The Impact of Customer Relationship Management on Customer Satisfaction: Special Reference to Sri Lankan Leasing Companies

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Abstract

Nowadays organizations are struggling in the business environment due to the COVID 19 pandemic situation and instability economic conditions. Therefore, in the competitive environment, all organizations are facing big challenges regarding maintaining long term relationships with their customers to sustain for the long term. This study aims to analyze the impact of Customer Relationship Management (CRM) practices on customer satisfaction in the context of Sri Lankan leasing companies. In this study, the independent variable is CRM whereas customer satisfaction is the dependent variable. CRM is discussed by using four dimensions which are e-service quality, website design, employee behaviour and relationship development. Data were collected by using a survey and the Convenience sampling method was utilized. The findings of this study represent that, there is a positive impact of CRM components on customer satisfaction. Therefore, leasing companies need to pay more attention to customer relationship management dimensions over the competitive financial sector institution to maintain customer satisfaction and long-term customer relationship. The findings of this study will help the marketers in devising new strategies in terms of CRM and customer satisfaction to gain a competitive advantage in the marketplace.

Keywords: Customer relationship management, Customer satisfaction, Leasing companies

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1. INTRODUCTION

1.1 Background of the Study

CRM is a customer-focused business strategy that dynamically integrates sales, marketing, and customer care service to create and add value for the company and its customers (Chalmeta, 2006). This process includes perpetual recognition, attraction, development, and maintaining successful customer relationships for increasing profitability. Surveys have indicated that a 5% increase in customer maintenance will include 95% increase in value for the organization (Greenberg, 2004).

A primary purpose of management and marketing strategy is to develop a competitive advantage (Devlin and Ennew, 1997). Competitive advantage provides customers with superior value compared to competitive offerings. According to Porter (1980), there are two generic ways of establishing a competitive advantage, the low-cost supplier or by differentiating the offer in a unique and valuable way. Every company has to consider how to enter a market and then build and protect its competitive position. Banks begin to realise that no bank can offer all products and be the best/leading bank for all customers. They are forced to find a new basis for competition.

Banking has traditionally operated in a relatively stable environment for decades. However, today the industry is facing a dramatically aggressive competition in a new deregulated environment. The net result of the recent competition and legislation is that traditional banks have lost a substantial proportion of their domestic business to essentially non-bank competition. The competition will undoubtedly continue to be a more significant factor. Finding a place in this heating sun becomes vital to the long-range profitability and ultimate survival of the bank. Those banks that are not considering the new atmosphere to build and protect their competitive position will likely become victims of that heating sun.

The continuously increasing competition evidenced in modern business conduct made many companies, especially those in service industries, aware of the importance of their customers' retention. This led to a radical strategic shift towards the development of customer relationship marketing strategies and the implementation of relevant tactics. Relationship management is an enterprise-wide approach, that, through meaningful communications, aims to understand and influence customers to improve customer acquisition, customer retention and profitability (Swift, 2001). CRM introduced a holistic marketing approach by promoting the recognition and management of a wide range of different company relationship types (e.g. with internal and external customers, suppliers, competitors, and companies in other market segments).

CRM strategies make necessary the collection, storage and processing of structured and unstructured data of customers, in order to support both the daily communication with them and the conduct of various types of analyses. This fact positioned information technology (IT) at the centre of the development and implementation of successful CRM strategies and tactics. Customer relationship management (CRM) software systems have been widely used since the late 1990s as IT-enabled RM solutions (Ryals & Payne, 2001). CRM systems engulf the CRM paradigm and leverage IT to support companies in their aim to acquire customers, understand and please their needs and expectations and maintain long-term relationships with them (Peppard, 2000).

The rapid developments in communication technologies and the associated wide variety of the available relevant software applications made the mobile telephony one of the leading industries in the services sector. As a result of this, competition has grown at an incomparable rate during the past years. In the early stages of market growth, the emphasis was on acquiring new subscribers but now, as the market has matured and new customers enter the market at a much slower pace, the importance of retaining customers has been increased markedly. This development led to the recognition that RM strategies and CRM systems are vital for the mobile telephony providers' aim to attain competitive advantage by retaining their customers.

