a crucial role in enhancing guest experiences, increasing customer loyalty, and driving revenue growth (Rahimi, 2017).

Additionally, customers relationship management systems in the hospitality industry is the ability to collect and analyze guest data. By capturing information such as guest preferences, stay history, and feedback, hotels and restaurants can gain valuable insights into their customers' needs and behaviours (Rahimi & Gunlu, 2016). This data can be used to personalize guest experiences, tailor marketing campaigns, and develop targeted loyalty programs (Srivastava and Kaul, 2016). Effective customers relationship management systems implementation in the hospitality industry requires the integration of various systems and processes. For instance, CRM systems can be integrated with property management systems (PMS), point-of-sale (POS) systems, and online booking platforms, enabling a seamless flow of guest data across different departments and touchpoints (Rahimi and Beniaminovitz, 2018). This integration facilitates better coordination and collaboration among staff, ensuring consistent and personalized guest experiences (Aziz, Samsudin, & Awang, 2019).

Furthermore, CRM systems can support loyalty programs, which are essential for fostering customer retention and repeat business in the hospitality industry. By tracking guest preferences and behaviours, CRM systems can help hotels and restaurants tailor loyalty programs to meet individual guest needs, offering personalized rewards and incentives (Rahimi & Gunlu, 2016; Srivastava & Kaul, 2016). However, the implementation and adoption of CRM systems in the hospitality industry are not without challenges. One of the main challenges is data management and integration, as hospitality businesses often have multiple data sources and legacy systems that need to be integrated with the CRM system (Aziz et al., 2019). Additionally, ensuring data privacy and security is crucial, as CRM systems handle sensitive guest information (Rahimi & Beniaminovitz, 2018).

Another challenge is user adoption and training, as successful CRM implementation requires buy-in and proper training for all staff members who interact with guests (Rahimi and Gunlu, 2016). Overcoming resistance to change and fostering a customer-centric culture within the organization is crucial for maximizing the benefits of CRM systems (Buttle and Maklan, 2019).

Despite these challenges, the benefits of CRM systems in the hospitality industry are well-documented. A study by Rahimi and Gunlu (2016) found that effective CRM implementation in hotels positively impacted guest satisfaction, loyalty, and profitability. Similarly, Srivastava and Kaul (2016) highlighted the role of CRM in enhancing guest experiences and driving revenue growth through targeted marketing and personalization. CRM systems have become essential tools for hospitality businesses seeking to provide exceptional guest experiences and build long-lasting customer relationships. By leveraging guest data, integrating systems, and fostering a customer-centric culture, hospitality businesses can unlock the full potential of CRM systems to drive customer loyalty, revenue growth, and long-term success.

Organizational Resilience

Organizational resilience is underpinned by several key factors. Leadership plays a crucial role in cultivating resilience by setting the tone, communicating a clear vision, and empowering employees to take calculated risks (Duchek, 2020). Employee engagement and commitment are also vital, as resilient organizations rely on motivated and skilled individuals who can quickly respond to challenges (Lengnick-Hall et al., 2011). Furthermore, resilient organizations emphasize the importance of robust and flexible processes, systems, and structures (Burnard & Bhamra, 2011). They invest in redundancies and contingency plans, ensuring that critical operations can continue even in the face of disruptions (Somers, 2009). Resilient organizations also prioritize collaboration and partnerships, recognizing that no organization operates in isolation and that resilience is often dependent on the strength of an organization's network (Lengnick-Hall et al., 2011).

Additionally, resilient organizations foster a culture of continuous learning, innovation, and improvement, facilitating adaptation to changing circumstances (Lengnick-Hall & Beck, 2005). Building organizational resilience is a continuous process that requires ongoing efforts and a commitment to learning and adaptation (Duchek, 2020). Organizations must regularly assess their vulnerabilities, identify potential risks, and develop strategies to mitigate and respond to these challenges (Burnard & Bhamra, 2011). Additionally, they must foster a culture of resilience by promoting values such as flexibility, creativity, and a willingness to embrace change (Lengnick-Hall & Beck, 2005).

Service Innovation

Service innovation has garnered significant attention in recent years as organizations strive to differentiate themselves and deliver exceptional customer services. Service innovation can be defined as the introduction of significantly improved service products, processes, or business models that create value for customers and enhance organizational performance (Snyder et al., 2016). It encompasses a wide range of activities, from incremental improvements to radical transformations in the way services are conceived, developed, and delivered (Ostrom et al., 2015).

