CUSTOMER RELATIONSHIP MANAGEMENT AND ORGANIZATIONAL PERFORMANCE: EVIDENCE FROM NIGERIAN BREWERIES PLC, ABA

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DOI: https://doi.org/10.63725/remamr.v2i1.11

Abstract
The research focused on the association between customer communication and operational efficiency and the association between customer confidence and perceived sales growth The study focused on the relationship between customer relationship management and performance of Nigerian Breweries Plc, Aba.. The research design used in the study was Descriptive Survey. A population of 175 staff members of Nigerian Breweries Plc, Aba, was obtained and 122 were sampled using Taro Yamane formula. Structured questionnaires were used to collect data and 104 copies of the completed questionnaires were valid. The data were summarized using descriptive statistics (frequencies and percentages, mean and standard deviation) and hypotheses tested using Pearson Product Moment Correlation (SPSS version 23). The results indicated that there was a strong positive correlation between the level of customer

communication and the level of operational efficiency (r = 0.990, p 0.01). Patient trust was also found to have a significant positive correlation with perceived sales growth (r = 0.944, p<0.01). The findings of the study suggest that there is a relationship between the good practice of CRM and the organizational performance. Thus, the study recommends that Nigerian Breweries Plc should improve its Customer Communication and maintain Customer trust to improve its operation and performance in the market.

Keywords: Customer Relationship Management, Customer Communication, Customer Trust, Operational Efficiency, Sales Growth.

1.0 Introduction

In the current competitive business landscape, Customer Relationship Management (CRM) has grown to become a strategic business organizational capacity that allows companies to build, channel and foster long-term relationships with their customers. Consumers' preferences, technology and globalization are making the increasingly dynamic markets that organizations operate in, less dependent on product quality and competitive pricing as factors for sustaining performance. Rather, they are turning to strategies that are more customer-focused to create customer satisfaction, loyalty, and retention. According to Ngelyaratan and Soediantono (2022), CRM is integration of organizational process, technology, and customer-oriented practices that help organizations maximize customer values in a long-term perspective. Likewise, Rahman et al. (2021) suggested that proper implementation of CRM enhances the responsiveness and competitiveness of the organizations by improving customer engagement and managing operations efficiently. Organizations with long-term focus on customer relationships enable higher competitive advantage (Grönroos, 1994), while trust and communication are the basis of successful relational exchanges (Morgan and Hunt, 1994). These viewpoints indicate that CRM is a strategic capability that helps organizations enhance their operations and market performance.

This increasing relevance of CRM is a direct consequence of the evolution from the production oriented competition to customer oriented competition, in which organizations will get the best customer experiences and the best relation quality. Customer communication and customer trust are especially important from the customer's point of view, since they help to exchange information, diminish customer insecurity and boost long-term relationships. According to Sheshadri et al. (2019), effective communication with customers can help coordinate the flow of work and respond to it at the appropriate time, whereas Hanaysha and Mehmood (2022) found that excellent communication systems can lead to high customer satisfaction and efficiency. Mustapha et al (2023) in Nigeria revealed that there is a positive relationship between customer communication and organizational productivity and performance. Similarly, Kaur and Rani (2020) stipulated that customer trust will lead to customer loyalty and organization sustainability, while Akinyele and Akinyele (2021) related customer trust to better organizational performance by better customer retention. However, while Ojoajogu et al. (2023) reported that the benefits of trust are increased customer commitment in manufacturing, Elmubasher and Alaraki (2020) warned that trust would be weak if the service is not consistent or reliable, meaning that the benefits of trust would rely on the consistency and reliability of the organization.

In Nigeria's manufacturing industry, especially the food and beverage sector, the significance of CRM has been growing due to the competitive nature of the industry, evolving consumer tastes, and the rising need for high-quality customer experiences. Omotayo et al. (2024) observed that customer-oriented practices have a significant impact on customer satisfaction and customer loyalty to an organization and Okafor and Nwosu (2025) observed that there are positive relationships between CRM practices and market competitiveness and organizational performance in the food

and beverage firms in Nigeria. Nevertheless, numerous companies are still losing customers, struggling with communication and communication systems and facing varying sales results. Moreover, previous research has focused primarily on the banking sector and the telecommunications sector, and has mainly studied the CRM construct as a whole without segmenting the link between customer communication, customer trust, operational efficiency and sales growth. This shows gaps in the literature in the conceptual and sectoral aspects. This study was hence guided by Relationship Marketing Theory and Resource Based View Theory and thus, focussed on the relationships between customer communication and operational efficiency and customer trust and perceived sales growth as it pertains to the relationship between customer relationship management and organizational performance of Nigerian Breweries Plc, Aba.