1.2 Problem Statement

Today a competitive market position and a good reputation of a leasing company can quickly translate into market share and profit, but that distinction is often earned only through a philosophical commitment to service backed by diligent attention to what customers want and need (Zineldin and Bredenlow, 2001). Customer satisfaction is performing a major role in success of the leasing company. Customer satisfaction leads to retaining existing customers and acquiring new customers for the company.

In order to stay competitive business environment, leasing companies need to understand how to retain existing customers, how to acquire new customers and how to satisfy the customer's expectations through providing their services. Under that situation, the management of the leasing company should identify how to implement Customer relationship Management practices for customer satisfaction. Because implementing successful Customer Relationship Management practices are the best way to retain existing customers and acquire new customers to the leasing companies through customer satisfaction.

Every organization's manager has responsible for knowing and improving knowledge and getting information about customer relationship management practices and its impact on customer satisfaction in the Leasing companies in Batticaloa district. But there is little research on Customer Relationship Management practices and customer satisfaction in leasing companies (Zineldin, 2005; Smith & Chang, 2010; Santouridis & Veraki, 2017) Only few organizations know the impact of Customer Relationship Management practices on customer satisfaction. In Batticaloa district most of the Leasing companies are failed to successfully implement Customer Relationship Management practices. Therefore, poor Customer Relationship Management (CRM) practices lead to lack of customer satisfaction.

West (2001) and Kincaid (2003) suggest that CRM provides a comprehensive set of strategies for managing those relationships with customers that relate to the overall process of marketing, sales, service, and support within the organization. Information Technology can be used to

support and integrate the CRM process to satisfy the needs of the customer (Chen and Popovich, 2003; Ngai, 2005). Reinartz et al. (2004) define the CRM process at the customer-facing level as a systematic process to manage customer relationship initiation, maintenance, and termination across all customer contact points to maximize the value of the relationship portfolio. They emphasize that the successful implementation of CRM requires a strong people-related component; it requires more than just technology, and if firms focus on only this aspect, their efforts are likely to be disappointing.

Financial companies do not consider customer services, customers complaints and did not spend time-solving customers' problem. Therefore, customer services and satisfaction level are very low in the leasing companies. Customers are demanding every day, but financial companies not fulfil their needs and not provide best services to their customers. Therefore, dissatisfied customers leave from the leasing company and move into other financial industries. It is leads to failure of achieving organizational goals and objectives. Successfully implementation of Customer Relationship Management (CRM) practices can be enhanced customer satisfaction. However, it is not easy task due to some challenges. Leasing companies are failed to understand the customer's value and also facing problems in retaining customers. Therefore, this research intended to *"Analyse the impact of customer relationship management on customer satisfaction in Batticaloa leasing industry"*.

1.3 Research Objective

The main objective of this study is to identify the impact of customer relationship management dimensions (service quality, website design, employee behaviour and relationship development) on customer satisfaction in Batticaloa district leasing companies. Sub objectives of this study are as follow,

   a. To identify the impact of service quality on customer satisfaction.

   b. To identify the impact of website design on customer satisfaction.

   c. To identify the impact of employee behaviour on customer satisfaction.

   d. To identify the impact of relationship development on customer satisfaction.

1.4 Research Question

The main research question of this study is 'What is the impact of customer relationship management on customer satisfaction in Batticaloa district leasing companies?". Sub research questions of this study are as follows,

   a. What is the impact of service quality on customer satisfaction?

   b. What is the impact of website design on customer satisfaction?

   c. What is the impact of employee behaviour on customer satisfaction?

   d. What is the impact of relationship development on customer satisfaction?

2. Literature Review.

2.1 Customer Relationship Management.

Customer Relationship Management practices are some strategies to attract new customers and retain existing customers (Angamuthu, 2015). Organizations are adopting some tools, strategies, techniques, programs and adopt effective customer relationship management as well as understanding customers behaviours in order to create effective relationship with their customers (Dalayeen, 2017). Customer Relationship Management practices are applying necessary to create long term relationship with their customers in order to achieving organizational goals (Dalayeen, 2017). Customer relationship upgrading capability, customer orientation strategies, customer value, Customer contact programs, Customer interaction management practices and Customer relationship Management (CRM) technology are some practices for managing relationship with their customers (Angamuthu, 2015).

