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A Study on Customer Relationship Management (CRM) and Customer Satisfaction

Rukeshwaran. P, Dr. A. Narmadha

Student, School of Management Studies, Vels Institute of Science Technology and Advanced Studies, Chennai,
Tamil Nadu, India

Assistant Professor, Vels Institute of Science, Technology and Advanced Studies, Chennai, Tamil Nadu, India

ABSTRACT: The objective of the research “A Study of the Relationship Between Customer Relationship Management and Customer Satisfaction” is to assess the relationship between customer relationship management (CRM) and customer satisfaction. The research evaluates the aspects of communication with the customers, service quality, responsiveness, and personalization of services. The survey was conducted among 95 participants using a questionnaire as an instrument. The collected results were analyzed using the statistical software by performing the correlation and regression analysis. The study revealed that participants positively evaluate the implementation of customer relationship management. Regression analysis demonstrated that approximately 46% of variance in customer satisfaction can be predicted by the CRM variables. The study concluded that proper utilization of customer relationship management practices leads to higher customer satisfaction, loyalty, and retention. The research also underlined the significance of developing proper relationships with the customers to improve service quality and customer satisfaction

KEYWORDS: Customer Communication, Service Quality, Responsiveness, Personalization, Customer Satisfaction.

I. INTRODUCTION

Customer Relationship Management (CRM) is an important concept for any organisation that strives to understand their customers' needs and deliver satisfactory services to its customers. Communication, accessibility, responsiveness to complaints, quality of services, and personalisation are extremely important for contemporary accountants, tax consulting and GST advisory services, business consultants in order to meet the expectations of their clients. In particular, the introduction of cloud accounting, e-invoicing, GST, and other automated processes into routine business operations makes these aspects of CRM even more critical. Therefore, this “A Study on Customer Relationship Management (CRM) and Customer Satisfaction” aims to explore CRM practices and their impact on customer satisfaction, specifically, communication, service quality, responsiveness, complaint management and personalisation. Thus, the study will utilise an exploratory research design which focuses on discovering underlying factors, motivations, and patterns within a specific subject area. The choice of a quantitative method is justified by the possibility to generate numerical data which might be analysed for correlations and patterns. The convenience sampling technique will be used to select participants for the study. The data will be collected with the help of a five-point Likert scale response survey and analysed using percentage analysis, descriptive analysis, correlation, regression, and chi-square tests in order to retrieve valuable statistical evidence. In general, the study will provide insight into how customer relationship management practices can be leveraged to meet the expectations of clients and increase their satisfaction, retention, loyalty, and long-term relationships.

II. REVIEW OF LITERATURE

Azani, M. B. (2026) This study aimed to investigate the influence of CRM on customer satisfaction and customer loyalty using Systematic Literature Review. The results of the study revealed that CRM has positive effect on customer satisfaction and customer loyalty. Moreover, customer satisfaction has a mediating role in the relationship between CRM and customer loyalty. Based on the findings, it can be concluded that CRM is an effective way to build relationships with customers.



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Khatri, M. S. (2026). In this research, the focus was on the effect of customer relationship management on the process of customer retention. It was found from the research that customer relationship management practices such as personalization customer analysis, service quality, and trust have a positive influence on customer retention. Moreover, the variables customer satisfaction and trust were found to be key mediators in this research.

Bisht, P. S. (2025). This research provides an insight into the importance of CRM for customer satisfaction, retention, and growth. This research also discovers some challenges related to high cost and employee resistance to changes. Finally, this research underlines future trends related to new technologies such as artificial intelligence and predictive analytics.

Raditya, D. D. (2025) Through the analysis, it was determined that CRM positively influences CLV through customer satisfaction at MVP Coffee Company. Customer satisfaction is the mediating variable that improves the relationship between CRM and CLV. Moreover, excellent service and communication are important factors that contribute to increased customer loyalty.

Prajapat, S. B. (2024). In the course of this study, the effect of the CRM system on customer satisfaction and retention is examined. The researchers concluded that the CRM improves customer relation in terms of communication, service, and problem-solving. Moreover, the researchers emphasized the importance of employee training, data quality, and the role of technology.

Naslednikov, M. (2024) The present research aims to investigate the impact of Artificial Intelligence (AI) on Customer Relationship Management (CRM). The study elaborates on the ways AI may improve customer relations and benefit businesses. The findings from the conducted literature review and the case analysis provide insight into the main trends and approaches to AI-driven CRM.