Specifically, the study sought to:

1. Examine the relationship between customer communication and operational efficiency in Nigerian Breweries Plc, Aba.
2. Examine the relationship between customer trust and perceived sales growth in Nigerian Breweries Plc, Aba.

2.0 Literature Review

Organizational Performance

Organizational performance is the result of an organization's ability to achieve its strategic and operational goals and goals by effectively utilizing the resources available to it. Rahman et al. (2021) defined organizational performance as the ability of an organization to provide superior customer value while maintaining operational efficiency and competitiveness, while Hanaysha and Mehmood (2022) believed that an organization with effective CRM practices always outperforms its competitors because it incorporates customer-focused strategies into its operational processes. In manufacturing companies, Adepeju et al. (2024) found that in addition to production capabilities, organizational performance is also influenced by customer relationship and organizational responsiveness. Therefore, the performances of the organization are measured in terms of operational efficiency and perceived sales growth in this study. Operational efficiency, which enhances productivity by coordinating workflows effectively, was discussed by Sheshadri et al. (2019), and responsive customer feedback systems were connected to increased organization responsiveness by Inuwa (2024). Likewise, Okafor and Nwosu (2025) established that customer-oriented companies of the food and beverage industry in Nigeria perform better in the market when they engage in proper relationship management, while Mustapha et al. (2023) linked CRM to the effectiveness of operations and organization performance. Hence, there is a proper measure to evaluate the relationship between customer communication, customer trust and organizational performance, which would be operational efficiency and perceived sales growth.

Concept of Customer Relationship Management

Customer Relationship Management (CRM) is an organization philosophy that combines people, technology and business processes into a single solution to build, nurture and sustain long-term customer relationships that improve organizational performance. CRM is different from the traditional transaction oriented approach, and focuses on building customer engagement, communicating effectively, building trust, and creating value as strategic capabilities to ensure competitiveness. Rahman et al. (2021) believed that CRM helps the organization to understand customer needs and make it more responsive in providing services, while Ngelyaratan and

Soediantono (2022) saw CRM as a means to make the organization more sustainable through improving customer relationships. Likewise, Hanaysha and Mehmood (2022) suggested that companies that have effective CRM practices always have better operational and market performance, and on the other hand, Adepeju et al. (2024) found a positive connection between structured CRM practices and customer satisfaction and organizational responsiveness among the manufacturing firms.

In the Nigeria context, Mustapha et al (2023) linked CRM to improved organizational productivity while Ojoajogu et al (2023) highlighted the need for Trust Relationships to improve the competitiveness of organizations. Similarly, Inuwa (2024) revealed that the implementation of customer feedback systems has a positive effect on the responsiveness of the organization, while Okafor and Nwosu (2025) discovered that the use of CRM improves the performance of food and beverage companies. This study therefore theorises CRM in terms of customer communication and customer trust: because these relational assets are practical tools that allow organizations to enhance operational efficiency and sales growth perceptions.

Customer Communication

Customer communication is the ongoing process of delivering timely, accurate and relevant information to a customer from an organization to help build and support the value of that customer's relationship with the organization. Communication is critical for understanding the customer's expectations, as well as the information provided to them about a product or service, according to Rahman et al. (2021). Building on this, Hanaysha and Mehmood (2022) argued that communication also involves customer engagement, complaint handling, and feedback control which in turn would enhance the quality of the relationship. In manufacturing firms, Inuwa (2024) found that customer feedback helps in enhancing the managerial responsiveness due to the information it provides to the organization for operational changes. Strategically, Sheshadri et al. (2019) explained that responsive communication has a positive implication of organization productivity while Mustapha et al. (2023) highlighted that effective communication systems minimize operational problems due to the efficient flow of information between organizational units. Likewise, Adepeju et al. (2024) observed that structured communication strategy has a positive impact on the performance of organization, while Okafor and Nwosu (2025) concluded that effective communication strategies has positive effect on operational performance in food and beverage industry of Nigeria. In summary, these studies indicate that customer communication can contribute to higher operational efficiency in multiple ways such as: a reduction in information asymmetry, fewer service failures, better workflow coordination, and more organizational responsiveness.