Customer Relationship Management (CRM) techniques are interaction management, Relationship development, Quality of services, Behaviour of the employees and physical environment (Siegel, Ma, Zou, & Jemal, 2014). These elements are helping to enhance the customer satisfaction. Customer relationship management has attracted the attention of both marketing practitioners and researchers over the last decade. Despite, or maybe due to, the attention

drawn to the subject, a clear agreement on what CRM is and especially how CRM should be developed remains lacking. CRM is the values and strategies or relationship marketing with particular emphasis on customer relationships turned into practical application. (Peelen et al., 2006).

2.1.1 E-Service Quality

The services offered by the service providers decided whether the potential customers will turn in to new customers for the website. It also determines whether the customers will develop strong and loyal relationships with online retailers (Vasić, Kilibarda & Kaurin, 2019). Notably, Parasuraman, Zeithaml, and Berry (1988) defined service quality in terms parallel to Zeithaml's (1988) comprehensive classification of quality in that it is an extensive evaluation based on the perceived advantage of the offering. Generally, it is implied that service quality is often characterized as the incongruity between performance expectations before the service experience and perceptions of the service experienced by the customer (Asubonteng, McCleary, & Swan, 1996). In their widely cited service-based article, Parasuraman, Zeithaml, and Berry (1985) found that (a) service quality perceptions result from an assessment of expectations relative to actual service performance, (b) service quality evaluations do not result exclusively from the consequence of service, and (c) service quality is more problematic for customers to appraise than product quality.

2.1.2 Website Design

Website design is a website development process for creating a website that focuses on aesthetic factors like layout, user interface and other visual imagery in order to make it more visually appealing. The characteristics of the website influence customers perceptions directly towards the online shops (Ludin & Cheng, 2014). Especially for first-time customers, websites should impose a reliable mind set to the customers. Hence, the websites should stress on design to provide a guidance to the customers and make sure that it is easy to access. The design must be tidy, users' interface, visually attractive, easy to locate information, fast speed and clear product information. Graphic style is an important element especially for the apparel retail website as apparel is a product that needs sensory evaluation and various visual presentation techniques to attract and retain the customers. Well-designed website also avoids the possibilities of mismatch (Ludin & Cheng, 2014). Having an excellent website design helps to increase the value to customers experiences, convince customers to buy online and low visibility retailers on post- purchase satisfaction which in turn. It contains familiarity of local merchants that relevant to the best cost information and current product comprising discounts of product (Karami, Far, Abdollahian & Khan, 2013). From customers' point of view, they always prefer to purchase on the website there are high accessibility and well-managed information as they can easily make a comparison with others through enough information.

2.1.3 Employee Behaviour

Employee behaviour is defined as various actions carried out by employees and the reaction and respond of employees to the situations at the workplace (Kattara, Weheba & El-Said, 2008). The behaviour of employees is significantly important in a services company as they create strong connection between the customers and the company (Azzam, 2014). The employees also responsible in building a closer relationship with customers. Through fulfilling the commitment made to the customers, the employees can develop the effective relationship with the customers. Besides, the employees are the people who ultimately provide the excellent services that meet the customers' expectation. Therefore, the reputation and general opinion of the public towards the company can be strongly affected by the actions and behaviour of employees (Basnayake & Hassan, 2015). Furthermore, customer satisfaction can also be greatly influenced by the attitude, action and behaviour of the employees. Customers who encounter negative employees' behaviour such as being sulky and impatient when answering customers' queries lead to low customer satisfaction (Turkay & Sengul, 2014). Positive employee's behaviour includes increase the speed of response to the customer and friendly and respectful to customer (Khalafinezhad & Long, 2013). It is always true that positive employee's behaviour leads to higher level of customers satisfaction (Malik, 2018).

2.1.4 Relationship Development

Relationship development defined as the interaction and connection that have been established between two or more parties (Kenton, 2019). The quality and strength of customer relationships is critical to the survival of any business. Furthermore, relationship development provides more tangible and intangible benefits to the customers in the form of improving collaboration, increasing trust and reliability and enhancing good reputation (Karantinou & Hogg, 2009). The customer satisfaction can be greatly influenced by the relationship between the company and customers.