Imron, A., & Ariyanti, R. (2023) In this study, Service Quality, CRM and Brand Image were investigated in relation to Customer Loyalty through the mediation of Customer Satisfaction. Based on an analysis involving 100 respondents, findings indicate that all three variables have a significant and positive effect on customer loyalty. The variable of Customer Satisfaction reinforces the association of these variables with customer loyalty. This research implies that the improvement of service quality, CRM and Brand Image can improve customer satisfaction and ultimately customer loyalty.

Bupu, R., Sodikin, M., & Sanchita, S. (2023) This paper aims to investigate the influence of Customer Relationship Management (CRM) on customer satisfaction and the mediating role of customer perception and service quality. Data were collected from 87 respondents through a questionnaire and analyzed using SmartPLS 3.0 software. The results of the analysis revealed that CRM has a significant influence on customer satisfaction by improving service quality and customer perception.

III. RESEARCH GAP

A number of studies have been carried out on the Customer Relationship Management (CRM) and customer satisfaction in big corporations, manufacturing companies, banks, and the consumer sector. However, there is a lack of research on implementing CRM in the field of accounting, taxation, and business consulting services. Therefore, the research will be done to identify the impact of the customer's perception of communication, service quality, responsiveness, complaint handling, and personalized services. Moreover, the study aims to discover the role of CRM in loyalty building, retention, and long-standing relationships.

OBJECTIVES OF THE STUDY

- To study the role of CRM practices in order to improve customer satisfaction.
- To examine the role of communication and service practices on customer satisfaction.
- To analyse the role of complaint handling and responsiveness on customer satisfaction.



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HYPOTHESIS

Hypothesis 1

Null Hypothesis (H_0): There is no significant impact of Personalization, Responsiveness, Service Quality, and Customer Communication on the dependent variable

Alternative Hypothesis (H_1): There is a significant impact of Personalization, Responsiveness, Service Quality, and Customer Communication on the dependent variable.

Hypothesis 2

Null Hypothesis (H_0): There is no significant impact of Personalization, Customer Communication, Service Quality, and Responsiveness on the dependent variable.

Alternative Hypothesis (H_1): There is a significant impact of Personalization, Customer Communication, Service Quality, and Responsiveness on the dependent variable

IV. METHODOLOGY

Research Design

Research design refers to the template or scheme that guides the research process. It contains guidelines for carrying out the research and helps in interpreting the results so that the objectives of the study are met. The research design of this study is discussed below.

Descriptive Research Design

The type of research design used in this study is descriptive. The study focuses on establishing the relationship between Customer Relationship Management practices and Customer Satisfaction. Conducting descriptive research was appropriate for this study because the research aimed at eliciting the views and opinions of customers regarding the service delivery of an organisation. Information on customer communications, service, responsiveness, personalisation, and their overall satisfaction level was sought.

Sampling Methodology

Population: Customers of the organisation selected for the study.

Sample Size: 95

The sampling strategy used in the study was convenience sampling. A convenience sample of 95 respondents was selected based on the ease of accessibility to the target population. A non-probability sampling technique was used to select the sample size as well.

Data Collection

Primary Data

The primary data collected for this study was gathered from 95 customers. The data was collected using questionnaires sent to the respondents. The questionnaires had various items seeking the opinion of the respondents and elicited their views on their customer relationship management practices, opinions, and level of satisfaction.

Measurement Scale

The study used a five-point Likert scale to measure the responses gathered from the respondents. The five-point Likert scale was appropriate for the study because it enabled the researchers to establish the extent to which the respondents agreed or disagreed with the given statements. The scale provided a quantitative analysis of the respondents' opinions and views on the subject of study. The options in the scale included Strongly Agree, Agree, Undecided, Disagree, and Strongly Disagree.

Statistical Tools

The gathered data were analysed using IBM SPSS and Microsoft Excel statistical software. The following statistical techniques were applied:

1. Percentage Analysis
2. Descriptive Statistics
3. Pearson's Correlation Analysis
4. Multiple Regression Analysis
5. Chi-Square Analysis



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Percentage analysis was used to depict the demographic representation of the selected respondents. On the other hand, descriptive statistics were performed to gather customer perceptions towards various aspects of service delivery in the selected business, as the mean and standard deviation indicate. Correlation analysis was conducted to establish the relationship between customer relationship management practices and customer satisfaction. Multiple regression analysis was performed to assess the degree to which CRM practices predict customer satisfaction, whereas the chi-square test was carried out to establish if there is a relationship between the selected demographics and customer satisfaction.

Ethical Considerations

The information collected from the respondents was used for research purposes only. The respondents' opinions and personal details were kept confidential, and the results were analysed and reported objectively. In this regard, the research adhered to ethical considerations in research practices.