Customer Trust

Customer trust is the confidence that customers have in the reliability, integrity and transparency of an organization, and their belief that the organization keeps its promises. Kaur & Rani (2020) stated that trust diminishes the perceived risks of the customers and helps create a bond among the customers and the organization and hence increased customers' commitment, whereas Akinyele & Akinyele (2021) stated that trust enhances the loyalty of the customers as it helps to build confidence in the product/service of the organization. For manufacturing companies, Ojoajogu et al. (2023) pointed out that trust is built on consistency in product quality, communication, and service delivery, and is one of the intangible organizational resources. Similarly, Ngelyaratan and Soediantono (2022) argued that trust-based relationships can improve the sustainability of the organization, as during uncertain times, people are more inclined to have a stable relationship with

the business. Rahman et al. (2021) also linked trust to organizational competitiveness, while Mustapha et al. (2023) determined that trust-based CRM practices have a positive effect on organizational performance in Nigerian firms. Supporting this finding, Adepeju et al. (2024) and Okafor and Nwosu (2025) found that manufacturing companies that have more trust from their customers perform better in the market because of the retention of customers, repeat customers' patronage, and continuous increase in perceived sales growth. Therefore, Customer Trust is considered as a strategic relational asset enhancing the long-term organizational performance.

Theoretical Framework

The study is based on Resource Based View (RBV) theory proposed by Barney (1991) that suggests that organisations can have a sustainable competitive advantage by having valuable, rare, inimitable and organisationally embedded resources. Intangible resources like customer relations, organizational reputation, communication skills and customer trust are harder to imitate and are strategic assets that can improve organizational performance, unlike tangible resources that can be easily acquired by other competitors. Rahman et al. (2021) maintained that customer relationship management can help organizations build distinctive relational skills that can enhance their operational and market performance. In a similar vein, Ngelyaratan and Soediantono (2022) argued that in order to be successful, organizations must be able to manage strategic customer relationships well, which is no longer only based on physical resources. Ojoajogu et al. (2023) also highlighted the importance of trust-based relationships within manufacturing firms as a unique competitive advantage because of their impact on customer commitment and organizational resilience.

The characteristics of strategic organizational resources are relevant to this study as customer communication and customer trust are both demonstrated. Good communication with customers provides valuable market intelligence, helps with efficient coordination, decreases uncertainties in operation and helps in making better decisions, which competitors can't easily do. Similarly, the trust of customers builds up over time with positive actions from companies, the quality of their products, and honest and clear communication with their customers, which becomes an intangible asset that will help to increase customer retention and repeat purchases. Adepeju et al. (2024) revealed that there exists empirical evidence that suggests manufacturing firms with a strong customer relationship capability always outperforms its competitors in terms of organizational performance. In a similar fashion, Okafor and Nwosu (2025) established that food and beverage companies' performance in Nigeria is significantly influenced by customer relationship management. Hence, the RBV theory offers a comprehensive explanation of the mechanisms and causal linkages between customer communication and customer trust as strategic organizational resources which increase operational efficiency and sales revenue, answering the causal relationships investigated in this study.

Empirical Review

Rahman et al. (2021) conducted a survey research design to examine the relationship between organization performance and CRM practices for the business organizations in Bangladesh. Structured questionnaires were used to gather data from employees and regression analysis was applied for the analysis of the data. The research revealed that CRM practices had significant impact on customer satisfaction, organizational responsiveness and overall performance. In the same way, Hanaysha and Mehmood (2022) studied the impact of Customer Relationship Management on the performance of the banking sector and found that good customer communications and relationship quality led to improved operational efficiency and customer retention. This is in alignment with Mustapha et al. (2023) who revealed that customer relationship

management highly influenced operational productivity and organizational performance of Nigerian Banks, thus showing that customer relationship management helps to bring efficiency into organizational processes and service delivery.

The manufacturing sector findings also confirm that customer relationship management is a positive factor of the organization performance. Adepeju et al. (2024) included a study on the client relationship management practices in manufacturing firms, where they established that manufacturing firms that practiced structured client communication and relationship management had substantial operational performance and client pleasure. Similarly, Inuwa (2024) found that customer feedback management played a vital role for improving managerial decision making and process coordination in manufacturing firms, thereby improving the organizational responsiveness. In Nigeria's food and beverage industry, Okafor and Nwosu (2025) concluded that the practice of CRM for the organizations has significantly enhanced the performance of the organization through improved customer engagement, better market competitiveness, and improved sales performance.