Therefore, it is important that the company involves in the relationship development process. The key performance indicators such as rate of retention, customer lifetime value and customer satisfaction should be set by the company (Azzam, 2014). According to Khalaf Nezhad and Long (2013), the relationship development can be achieved by communicate the new activities and development to the customers such as promotions, discounts, events and other activities. Besides, it can also be made through commitment to convince customers that their suggestions are taken into consideration by the company. The relationship development play an important role in helping the company to retain the customers and turning the current customer into loyal customers, increase their repurchase intention and improve their level of satisfaction.

2.2 Customer Satisfaction.

Highly competitive business environment creates a higher need to enhance customer satisfaction. Customer satisfaction is the goal of any organizations in the manufacturing organization as well as service organizations like financial sector organizations. Satisfied customers are greatest assets of the organizations to facing business world competition. Customer satisfaction means meet customer's needs and wants and fulfil customers' expectations (Nengha Landra, 2018). customer satisfaction is contributing positively to the organizational success. Customer satisfaction is the main element to retain existing customers and implement sustainable growth. High level of customer satisfaction leads customer to come again to the company and satisfied customers recommend to others to get the service. And also, retaining potential customers and attracting new customers is to mostly contribute organizational success.

Rangkuti (2006) defines customer satisfaction as a customer response to a discrepancy between the level of prior importance and the actual performance it perceives after usage. Satisfaction is a function of perception or impression on performance and expectation (Lupioyadi, 2006). Customer satisfaction has indicator of success, according to Ellitan (2006) indicator of customer satisfaction that is overall customer satisfaction, product suitability with customer expectations, customer satisfaction with the company, assessment of benefits.

2.3 Hypothesis Development

2.3.1 Influence of E-Service Quality on Customer Satisfaction

Many researchers have studied the concept of e-service quality. The attributes of e-service quality have a significant association with overall e-service quality, customer satisfaction, and repurchase intentions, but not with WOM (Blut et al., 2015). Moreover, Tsao et al. (2016) studied the impact of e-service quality on online loyalty based on online shopping experience in Taiwan and showed that system quality and electronic service quality had significant effects on perceived value, that in turn had a significant influence on online loyalty. In addition, Gounaris et al. (2010) found that e-service quality had a positive impact on three consumer behavior intentions: purchase intentions, site revisit, and WOM. Blut (2016) demonstrated that e-service quality had a positive effect on customer satisfaction, repurchase intention, and WOM for online shoppers in the U.S. Thus, in general, the existing studies about e-service quality have differences in both methodology and results, with no definite conclusions (Gounaris et al., 2010). Based on this discussion, researcher hypothesize the following;

H1: E-Service Quality has a significant positive effect on Customer Satisfaction

2.3.2 Influence of Website Design on Customer Satisfaction

The next CRM dimension is website design, which includes "various elements of the e-leasing companies' website that consumers use to interact with the website including navigation, detailed information, and transaction processing" (Wolfinbarger and Gilly, 2003, p. 193). E-service providers tend to design their website in a way that can provide in-depth information, reduce search efforts, and enhance interactivity with customers (Kim et al., 2009). Such website designs will in turn enhance customer trustworthiness in e-commerce platforms and will encourage them to become loyal to the online service providers (Lee et al., 2006). Similarly, an advanced and interactive e-leasing website interface enhances customer satisfaction (Kim et al., 2009; Vera and Trujillo, 2013; Amin, 2016) and willingness to use online leasing services more frequently (Li and Yeh, 2010). Based on this discussion, researcher hypothesize the following;

H2: Website Design has a significant positive effect on Customer Satisfaction

2.3.3 Influence of Employee Behaviour on Customer Satisfaction

According to Eeva-Liisa Oikarinen & Magnus Söderlund (2022), employee behaviour has a significant direct effect on customer satisfaction also indicate that additional mediators than those that were used in the present study morality and humanness would add to our understanding of the effects of responsible employee behaviour in service encounters. For example, it has been argued that morality requires two mind-related capabilities, agency and emotionality (Gray, Young, and Waytz 2012), and they represent additional variables that may provide more details to the understanding of the process by which a person is ascribed morality. Third, the influence of the employee's pandemic-related behaviour on customer satisfaction may be direct or mediated by other variables than perceived morality and perceived humanness. Based on this discussion, researcher hypothesize the following;