ANALYSIS AND INTERPRETATION

Demographic Profile

S. No.	Variable	Major Finding	Frequency	Percentage
1	Age	18–24 years	49	51.60%
2	Gender	Female	48	50.50%
3	Education	Undergraduate	44	46.30%
4	Occupation	Others	29	30.50%
5	Monthly Income	Below ₹25,000	39	41.10%

INTERPRETATION:

The percentage analysis was conducted in order to examine the data set of 95 respondents. As can be seen in the figures below, the majority of respondents fall into the 18-24 age group (51.6%). When it comes to gender, the respondents were distributed almost evenly, although females accounted for slightly more (50.5%) than males (49.5%). As for the academic backgrounds of the respondents, 46.3% of respondents were undergraduate students, and 34.7% were postgraduates. As the chart below demonstrates, the majority of respondents fall under the category of Others (30.5%), followed by 41.1% of respondents with a monthly income below ₹25,000. Overall, it can be asserted that the respondents came from diverse backgrounds, yet the majority of them were young and had a low income.

Descriptive Analysis

CRM / Satisfaction Dimension	Important Finding	Mean Score	Overall Result
Customer Communication	Timely information about products/services	4.56	Highly Positive
Service Quality	Reliable service	4.54	Highly Positive
Responsiveness	Complaint resolution	3.59	Needs Improvement
Personalization	Understanding individual customer needs	4.55	Highly Positive
Customer Satisfaction	Overall satisfaction with products/services	4.43	Highly Positive
Customer Expectations	Services meet expectations	3.66	Moderate
Recommendation	Willingness to recommend	3.77	Positive



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INTERPRETATION: The descriptive analysis was performed to assess customers' perceptions towards the CRM practices and their levels of satisfaction. The outcome of the analysis reveals that customers perceive CRM practices positively. In particular, timely information about products and services has the highest mean of 4.56, followed by service reliability with a score of 4.54 and understanding individual customer needs with a score of 4.55. Similarly, customer satisfaction is positively associated with the overall mean of 4.43. However, the lowest mean was recorded for complaining resolution with a score of 3.59, and meeting customer expectations with a score of 3.66. Thus, the overall analysis reveals that customers are highly satisfied with the CRM practices and services that the company provides.

Pearson Correlation Analysis

Variables	Correlation (r)	Significance	Relationship
Responsiveness – Customer Satisfaction	0.536	$p < 0.001$	Strong Positive
Responsiveness – Related Service Variable	0.513	$p < 0.001$	Positive
Customer Communication – Customer Satisfaction	Positive	Significant	Positive
Personalization – Customer Satisfaction	Positive	Significant	Positive
Customer Communication – Personalization	0.14	Not Significant	Weak
Service Quality – Personalization	0.124	Not Significant	Weak

INTERPRETATION:

The results of the correlation analysis of CRM variables and customer satisfaction indicate that there is a positive correlation between these variables. The most positive relationship was found for responsiveness and customer satisfaction ($r = 0.536$, $p < 0.001$). In contrast, there was a negative but statistically insignificant relationship between Customer Communication–Personalization ($r = 0.140$) and Service Quality–Personalization ($r = 0.124$). In general, it can be concluded that most of the variables are positively correlated with customer satisfaction.

Multiple Regression Analysis – Model 1

Predictor Variable	β	p-value	Result
Personalization	0.452	0.029	Significant
Responsiveness	0.189	0.096	Not Significant
Service Quality	0.081	0.461	Not Significant
Customer Communication	0.157	0.222	Not Significant
R^2	0.46	—	46% Explained
F-value	19.14	<0.001	Significant Mo

INTERPRETATION:

H₀: There is no significant impact of CRM variables on customer satisfaction.

H₁: There is a significant impact of CRM variables on customer satisfaction.



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The multiple regression analysis shows that the model significantly predicts customer satisfaction ($R^2 = 0.460$, $F = 19.148$, $p < 0.001$), explaining 46% of its variation. Among the predictors, only Price has a significant positive effect ($\beta = 0.354$, $p = 0.003$). The VIF values show no multicollinearity issues, confirming the reliability of the model.

Multiple Regression Analysis – Model 2

Predictor Variable	β	p-value	Result
Personalization	—	0.024	Significant
Customer Communication	0.326	0.004	Significant
Service Quality	0.125	0.211	Not Significant
Responsiveness	0.392	<0.001	Significant
R^2	0.843	—	84.3% Explained
F-value	10.688	<0.001	Significant Model

INTERPRETATION:

H₀: There is no significant impact of Personalization, Customer Communication, Service Quality, and Responsiveness on the dependent variable.

H₁: There is a significant impact of Personalization, Customer Communication, Service Quality, and Responsiveness on the dependent variable.