But the evidence is not wholly persuasive. Although Kaur and Rani (2020) stated that customer trust had a significant effect on business performance, enhancing customer loyalty and repeat patronage, Ojoajogu et al. (2023) stated that the impact of customer trust on business performance is dependent on the level of the quality products and the organizational integrity, meaning that customer trust may not automatically translate to better business performance. Likewise, while Ngelyaratan and Soediantono (2022) found customer relationship management is a factor that can lead to the sustainability of an organization, they mentioned that the positive impact of customer relationship management is dependent on how effective the implementation of the organization is and whether it is used strategically or not. The results suggest that there are some contextual and organizational factors that might affect the effectiveness of CRM practices across industries.

The reviewed studies provide adequate empirical evidence of the Customer Relationship Management and Organization performance relationship. However, differences in industrial context, organisational capacities, measurement and analysis methods explain the conflicting results of the studies. The majority of the previous studies focused on the manufacturing companies and telecom and banking industries, with only a few that examined manufacturing companies in the food and beverage industry in Nigeria. In addition, numerous studies didn't distinguish between the particular benefits of customer communication and customer trust in operational efficiency and sales growth. The current study is justified by the conceptual and contextual problems that were not addressed and this serves as a foundation to build on the existing knowledge in the manufacturing sector in Nigeria.

Gap in Literature

There is evidence in the literature that CRM is positively associated to the performance of the organization in various industries. But there are some critical gaps to be filled. Most of the previous studies considered CRM as a multidimensional concept, and did not focus on the individual impact of customer communication and customer trust on organizational performance, which complicated the identification of the role played by each dimension of the CRM concept. In terms of methodology, some studies focused on general performance measures, or simply on customer satisfaction and customer loyalty without explicitly measuring operational efficiency and sales performance as two separate business results.

Additionally, there was a large contextual gap as most of the previous studies were carried out in the banking and telecommunications industry as compared to the manufacturing industry, especially in Nigeria food and beverages industry where the competitive dynamics and the expectations of the customers vary significantly. A theoretical gap also appears, since there are many studies that present the Resource-Based View and relationship marketing views without the proper explanation of how customer communication and customer trust are strategic resources of the organization that can lead to a long-lasting competitive advantage. In view of the above, this study seeks to investigate the individual effect of customer communication and customer trust on operational efficiency and sales growth of Nigerian Breweries Plc, Aba through the following conceptual, methodological, contextual and theoretical gaps: How does customer communication influence the operational efficiency of Nigerian Breweries Plc, Aba? How does customer trust influence the operational efficiency of Nigerian Breweries Plc, Aba? How does customer communication influence the sales growth of Nigerian Breweries Plc, Aba? How does customer trust influence the sales growth of Nigerian Breweries Plc, Aba?

3.0 Methodology

The study was of descriptive survey research design which was used to check the relationship between customer relationship management and organizational performance in Nigeria Breweries Plc, Aba. A survey design was deemed as suitable since it allowed standardization of data from employees that are directly involved in activities related to customer relationship management. Target group consisted of 175 employees from the sales, marketing, distribution and customer service. The numbers of respondents for the sample were decided at 122 using Taro Yamane's formula, and purposive sampling was used to select employees who could have enough information about how they communicate with customers, how customers trust the organization, and how well the organization performs. A total of 104 questionnaires (85.2% effective response rate) were completed and analyzed from 122 questionnaires that were sent out.

A structured questionnaire on a 5-point Likert scale ranging from Strongly Disagree (1) to Strongly Agree (5) was used to collect primary data. The instrument was validated by experts to guarantee content validity and internal consistency was determined by Cronbach's alpha coefficients, with the results being greater than 0.70, which is the recommended level of acceptable reliability. Organizational communication practices and trust-building behaviours were used to assess customer communication and customer trust while operational efficiency and perceived sales growth were used to measure organizational performance. In organizations that lack financial or objective measures of performance, such as those where workers serve as the face of the organization, perceptual measures of performance have been used in organizational research. Data were presented using descriptive statistics (frequency, percentage, mean and standard deviation) and test Pearson Product Moment Correlation for the relationship among the variables in the study at the 5% level of significance with SPSS version 23.

