**MASTER OF BUSINESS ADMINISTRATION**

# Customer Relationship Management of China Securities Co., Ltd in Beijing, China

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# STUDENT'S DECLARATION

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# Abstract

Because of the increasingly fierce competition among security enterprises in Beijing, China, the success of customer relationship management is an increasingly important factor, so the research on customer relationship is more worthy of attention. The three factors involved in this research are corporate culture, organizational design and staff quality with relationship to customer relationship management. This research focus on security enterprises and the unit of this research is the staff of security enterprise in Beijing, China. The purpose of this research is to determine the influence of corporate culture, organizational design and staff quality on customer relationship management of security enterprise in Beijing, China. Questionnaire of this research will use the online and paper questionnaire, and the study use convenient sampling. The questionnaire is designed with reference to previous studies.

Key Words: Customer relationship management, corporate culture, organizational design, staff quality.

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# Chapter 1: INTRODUCTION

## 1.0 Overview

This chapter first describes the background of customer relationship management in security industry in Beijing, China. Then the research problem statement will be presented in this chapter. Subsequently, this chapter illustrates the research objectives and research questions. Next, this chapter explains the significance of this study. Then, scope and limitations of this research will be explained in this section. Finally, at the last section of this chapter you will see the operational definitions and organization of this chapter. In this chapter these sections are included.

## 1.1 Background

Customer relationship management emerged in 1990 and has been booming for nearly 30 years (Shihab, Sukrisna and Hidayanto, 2015). In China, customer relationship management started in the second half of 1999 and application industry, IT industry, users and domestic software manufactures pay more attention to it (Vanitha, 2012). With the renewal of management philosophy, with the support of information technology and driven by the strong internal demand of enterprises, customer relationship management has developed greatly in China (Mehta, 2016).

In China, customer relationship management has entered the country along with the Internet and e-commerce, it has only been more than ten years since the introduction of customer relationship management in 1999, and the development of customer relationship management in China has gradually increased (Azhar, 2015). With China's entry into the WTO, the competition among enterprises has

become increasingly fierce that bringing unprecedented challenges to many small and medium-sized manufacturing enterprises in China (Rafique, Evans and Nawaz, et al., 2015). Every enterprise is trying to use new means and customer relationship management concepts to gain and maintain competitive advantages (Plessis and Vries, 2016).

According to a market survey, the companies have high demand for customer relationship management are mainly service industries and highly competitive manufacturing industries in China, in the service industry, finance, securities , telecommunications are prominent (Santouridis and Veraki, 2017). Most enterprises are still paying attention to customer relationship management, and enterprises in economically developed regions have a high demand for customer relationship management, this has to do with the region's fierce market competition, entrepreneurs' management ideas and economic strength (Kaul, 2017).

At present, the enterprises that use CRM in China mainly focus on finance, telecommunications, securities and manufacturing in developed regions (Zhang, 2012). Many companies although claims have been used for customer relationship management, it is actually a function of customer relationship management is implemented, these enterprises have not really implementation and use of customer relationship management (Biscontinl, 2017).

The enterprise which implements and use of customer relationship management, a considerable number of enterprise managers to the lack of awareness of customer relationship management (La and Yi, 2015). They do not really recognize the core theories of customer relationship management and marketing concept, it is the enterprise must establish the idea of take the customer as the center (Gawlik and Parvi, 2015). For these enterprises, the use

of customer relationship management is to bring more customers and more profit, the idea of their heart still is a product as the center, rather than take the customer as the center, and their marketing concept does not change because of the use of customer relationship management (Trivedi, 2015).

## 1.2 Problem Statement

In Beijing, many managers of security enterprises attach more importance to short-term interests, while they pay less attention to the management system of customer relationship management, which has no obvious short-term interests (Chen, 2017). Due to the limited cultural knowledge of leaders in various departments of some securities enterprises, they do not have a thorough understanding of customer relationship management (Rowe, 2018). These leaders believe that customer relationship management is only related to the boss, it has no relationship with them, so they pay less attention to the implementation of customer relationship management (Shacklett, 2018).

The current CRM is mainly through the establishment of a suitable CRM system for CRM, but most service enterprises staff quality is not high, low level of education, the concept of CRM is not understood. (Chen, 2017). The main reasons for the low quality of employees are that enterprises employ employees too casually especially sales and customer service personnel, Enterprises lack incentive policies for sales and customer service personnel, and lack of professional service spirit training (Linina, 2017).