H3: Employee Behaviour has a significant positive effect on Customer Satisfaction

2.3.4 Influence of Relationship Development on Customer Satisfaction

Meeting the needs and desires and value of service quality expected by consumers is determined by the quality of service. According to Yeop et al., (2009: 67), unsatisfactory services will lead to reduced subscriber or even disappearance as customers move to other services, so there is little doubt as to the importance of service quality as the ultimate destination of service providers around the world. The possibility of this route should be seen in the light of the fact that a perceiver has no direct access to other peoples' minds (Gray, Young, and Waytz 2012) and that advanced mind- related capabilities, such as morality, may be hard to assess – particularly in service encounters, in the sense that many such encounters are relatively brief. Further relationship development on customer satisfaction supported by research results Pradhana (2015) and Budiyanto (2013). Based on this discussion, researcher hypothesize the following;

H4: Relationship Development has a significant positive effect on Customer Satisfaction

2.4. Conceptual Framework.

Figure 1: Conceptual Framework
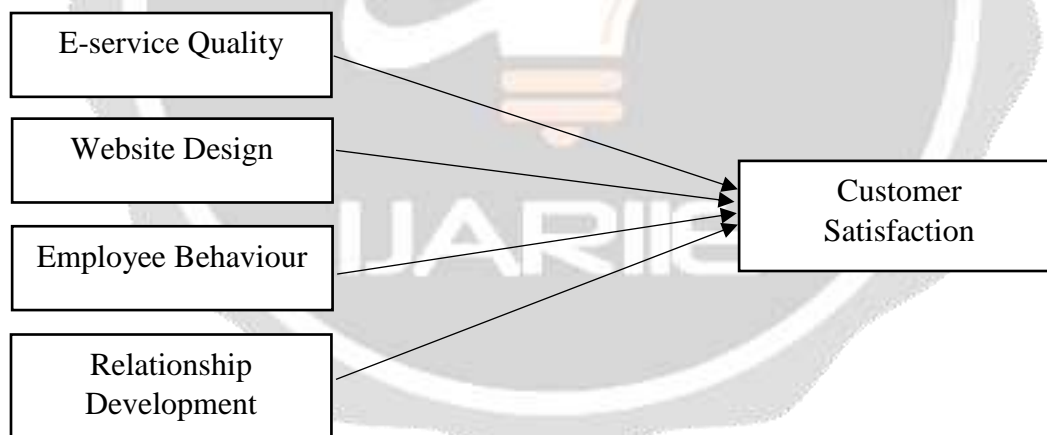
(Source: Chang, Wang & Yang, 2009)

3. Methodology.

Research methodology is a systematic way to solve the problem. It is a science to learn how to conduct research. Essentially, the procedures by which researchers go about their work of defining, explaining, and predicting phenomena are termed research methodology. Philosophy of research depends on how researchers feel about knowledge growth. Research has adopted the positivism as a research philosophy.

The research philosophy discusses the origins, existence, and creation of knowledge (Bajpai, 2011). It's a belief in how to gather, interpret, and use information on a phenomenon. There are three interpretations of the research process. They are positivism, interpretivism, and realism (Saunders, Lewis, & Thornhill, 2012). Positivism relies on findings that can be quantified leading to statistical analysis.

Research approaches are used for making conclusions and establishing what is true or false. The most distinctive point between deductive, and inductive methods is the importance of theories to the analysis. Deductive approach measures the validity of hypotheses or theories in h, and, while inductive approach leads to new theories, and generalizations emerging (Bell, Bryman, & Harley 2018). Therefore, in this study deductive approach used to find out the impact of CRM on customer satisfaction.