4.0 Results and Discussion

Table 1: Demographics of Respondents

Variable	Category	Frequency	Percentage (%)
Gender	Male	62	60
	Female	42	40
	Total	**104**	**100**
Age	18–25 years	18	17
	26–35 years	39	38
	36–45 years	27	26
	46–55 years	14	13
	56 years and above	6	6
	Total	**104**	**100**
Educational Qualification	SSCE	12	12
	OND	21	20
	HND/B.Sc.	46	44
	M.Sc.	16	15
	PhD	5	5
	Others	4	4
	Total	**104**	**100**
Department	Sales	31	30
	Marketing	24	23
	Distribution	19	18
	Customer Service	22	21
	Others	8	8
	Total	**104**	**100**
Years of Experience	Less than 1 year	11	11
	1–5 years	38	36
	6–10 years	29	28
	11–15 years	17	16
	16 years and above	9	9
	Total	**104**	**100**
Position/Job Role	Junior Staff	41	39
	Senior Staff	28	27
	Supervisor	17	16
	Manager	11	11
	Executive	7	7
	Total	**104**	**100**

Source: Field Survey, 2026

Table 1 presents the demographic characteristics of respondents used for the study. The analysis indicates that majority of the respondents were male staff, within the age bracket of 26–35 years, possessed HND/B.Sc qualifications, and worked mainly in the sales and marketing departments. Most respondents had between 1–5 years of experience and occupied junior staff positions. This distribution implies that respondents possessed adequate knowledge and experience relevant to customer relationship management and organizational performance practices within Nigerian Breweries Plc, Aba.

Analysis of Major Variables

Table 2: Customer Communication

Statement	SD	D	UN	A	SA	Total
The company communicates effectively with customers about new products and services.	3	5	7	41	48	**104**
Customer inquiries and complaints are addressed promptly.	4	6	5	39	50	**104**
Information about promotions and offers is clearly conveyed to customers.	2	7	6	40	49	**104**
There is regular interaction between employees and customers to strengthen relationships.	3	6	7	38	50	**104**
Employees actively provide accurate product and service information to customers.	3	5	6	37	53	**104**
Communication channels are accessible and convenient for all customers.	3	7	5	39	50	**104**
Total	**18**	**36**	**36**	**234**	**300**	**624**
Average	**3**	**6**	**6**	**39**	**50**	**104**
Percentage (%)	**3**	**6**	**6**	**37**	**48**	**100**

Source: Field Survey, 2026.

Table 2 analyzed respondents' opinions on customer communication practices in Nigerian Breweries Plc, Aba. The findings revealed that the majority of respondents either agreed or strongly agreed with all the statements relating to customer communication. Specifically, the average responses showed that 39 respondents representing 37% agreed, while 50 respondents representing 48% strongly agreed that the company maintains effective communication with customers. Only 6% remained undecided, while 6% and 3% disagreed and strongly disagreed respectively. This indicates that Nigerian Breweries Plc maintains efficient communication channels with customers through prompt responses to complaints, clear dissemination of information, and regular customer interactions. The implication is that effective customer communication enhances customer relationships and contributes positively to operational efficiency within the organization.

Table 3: Customer Trust

Statement	SD	D	UN	A	SA	Total
Customers trust the company to deliver quality products consistently.	4	5	6	42	47	**104**
Employees maintain honesty and integrity in all customer interactions.	3	6	5	41	49	**104**
The company honors commitments made to customers.	2	6	6	38	52	**104**
There is transparency in pricing and product information.	4	5	6	38	51	**104**
Customers feel confident in relying on the company's services.	3	4	7	40	50	**104**
The company maintains confidentiality of customer information.	2	4	6	41	51	**104**
Total	**18**	**30**	**36**	**240**	**300**	**624**
Average	**3**	**5**	**6**	**40**	**50**	**104**
Percentage (%)	**3**	**5**	**6**	**38**	**48**	**100**

Source: Field Survey, 2026.

Table 3 examined the extent to which customer trust influences organizational performance in Nigerian Breweries Plc, Aba. The table showed that respondents overwhelmingly agreed that customers trust the organization due to its reliability, transparency, and integrity. The average responses indicated that 40 respondents representing 38% agreed, while 50 respondents representing 48% strongly agreed with the statements on customer trust. Only a minimal proportion of respondents disagreed or strongly disagreed. The findings suggest that the company has successfully built customer confidence through consistent product quality, honesty in customer dealings, and fulfillment of promises made to customers. Such trust enhances customer retention, repeat patronage, and ultimately contributes to increased sales growth and improved organizational performance.