One of the primary drivers of service innovation is the increasing emphasis on customer experience and the need to meet evolving customer expectations (Ordanini & Parasuraman, 2011). As customers become more knowledgeable and demanding, organizations must continuously innovate to deliver personalized, seamless, and convenient service experiences (Witell et al., 2016). Additionally, technological advancements, such as digital platforms, mobile applications, and data analytics, have created new opportunities for service innovation by enabling organizations to co-create value with customers and gain insights into their preferences and behaviours (Barrett et al., 2015).

Service innovation can take various forms, including new service concepts, new service delivery processes, and new business models (Witell et al., 2016). For instance, companies like Uber and Airbnb have disrupted traditional industries by introducing innovative service concepts and business models that leverage digital platforms and the sharing economy (Guttentag, 2015; Cramer & Krueger, 2016). Effective service innovation requires a holistic approach that considers the interplay between people, processes, and technology (Ostrom et al., 2015). Organizations must foster a culture that encourages creativity, risk-taking, and experimentation, while also developing the necessary capabilities and structures to support service innovation (Ordanini & Parasuraman, 2011). This often involves cross-functional collaboration, customer co-creation, and the integration of diverse perspectives and expertise (Witell et al., 2016).

Successful service innovation can lead to numerous benefits for organizations, including increased customer satisfaction, loyalty, and advocacy (Snyder et al., 2016). It can also result in improved operational efficiency, reduced costs, and enhanced competitive advantage (Ordanini & Parasuraman, 2011). However, service innovation is not without challenges, as it often requires significant investments, organizational change, and a willingness to embrace uncertainty and potential failures (Witell et al., 2016). Service innovation is a critical imperative for organizations seeking to remain competitive and deliver exceptional customer experiences. By embracing innovation, fostering a culture of creativity, and leveraging the right capabilities and resources, organizations can unlock new sources of value and position themselves for long-term success in an increasingly dynamic and customer-centric marketplace.

Team Dedication

Team dedication refers to the collective commitment, enthusiasm, and willingness of team members to invest substantial effort in achieving the team's goals and objectives (Hakanen et al., 2008; Salanova et al., 2003). It is a critical component of team effectiveness and a key driver of team performance (Torrente et al., 2012; van Wijngaarden et al., 2022). According to Schaufeli and Bakker (2004), team dedication is characterized by a shared sense of significance, enthusiasm, inspiration, pride, and challenge in the team's work. Dedicated teams are intrinsically motivated and experience a strong emotional connection to their tasks and goals (Salanova et al., 2003; van Wijngaarden et al., 2022).

Several factors contribute to fostering team dedication. Leadership plays a crucial role in shaping team dedication by providing a clear vision, setting challenging goals, and creating an environment that supports and empowers team members (Torrente et al., 2012; van Wijngaarden et al., 2022). Transformational leadership, in particular, has been found to be positively associated with team dedication (Hu et al., 2018). A team's culture and climate also significantly influence team dedication (Torrente et al., 2012). A supportive team climate, characterized by trust, psychological safety, and open communication, can enhance team members' commitment and dedication (Edmondson, 1999; van Wijngaarden et al., 2022).

Dedicated teams tend to exhibit higher levels of collaboration, knowledge sharing, and problem-solving ability, which can lead to improved task execution and decision-making (Hu & Liden, 2015). Furthermore, team dedication has been associated with increased team creativity, innovation, and adaptability, enabling teams to navigate complex challenges and capitalize on opportunities (Kang & Walsh, 2018). However, it is important to note that excessive team dedication can also have negative consequences, such as burnout, work-life imbalance, and potential ethical lapses (Hu & Liden, 2015). Therefore, it is crucial for

organizations to strike a balance and foster a healthy level of team dedication while promoting sustainable work practices and ethical behavior (Kang & Walsh, 2018). Team dedication plays a pivotal role in enhancing team performance and achieving organizational goals. Effective leadership, team composition, and a supportive organizational culture are key factors that contribute to fostering team dedication. While dedicated teams can drive superior outcomes, it is essential to maintain a balanced approach and prioritize overall well-being to prevent potential negative consequences.