The most serious problem in customer relationship management of securities enterprises is that employees' rights and responsibilities are not clear enough (Sun and Zhang, 2014). General security enterprise has customers want to trade with company in the first place is talking with boss, and then contact customer relationship management staff, lead to staff has no right to talk condition to the

customer (La and Yi, 2015). When the trade has problems, boss will put the blame on staff, why don't research them clear about customer's information beforehand (Keramati, Nazari-Shirkouhi and Moshki, 2013). This kind of situation will lead to the customer relationship management staff have no motivation and enthusiasm in work, eventually make the company's customer relationship management cannot be effectively used (Estrada, 2018).

## 1.3 Research Objectives

The major concern of this research is to customer relationship management of CSC in Beijing, China. The main purpose of this study is to determine the relationship between corporate culture, organizational design and staff quality on customer relationship management of CSC in Beijing, China. Therefore, the specific objectives are:

RO1: To determine whether corporate culture influence customer relationship management of CSC in Beijing, China.

RO2: To know whether the organizational design influence customer relationship management of CSC in Beijing, China.

RO3: To determine whether staff quality influence customer relationship management of CSC in Beijing, China.

## 1.4 Research Questions

Along with the research objectives proposed, there are three research questions which could be raised. Through answering the three research questions, the research objectives are able to be achieved. The research questions of this research are:

RQ1: Will the corporate culture influence on customer relationship management of CSC in Beijing, China?

RQ2: Will the organizational design influence customer relationship management of CSC in Beijing, China?

RQ3: Will the staff quality influence on customer relationship management of CSC in Beijing, China?

## 1.5 Significance of Study

### 1.5.1 Significance to Academia

There are many literatures on the implementation of customer relationship management in Chinese academic circles, but relatively few literatures on the influence of organizational design, corporate culture and staff quality on customer relationship management (Smilansky, Klie and Del Rowe, 2016). This paper mainly research organization design, corporate culture and staff quality influence on customer relationship management of CSC in Beijing, China, it made some supplement for academic research in this field, at the same time also provide some reference for future researchers (Chang, Hsu and Shiau, 2015).

### 1.5.2 Significance to Industry

This study focuses on customer relationship management in the security industry in Beijing, China, through this study that it can help security enterprises to obtain the real information of customers and improve customer value and enterprise value (Horn, Feinberg and Salvendy, 2015). Through research

organization design, corporate culture and staff quality influence on customer relationship management of CSC in Beijing, China, it helps enterprise could make rapid response to the customer's demand and realize efficient customer management, the research helps enterprises be more competitive in the market (Sun and Zhang, 2014).

## 1.6 Scope of Study

The scope of this study is to study the development and implementation of customer relationship management of CSC in Beijing, China. In addition, factors influencing the implementation of customer relationship management are studied in more detail. This study mainly studies the influence of organizational design, corporate culture and staff quality on customer relationship management of CSC in Beijing, China. In this study, the influence of three factors on customer relationship management of CSC was statistically studied and analyzed.

## 1.7 Limitation of Study

### 1.7.1 Scope Limitation

As this research focused on Beijing, it had no analysis on organizational design, corporate culture and staff quality influence on customer relationship management of CSC in other province in China. People in Beijing have the highest economic foundation and cultural quality in China, and their requirements for customer service are also far beyond those of other provinces, so this survey is not representative enough.

### 1.7.2 Data Collection Limitation

The target sample of this study is the staff of CSC in Beijing, China. The majority of those surveyed were busy with their work, they don't have time to do the

questionnaire seriously. Some of the staffs were not interested in the questionnaire, they did not read the questions carefully, and the answers given were not of reference value.

### 1.7.3 Time Limitation

The time required to complete this research is quite limited, and there must be some mistakes in collecting so many samples in such a short time. In limited time to study of CSC's customer relationship management , in addition to that, within a given time and the organization design, corporate culture and staff quality of CSC influence on customer relationship management should be researched. Therefore, due to time constraints, the results may be biased.

## 1.8 Operational Definition

### 1.8.1 Customer Relationship Management (Dependent Variable)

Customer relationship management is to provide enterprises with a comprehensive management perspective and give the enterprise more perfect customer communication ability, maximize the customer's rate of return (Changfen and Shitao, 2017). Customer relationship management is the business process of improving customer relationships in areas such as sales, marketing, customer service and support (Chonghuan, 2013).