Table 4: Operational Efficiency

Statement	SD	D	UN	A	SA	Total
Production processes are smooth and free from unnecessary delays.	3	6	5	41	49	**104**
Resources are effectively utilized to minimize wastage.	5	4	6	39	50	**104**
Employees perform tasks efficiently and meet deadlines.	2	6	7	40	49	**104**
The company consistently meets customer demand with minimal disruptions.	3	5	6	41	49	**104**
Decision-making processes enhance operational workflow.	2	6	6	38	52	**104**
Internal operations are well-coordinated across departments.	3	3	6	41	51	**104**
Total	**18**	**30**	**36**	**240**	**300**	**624**
Average	**3**	**5**	**6**	**40**	**50**	**104**
Percentage (%)	**3**	**5**	**6**	**38**	**48**	**100**

Source: Field Survey, 2026.

Table 4examined operational efficiency as a dimension of organizational performance in Nigerian Breweries Plc, Aba. The analysis indicated that most respondents perceived the organization as operationally efficient. The average responses showed that 40 respondents representing 38% agreed, while 50 respondents representing 48% strongly agreed with the statements on operational efficiency. The findings imply that the organization effectively coordinates internal activities, minimizes operational delays, and ensures efficient utilization of resources. Employees were also perceived to perform tasks effectively while meeting deadlines. The high level of agreement suggests that customer relationship management practices have contributed significantly to improving workflow coordination and operational processes within the company.

Table 5: Employees' Perceived Sales Growth

Statement	SD	D	UN	A	SA	Total
The company experiences consistent growth in sales revenue.	2	5	6	40	51	**104**
CRM initiatives contribute directly to increased sales.	2	6	5	41	50	**104**
New customer acquisition rates are high.	1	4	7	40	52	**104**
Sales targets are regularly achieved or exceeded.	2	5	6	40	51	**104**
Promotional campaigns effectively boost sales volume.	2	6	6	38	52	**104**
Customer retention positively impacts overall sales growth.	3	4	6	41	50	**104**
Total	**12**	**30**	**36**	**240**	**306**	**624**
Average	**2**	**5**	**6**	**40**	**51**	**104**
Percentage (%)	**2**	**5**	**6**	**38**	**49**	**100**

Source: Field Survey, 2026.

Table 5 analyzed respondents' opinions regarding sales growth in Nigerian Breweries Plc, Aba. The findings revealed that respondents generally agreed that the organization experiences steady sales growth as a result of effective CRM practices. The average responses showed that 40 respondents representing 38% agreed and 51 respondents representing 49% strongly agreed with the statements relating to sales growth. The respondents further acknowledged that CRM initiatives contribute directly to increased sales revenue, customer acquisition, and customer retention. Promotional campaigns were also perceived to significantly improve sales volume. These findings indicate that effective customer relationship management practices positively influence the company's revenue generation and overall sales performance.

Test of Hypothesis One

H_0: There is no significant relationship between customer communication and operational efficiency in Nigerian Breweries Plc, Aba.

This hypothesis was tested using information in Tables 4.3 and 4.7. The SPSS outputs are presented below:

Table 6: Descriptive Statistics on Hypothesis One

	Mean	Std. Deviation	N
Customer Communication	4.2212	.99471	104
Operational Efficiency	4.2404	.97039	104

Table 7: Correlations on Hypothesis One

		Customer Communication	Operational Efficiency
Customer Communication	Pearson Correlation	1	.990**
	Sig. (2-tailed)		.000
	N	104	104
Operational Efficiency	Pearson Correlation	.990**	1
	Sig. (2-tailed)	.000	
	N	104	104

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

The analysis showed that there was a statistically significant positive correlation between customer communication and operational efficiency ($r = .990$, $p < .01$). This suggests that those who felt that Nigerian Breweries Plc, Aba had strong communication with the customers also felt that the process of the operations was efficient. The value of the probability obtained was below 0.05, which is the level of significance, so the null hypothesis was rejected and the alternative hypothesis was accepted. But since Pearson Product Moment Correlation is a measure of the strength and direction of association, not causality, it should be taken as an indication of a significant association instead of a direct causal effect.