The research design considers how the researcher will respond to research questions as a general plan (Saunders, Lewis, & Thornhill, 2009). Research design is a general approach to the conduct of research. As this study is quantitative study using questionnaires to collect the data from the sampling population and using deductive approach the survey strategy has been selected and used as appropriate research design for this study.

Quantitative analysis is the systematic empirical study of observable phenomena by means of numerical, mathematical, or computational techniques. The aim of quantitative research is to establish, and employ phenomena-related mathematical models, theories, and hypotheses. The measurement process is central to quantitative research because, it provides the fundamental connection of quantitative relationships between empirical observation, and mathematical expression. The quantification in empirical research is achieved by three steps, such as measurements of variables, estimation of population parameters, and statistical of hypotheses (Given, 2008). Therefore, the researcher applied quantitative methodology for this study.

The time horizon is the time frame for completion of the project (Saunders, et al., 2012). Cross sectional, and longitudinal may be the time horizon. Cross-sectional is when the data is collected over a period of days or weeks or months. Where the collection of data takes place in more time points is called longitudinal (Saunders, Lewis, & Thornhill, 2007). The research data are obtained from the respondents at the same time point or during the same time-period to answer a research question. Therefore, it is a cross- sectional study.

There are 40 licenced leasing companies in Sri Lanka. Among these licenced leasing companies researcher choose 26 licensed leasing companies out of 40 licensed leasing companies in Batticaloa. The targeted population of the present study was 27278 customers of leasing companies in Batticaloa area. The total study sample is 393 leasing companies' customers and the researcher distributed questionnaires to customers of leasing companies. Among these issued 393 questionnaires, 297 questionnaires were recollected. It represents 75.57% response rate of primary data collection.

The questionnaire was developed based on two sections namely "section 1" personal information includes four questions (age. Gender, education, income) and "section 2" research information include 21 questions. The variables in the research (e-service quality, website design, employee behaviour and relationship development, customer satisfaction) were measured through questionnaires. Source of questionnaire respectively with five-point Likert scale which were completed by the respondents themselves appropriately as they perceived respond to each question. In the section two four e-service quality questions were adapted from Kilibarda & Kaurin, (2019); website design four questions were adopted from Karami, Far, Abdollahian & Khan, (2013), and six employee behaviour questions were adapted from Gray, Young, and Waytz (2012); four relationship development questions adapted from Budiyanto (2013); and six customer satisfaction questions adopted from Nengha Landra, (2018) to measure CRM on customer satisfaction of leasing companies.

4. Analysis & Findings

This study used the frequency analysis and multivariate analysis multiple regression techniques to evaluate research question. This study was used to measure the influence of e-service quality, website design, employee behaviour and relationship development on consumer satisfaction in Batticaloa leasing companies.

Table 1: Frequency Analysis

Demographic Details	Total	Percentages
Gender		
Male	116	41.10%
Female	166	58.09%
Age Group		
Below 21	41	14.50%
21-35	116	44.10%

36-50	107	37.90%
Above 50	18	6.40%
Educational Qualification		
Below ordinary level	49	17.40%
Ordinary level	48	17%
Advanced level	79	28%
Undergraduate	54	19.10%
Graduate	36	12.80%
Postgraduate	16	5.70%
Monthly income		
Below 20,000	97	34.40%
20,001 - 50,000	75	26.60%
50,001 - 80,000	91	32.30%
Above 80,000	19	6.70%

(Source: Survey Data)

Table 2: Model summary of CRM Dimensions on Customer Satisfaction

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.509a	.759	.756	1.02109
Predictors: (Constant), e-service quality, website design, employee behaviour and relationship development				

(Source: Survey Data)

Multiple regression test was performed to examine the influence CRM Dimensions on Customer Satisfaction. Based on Table 1 illustrates that 'R Square' statistic value is 0.759 which means 75.9% of the variation in customer satisfaction is explained by CRM Dimensions.

Table 3: ANOVA for CRM Dimensions and Customer Satisfaction

ANOVA [a]						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	104.409	1	104.409	100.140	.000[b]
	Residual	289.234	287	1.043		
	Total	413.643	288			
Dependent Variable: customer satisfaction						
Predictors: (Constant), of e-service quality, website design, employee behaviour and relationship development						

(Source: Survey Data)

As per the Table 8, the proposed model was adequate as the F statistic (F=100.140) were significant as the 5% level since the p-value is less than 0.05.