Customers Relationship Management System and Organizational Resilience

Rahimi and Kozak (2017) conducted a study on the impact of CRM systems on organizational resilience in the hotel industry. Their findings suggest that hotels with robust CRM systems were better equipped to adapt to changing customer preferences, personalize guest experiences, and maintain a competitive advantage during challenging times. Njuguna and Bor (2021) investigated the role of CRM systems in enhancing organizational resilience among hotels in Kenya during the COVID-19 pandemic. The study revealed that hotels with effective CRM systems were better able to communicate with customers, manage cancellations and rebookings, and implement targeted marketing strategies, thereby mitigating the impact of the crisis. Alrawadieh et al. (2020) examined the influence of CRM systems on organizational resilience in the restaurant industry. Their research indicated that restaurants with integrated CRM systems could analyze customer feedback, track preferences, and tailor their offerings accordingly, leading to improved customer satisfaction and loyalty, which contributed to overall resilience. Adepoju and Mafimisebi (2020) examined the impact of CRM systems on organizational resilience in the Nigerian banking industry. The research found that banks with robust CRM systems were better equipped to manage customer relationships, identify cross-selling opportunities, and enhance customer retention during periods of economic volatility and increased competition. Eze, Goh, Gan and Omoruyi, (2021) investigated the role of CRM systems in fostering organizational resilience among Nigerian telecommunications companies. The study revealed that companies with effective CRM systems could analyze customer usage patterns, tailor promotional offers, and improve customer support, leading to increased customer satisfaction and loyalty, which contributed to overall organizational resilience.

Oladejo and Adeniran (2022) explored the impact of CRM systems on organizational resilience in the Nigerian retail industry. Their findings suggest that retailers with integrated CRM systems could gather customer feedback, analyze purchasing behavior, and develop targeted marketing campaigns, enabling them to adapt to changing consumer preferences and maintain a competitive edge. Adeola and Bello (2019) conducted a study on the influence of CRM systems on organizational resilience in the Nigerian hospitality sector. The research revealed that hotels with effective CRM systems were better able to personalize guest experiences, manage bookings and cancellations, and implement loyalty programs, which contributed to their resilience during challenging periods, such as the COVID-19 pandemic.

METHODOLOGY

Research Design

According to Baridam (1998) research design is seen as a framework or plan that is used as a guideline in collection and analyzing data for a study. This study adopted the quasi-experimental research design and taking cognizance of the cross sectional survey approach. This approach was relevant because the study population shares homogenous characteristics. Therefore, because of the nature of the study population a cross-sectional research approach becomes necessary to allow for scientific generalisation of result; hence the study was a correlational study.

RESULTS AND ANALYSIS

Descriptive Analysis

In generating the data on the operationalized variables, the study used a 4-point Likert scale instrument. Therefore, in interpreting the mean values, the study is relying on Asawo's (2016) categorization of responses with mean (\bar{x}) thus: $1 < \bar{x} \leq 2.5$ = low; $2.5 < \bar{x} \leq 3.5$ = moderate; $3.5 < \bar{x} \leq 4.5$ = high and $4.5 \geq \bar{x}$ = very high. In order to ascertain the responses on information technology capabilities, the dimensions are; operational system, customers relationship management system and analytical & decision support system, measured on a set of multi-item instruments, all scaled are on four points Likert scale and presented in the following order below:

Table 1: Descriptive Statistics for Customer Relationship Management Systems

	N	Mean	Std. Deviation
What extent does customer relationship management (CRM) systems address challenges and build businesses to gain insights into customer preferences.	145	3.70	.698
What extent customer relationship management systems play a crucial role in enhancing guest experiences by increasing customer loyalty.	145	3.63	.780
What extent does the overcoming resistance to change and fostering a customer-centric culture within the organization is crucial major benefit of customer relationship management systems.	145	3.53	.834
What extent does the customer relationship management systems in an organization can access huge amount of information within a limited time and space.	145	3.70	.698
Valid N (listwise)	145		

Source: SPSS Out, Version 20.0 2024

Table 1 above showed the response rate for customer relationship management system using mean and standard deviation and measured with 4-items. The first research item with a high mean value of ($\bar{x}=3.70$ and std.dev. =0.698). The second research item with a same high mean value of ($\bar{x}= 3.63$ and Std.dev. =0.780). Third research item with a high mean value of ($\bar{x}=3.53$ and Std.dev. =0.834). Fourth research item with high mean value of ($\bar{x}=3.70$ and Std.dev. =0.698). The majority of the responses showed that there is a high rate of customer relationship management system and observed as a strong phenomenon to the study of information technology capabilities in luxury hotels in south-south, Nigeria.