The finding reveals a high and positive relationship between customer communication and operational efficiency of Nigerian Breweries Plc, Aba. It indicates that those companies with good communication with their customers also have higher efficiency in their operations. This finding is in accordance with Mustapha et al. (2023) which found that responsive communication helps boost the productivity of an organization, and Hanaysha and Mehmood (2022) who found that communication enables coordination of the workflow and responsiveness to customers. Likewise, Sheshadri et al. (2019) concluded that the operational performance can be enhanced through effective communication systems which results in better dissemination of information. However, the nature of the present study, which was a correlational research design, does not allow conclusions to be drawn about the role of customer communication as a means to improve the

operational efficiency. Other organizational factors like leadership quality, technological capability of the organization, employee competence and organizational culture may have a bearing on operational efficiency.

Test of Hypothesis Two

H_0: There is no significant relationship between customer trust and perceived sales growth in Nigerian Breweries Plc, Aba.

This hypothesis was tested using information in Tables 4.4 and 4.8. The SPSS outputs are presented below:

Table 8: Descriptive Statistics on Hypothesis Two

	Mean	Std. Deviation	N
Customer Trust	4.1250	1.06750	104
Sales Growth	4.2788	.91860	104

Table 9: Correlations on Hypothesis Two

		Customer Trust	Sales Growth
Customer Trust	Pearson Correlation	1	.944**
	Sig. (2-tailed)		.000
	N	104	104
Sales Growth	Pearson Correlation	.944**	1
	Sig. (2-tailed)	.000	
	N	104	104

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

A Pearson correlation coefficient ($r = .944$, $p < .01$) was used to determine if there was a positive or negative relationship between the constructs. The findings show that those who indicated their trust in customers were higher also indicated a higher performance of the organization in selling. The null hypothesis was rejected, as a result. However, the correlational analysis only indicates that there is a significant relationship between customer trust and improvement of sales growth, not that customer trust is a direct cause of the improvement of the sales growth.

The finding implies that the trust of the customers has a positive relationship with the perceived growth of sales of the employees of Nigerian Breweries Plc, Aba. The result confirms Kaur and Rani (2020), who observed that there is a positive relationship between customer trust and customer loyalty and organization performance in the context of banking sector; and agrees with Akinyele and Akinyele (2021), which suggested that trust has a positive correlation with organizational performance in Nigerian organizations. Likewise, Ojoajogu et al. (2023) found that organizational trust has a great influence on customer commitment and Rahman et al. (2021) linked organizational trust to market performance. While the observed correlation was statistically significant, other factors such as pricing policies, product quality, advertising, economy, competition, and consumers' purchasing power may also affect sales. These results should be taken in the context of the organizational and market conditions.

Summary of Findings

This study looked at the effect of Customer Relationship Management (CRM) on the performance of Nigerian Breweries Plc, Aba. The following are the major findings which emerged from the analysis of the data and test of the hypotheses:

1. There is a positive correlation between customer communication and operational efficiency ($r = .990$, $p < .01$) and the positive correlation is statistically significant. This means that the

ability to communicate with customers effectively contributes to the smooth coordination of work, responsiveness within the organisation and effectiveness of the operations.

2. There is a strong positive relationship between Customer trust and the perceived Sales growth of the employees ($r = .944$, $p < .01$) that is statistically significant. This suggests that the level of trust that customers have in the reliability, integrity and quality of the product of the organization play a major role in increasing patronage and sales performance.

Conclusion

The study revealed that Customer Relationship Management is significantly related to the performance of the organization in Nigerian Breweries Plc, Aba. Specifically, customer communication was found to have a positive relationship with operational efficiency, customer trust had a positive relationship with perceived sales growth by the employees. The results indicate that organizations that performed better in terms of customer communication also were better at reporting on the organizational performance in relation to customer trust. The correlational design of the study, however, does not allow for causal inferences, because organizational performance can be influenced by other factors within the organization and in the surrounding market that are not part of this study, such as the organizational culture, the leadership, the capability of the technology, the level of competition, and the market situation.

Recommendations

Based on the results of the study, the following suggestions were recommended:

1. Based on the positive correlation between customer communication and operational efficiency, Nigerian Breweries Plc management should continue to improve the customer communication systems by promptly responding to customer enquiries and complaints, establish regular communication with customers, and effectively disseminate product information. It is likely these communication practices will be correlated with better operational coordination and organizational responsiveness.

2. Management could continue to build the trust of customers by keeping its products at a consistent standard, transparency in its interaction with customers and keeping its promises to customers, which is evident from the positive relationship between customer trust and perceived sales growth identified. These practices will help customers to feel more confident and could be correlated with an increase in sales and retention.

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