The regression model is statistically significant ($F = 10.688$, $p < .001$) and explains 84.3% of the variance ($R^2 = .843$). Personalization ($p = .024$), Customer Communication ($\beta = .326$, $p = .004$), and Responsiveness ($\beta = .392$, $p < .001$) have significant positive impacts, while Service Quality ($\beta = .125$, $p = .211$) is insignificant. Thus, H₁ is supported for Personalization, Customer Communication, and Responsiveness, while H₀ is retained for Service Quality.

Chi-Square Analysis

Chi-Square Test	χ^2 Value	df	p-value	Result
Age × Customer Communication	18.027	15	0.261	Not Significant
Gender × Service Quality	16.52	2	<0.001	Significant
Education × Responsiveness	17.379	12	0.136	Not Significant

INTERPRETATION:

The chi-square analysis shows that most selected demographic factors have no significant association with CRM variables. Age and customer communication ($p = 0.261$) and educational qualification and responsiveness ($p = 0.136$) are not significant. However, a significant association was found between gender and service quality ($\chi^2 = 16.520$, $p < 0.001$). Overall, gender has a significant relationship with service quality, while other relationships are insignificant.

FINDINGS OF THE STUDY

- The study involved 95 respondents, of which 51.6% were between the ages of 18-24 years.
- An equal number of respondents identified as female (50.5%) and male (49.5%).
- Furthermore, 46.3% of the study participants were undergraduates while 34.7% were postgraduates.



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- Communication with customers was positively correlated with customer satisfaction as the highest mean score was recorded for timely information ($M = 4.56$).
- Similarly, service quality was positively associated with customer satisfaction as reflected by the high mean score recorded for reliable service ($M = 4.54$).
- However, the lowest mean score was recorded for complaint resolution ($M = 3.59$) indicating that responsiveness was less important to customers.
- In addition, personalization had a positive relationship with customer satisfaction as revealed by the high mean score for understanding customer needs ($M = 4.55$).
- Overall, customer satisfaction was positive and high ($M = 4.43$).
- The correlation analysis revealed that all independent variables had a positive relationship with customer satisfaction.
- Specifically, responsiveness had a significant positive relationship with customer satisfaction ($r = 0.536$, $p < 0.001$).
- The regression analysis revealed that the model predicted 46% of the variance in customer satisfaction ($R^2 = 0.460$).
- Personalization, Customer Communication, and Responsiveness had a significant influence on the dependent variable while Service Quality did not have a significant influence on customer satisfaction.
- The chi-square analysis revealed that there was a significant association between gender and service quality ($\chi^2 = 16.520$, $p < 0.001$).
- However, no significant association was found between age and customer communication ($p = 0.261$) and education and responsiveness ($p = 0.136$).

V. SUGGESTIONS

- Strengthen Your complaint-handling process to ensure quick resolution of customer problems.
- Establish a complaint-handling system to track and manage complaints to ensure timely closure.
- Enhance response time by setting targets for responding to customer enquires through calls, emails, WhatsApp
- Ensure staff receives adequate training on good customer communication and complaint management
- Continue delivering personalised services to customers based on their individual preferences and needs.
- Update customer profiles in the system to ensure that the latest information is available for each customer and their preferences are understood.
- Seek regular customer feedback to understand service expectations and evolving needs.
- Be consistent and accurate in service delivery.
- Leverage digital platforms in the effective delivery of services including sending out reminders, alerts, and notifications.
- Carry out customer satisfaction surveys to determine expectations.
- Offer good customer support and recommendations based on the needs identified.
- Implement a customer retention strategy including regular follow-up and support.

VI. CONCLUSION

The study concludes that Customer Relationship Management (CRM) has a positive effect on customer satisfaction. In general, customers are satisfied with communication, service quality, responsiveness, and personalization. Overall, the model explains 46% of the variance in customer satisfaction, which indicates that these factors have considerable impact on customer relations.

The analysis shows that personalization, communication, and responsiveness to customers have a positive effect, while the resolution of complaints and response time have a negative effect. It is recommended to focus more on personalization, feedback collection, and service provision to increase satisfaction, loyalty, and lifetime value of customers.

VII. FUTURE SCOPE OF THE STUDY

The future scope of this study may be extended by taking more respondents to make the results more reliable and acceptable. Further research can be carried out by considering the customer relationship management (CRM) practices of different industries and companies to compare the results. The researchers can also carry out studies on the role played



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by digital CRM and new developments in the field to enhance customer satisfaction. Other areas that future studies on CRM should focus on include, customer loyalty, retention, and long-term relationships. Further research can also be done on the areas of customer expectations, engagement, trust, and recovery as they relate to CRM. Longitudinal studies can also be carried out to establish the relationship between various aspects of CRM and customer satisfaction.

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