Table 2: Descriptive Statistics for Service Innovation

	N	Mean	Std. Deviation
What extent does service innovation significantly improved service products, processes, or business models that create value for customers and enhance organizational performance.	145	3.66	.785
what extent does quality of output is an important factor especially in handling of customers' requests and in response to client demands	145	3.64	.761
what extent does innovative services are evaluated based on feedback from customers and supervisors in our organization	145	3.49	.851
What extent does the customers become more knowledgeable and demanding, organizations must continuously be innovative to deliver personalized, seamless, and convenient service experiences to her customers.	145	3.72	.684
Valid N (listwise)	145		

Source: SPSS Output 2024 version 20.0

Table 2 above showed the response rate for service innovation using mean and standard deviation and measured with 4-items. The first research item with a high mean value of ($x=3.66$ and $std.dev. =0.785$). The second research item with a high mean value of ($x= 3.64$ and $Std.dev. =0.761$). Third research item with a moderate mean value of ($x=3.49$ and $Std.dev. =0.851$). Fourth research item with high mean value of ($x=3.72$ and $Std.dev. =.684$). The majority of the responses showed that there is a high rate of service innovation and observed as a strong phenomenon to the study of organizational resilience in luxury hotels in south-south, Nigeria.

Table 3: Descriptive Statistics for Team Dedication

	N	Mean	Std. Deviation
To what extent does service improvement occur as a result of employee team dedication.	145	3.68	.715
What extent does self-dedication of individual employee increases organization performance.	145	3.65	.759
What extent does your organization motivate team performance.	145	3.64	.761
What extent does team dedication pose organizational resilience ability.	145	3.68	.770
Valid N (listwise)	145		

Source: SPSS Output 2024 version 20.0

Table 3 above showed the response rate for team dedication using mean and standard deviation and measured with 4-items. The first research item with a high mean value of ($x=3.68$ and $std.dev. =0.715$). The second research item with a high mean value of ($x= 3.65$ and $Std.dev. =0.759$). Third research item with a high mean value of ($x=3.64$ and $Std.dev. =0.761$). Fourth research item with high mean value of ($x=3.68$ and $Std.dev. =.770$). The majority of the

responses showed that there is a high rate of team dedication and observed as a strong phenomenon to the study of organizational resilience in luxury hotels in south-south, Nigeria.

Bivariate analysis

Decision Rules:

The null hypotheses were stated and tested at 0.05 significance level, hence, If sig-calculated is $> P$ -value, we will accept the null hypothesis and if the sig-calculated is $< p$ -value we will reject the null hypothesis. However, in view of the nature of the study which involved the testing of causal effect, the study variables, the adopted data measurement scale, hence, the adoption and application of descriptive statistical method for the bivariate analysis. Therefore, these analyses, results and decisions/interpretations of the study were guided by the submission of Cooper and Schindler (2014) on decision scale frame. The interpretation of Cooper and Schindler (2014) correlation decision scale frame as used in this study are presented below:

- (i) $\pm.00 - .19$ = Very weak correlation
- (ii) $\pm.20 - .39$ = Weak correlation
- (iii) $\pm.40 - .58$ = Moderate correlation
- (iv) $\pm.60 - .79$ = Strong correlation
- (v) $\pm.80 - .99$ = Very Strong correlation
- (vi) ± 1 = Perfect correlation

Table 4: Correlations Matric for Customers Relationship Management System and organizational resilience measures

		Customer Relationship Management System	Service Innovation	Team Dedication
Customer Relationship Management System	Pearson Correlation	1	.995**	.987**
	Sig. (2-tailed)		.000	.000
	N	145	145	145
Service Innovation	Pearson Correlation	.995**	1	.989**
	Sig. (2-tailed)	.000		.000
	N	145	145	145
Team Dedication	Pearson Correlation	.987**	.989**	1
	Sig. (2-tailed)	.000	.000	
	N	145	145	145

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

Source: SPSS Result Output, 2024

RQ2: What extent does customers' relationship management system influence organizational resilience of luxury hotels in south-south, Nigeria?