Table 4: Multiple Regression Coefficients Analysis
(Source: Survey Data)

Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	.312	.118		.042
	E-service quality	.238	.075	.166	.024
	Website design	.143	.043	.099	.030
	Employee behaviour	.419	.061	.162	.023
	Relationship development	.072	.039	.149	.001
Dependent Variable: customer satisfaction					

Based on Table 3, regression equation can be written as follows:

$$Y = \beta 0 + \beta 1 X_1 + \beta 2 X_2 + \beta 3 X_3 + \beta 3 X_4 + e$$

Where, Y - Customer Satisfaction

X_1 - E-service quality

X_2 - Website design

X_3 - Employee behaviour

X_4 - Relationship development

$$PI = 0.312 + 0.238 X_1 + 0.143 X_2 + 0.419 X_3 + 0.072 X_4$$

The result indicated that E-service quality ($\beta = 0.238$, $p < 0.05$), website design ($\beta = 0.143$, $p < 0.05$), employee behaviour ($\beta = 0.419$, $p < 0.05$), relationship development ($\beta = 0.072$, $p < 0.05$) significantly influence the customer satisfaction. The study shows highest influence on the customer satisfaction is described by employee behaviour ($\beta = 0.419$, $p < 0.05$) and lowest influence on customer satisfaction denoted by relationship development ($\beta = 0.072$, $p < 0.05$).

B coefficient for E-service quality is 0.238, which means when E-service quality increases by one unit, customer satisfaction will increase by 0.238 units, B coefficient for website design is 0.143, which means when website design increases by one unit, customer satisfaction will increase by 0.143 units, B coefficient for employee behaviour is 0.419, which means when employee behaviour increase by one unit, customer satisfaction will increase by 0.419 units, and B coefficient for relationship development is 0.072, which means when relationship development increase by one unit, customer satisfaction will increase by 0.072 units.

Further the same table indicates p-values are less than 0.05, indicating are e-service quality, website design, employee behaviour and relationship development are statistically significant at 5% level of significance. Therefore, there is enough evidence to reject null hypothesis, and following hypothesis of the study is accepted.

H₁: E-service quality has a significant positive effect on customer satisfaction
H₂: Website design has a significant positive effect on customer satisfaction
H₃: Employee behaviour has a significant positive effect on customer satisfaction
H₄: Relationship development has a significant positive effect on customer satisfaction

5. Conclusion

Financing and leasing sector play major role in Sri Lankan economy. This research considers 297 leasing companies' customers in Batticaloa area and this study conducted to "Identify the impact of CRM dimensions on customer satisfaction in Batticaloa leasing companies' customers". This study offers useful insights for several parties, this study is useful to marketers, decision makers, and other stakeholders in leasing companies.

The study results also show CRM dimensions have a significant impact on customer satisfaction. Through that they can develop appropriate decisions to increase customer satisfaction. To increase the customer satisfaction, need to focus on E-service quality, website design, employee behaviour, relationship development. There are certain recommendations that researcher would like to offer, and these can enhance the exercises of CRM more correctly of the leasing companies in Batticaloa.

- ✓ The post sales services could get some improvements so the existing clients can be pleased with the commitment.
- ✓ The cloud-based marketing should be more effective more precise to catch and give improved services to the client (e.g., online service, Facebook, Twitter, Linked in and soon).
- ✓ Most of the employees should have proper and regular training for developing their skills. So, they can never be occupied of the organized Customer Relationship Management. That way both the employees as well as the customers are satisfied.
- ✓ The company needs to ensure that potential clients must feel more like home with the service, which will help to create even a better relationship that may result in attracting more clients.
- ✓ They need to fulfil their workers and as they require their clients to be glad. In this way, can ensure the employee benefits to be perfect.

Further in this research researcher identified two limitations. First one this research covered only 26 leasing companies which are situated in Batticaloa district. Second limitation is this research done through cross sectional study which means only single time period. Therefore, future study can be conducted through considering whole licenced leasing companies in Sri Lanka with a longitudinal study method.

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