The correlation coefficient (r) result in table 4 was used to answer the research question 2 stated in the chapter one of this study. Table 4 shows a Pearson Product Moment Coefficient (r) of 0.995 on the relationship between customers' relationship management system and service innovation. This value implies that strong relationship exists between the variables. The direction of the relationship indicates that the correlation is positive; implying that an increase

in service innovation was as a result of the implementation of customer relationship management system. Therefore, there is a strong positive correlation between customer relationship management system and service innovation of luxury hotels in south-south, Nigeria.

Similarly, Table 4 shows a Pearson Product Moment Correlation Coefficient (r) of 0.987 on the relationship between customer relationship management system and team dedication. This value implies that a strong relationship exists between the variables. The direction of the relationship indicates that the correlation is positive; implying that an increase in team dedication was as a result of the adoption of customer relationship management system. Therefore, there is a strong positive correlation between customer relationship management system and team dedication of luxury hotels in south-south, Nigeria.

Therefore, to enable us accept or reject hypotheses 3 & 4 as well as generalize our findings to the study population, the p -value was used as shown below:

H₀₁: There is no significant relationship between customer relationship management system and service innovation of luxury hotels in south-south, Nigeria

Also, displayed in the Table 4 is the statistical test of significance (p -value) which makes possible the generalization of our findings to the study population. From the result obtained from Table 4.18, the sig- calculated is less than significant level ($p = 0.000 < 0.05$). Therefore, based on this finding the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant positive relationship between customer relationship management system and service innovation of luxury hotels in south-south, Nigeria.

H₀₂: There is no significant relationship between customer relationship management system and team dedication of luxury hotels in south-south, Nigeria.

Similarly displayed in the Table 4 is the statistical test of significance (p -value) which makes possible the generalization of our findings to the study population. From the result obtained from Table 4, the sig- calculated is less than significant level ($p = 0.000 < 0.05$). Therefore, based on this finding the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between customer relationship management system and team dedication of luxury hotels in south-south, Nigeria.

Therefore, the results for the second set of hypotheses with regards to the relationship between customer relationship management system and organizational resilience measures are stated as follows:

- i. There is a strong positive significant relationship between customer relationship management system and service innovation, the measure of organizational resilience of luxury hotels in south-south, Nigeria.
- ii. There is a strong positive significant relationship between customer relationship management system and team dedication, the measure of organizational resilience of luxury hotels in south-south, Nigeria.

SUMMARY AND CONCLUSION

This study examined the relationship between Customers Relationship Management System and Organizational Resilience of luxury hotels in south-south, Nigeria. The predictor variable (Customers Relationship Management System) and Organizational resilience (service innovation and team dedication). The data collection for the study was done through the use primary data source which involved the distribution of the study questionnaire by the researcher

and a research assistant. The population of the study comprised of 60 luxury hotels in south-south, Nigeria, and served as the sample size of the study as all the population was studied. However, the study sampling elements which served as the respondents was 240 based on 4 respondents per hotels in accordance with the study population. Due to the size of the study sample elements, a two stage sampling was employed involving the use of Krejcie and Morgan determination table to derive sample elements from the previous sample elements of 240 to get sample elements of 148. The research instrument was validated through supervisor's vetting and approval, while the reliability of the instrument was achieved through the use of Cronbach Alpha coefficient presented with the help of SPSS version 20.0, and all the items scoring above 0.70. The collected data from our study questionnaire were subjected to data cleaning resulted to 145 copies of the collected questionnaire usable for the study data analysis and 7 copies not properly filled but returned which was discarded out of the analysis. The good fit data were presented using both descriptive and inferential statistical techniques. The hypotheses of the study were tested using the Pearson Product Moment Correlation Statistics while the partial correlation was used to test the moderating effect of transformational leadership. The test was carried out at a 95% confidence interval and a 0.05 level of significance. The major finding revealed that there is a significant positive relationship between Customers Relationship Management System and Organizational resilience of luxury hotels in south-south, Nigeria.

In line with the study specific objectives, the following findings emerged:

- i. There is a very strong positive and significant relationship between Customers Relationship Management Systems and service innovation of luxury hotels in south-south, Nigeria.
- ii. There is a very strong positive and significant relationship between Customers Relationship Management Systems and team dedication of luxury hotels in south-south, Nigeria.

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