### 1.8.2 Corporate Culture (Independent Variable)

Corporate culture is the soul of the enterprise and the driving force to promote the development of the enterprise, it contains very rich content (Guiso, Sapienza and Zingales, 2015). Its core is the spirit of the enterprise and values the values are not refers to the various cultural phenomenon in business management, but it is the value concept held by employees in enterprises or enterprises in the

production and operation of commodities (Borodai, 2017).

### 1.8.3 Organizational Design (Independent Variable)

Organizational design refers to the design of a clear organizational structure, planning and design of the functions and powers of various departments in the organization (Junginger, 2015). It is the institutional arrangement of personnel, work, technology and information to achieve organizational goals (Alberts, 2012). The main content of organizational design is the division of authority, division design and hierarchy design (Alter, 2017).

### 1.8.4 Staff Quality (Independent Variable)

Staff quality refers to the knowledge, skills and work ability that employees need to do something. Modern enterprise staff quality refers to the employee's basic quality, professional quality and political quality (Achrol and Gundlach, 2014). Basic quality refers to the cultural knowledge, language, thought, judgment and psychological bearing capacity of employees.Professional quality refers to the professional theory, professional technology, professional skills and innovation ability of employees.Political quality refers to the ideological and political quality and professional moral quality of employees (Goncalves and Waterson, 2018).

## 1.9 Organization of Chapters

This study consists of five chapters. The first chapter briefly discusses the introduction of this study, which consists of background to the study, research objectives, research questions, significance of the study, scope of research, limitations as well as operational definitions.

Chapter 2 is literature review. This chapter focuses on the review of the relevant literature that is related to customer relationship management. Moreover, the

theoretical framework and hypothesis which are driven based from the theoretical framework are also illustrated in this part.

Chapter 3 is research methodology. This chapter mainly discusses research design, sampling plan, sample size, questionnaire design and the method of test.

Chapter 4 is discovery of the study. This chapter mainly analyzes the data, tests the hypothesis, and obtains the corresponding results.

Chapter 5 is conclusion and limitation. This chapter is based on the research of the contribution, limitations and future research direction of the overall study, records the future directions of research.

# Chapter 2: LITERATURE REVIEW

## 2.0 Overview

This chapter analyzes customer relationship management from the global and local perspectives. Then, from the global and local perspectives, this paper expounds the three factors that influence customer relationship management, corporate culture, organizational design and staff quality. This chapter introduces the relationship between corporate culture and customer relationship management, the relationship between organizational design and customer relationship management, and the relationship between staff quality and customer relationship management.

## 2.1 Customer Relationship Management

The essence of customer relationship management is actually marketing management, which is a systematic project of customer-oriented enterprise marketing management (Tandon, Sharma and Bhulal, 2017). The fundamental source of customer relationship management is not technological progress, but the natural result of the evolution of marketing management (Minsker, Klie and Rowe, 2018). Customer relationship management (CRM) in broad sense refers to: in the process of enterprise operation of accumulating customer information, and use of customer information to establish marketing strategy to meet customers' personalized needs (Rajput, Zahid and Najaf, 2018).

Customer relationship management means a change in mindset and the beginning of customer-centric, the core concept is "customer-centric", placing customer needs at the center of business operations, and the core of this strategy is to achieve the ultimate benefits by acquiring and retaining customers

(Isfahani, Roghanian and Rezayi, 2014). The relationship between customers and enterprises is no longer a contradiction between supply and demand, but a cooperative game and a learning relationship (Bachmann and Kantorová, 2016). Security enterprises through customer relationship management get a win-win for customers and enterprises, it bring a win-win situation as the basis of existence and development, the supplier to provide good service and high quality products, the buyer returns at the right price, supply and demand is a long-term and stable mutually beneficial relations between us (Plessis and Vries, 2016).

## 2.1.1 Customer Relationship Management in the World

The theoretical basis of customer relationship management is derived from western marketing theories, which first emerged and developed in the United States (Rodriguez, Peterson and Krishnan, 2018). Marketing as an independent management discipline has nearly hundred years of history, its theory and methods have greatly promoted the development of the western economy and affected the public economic ideas and life form, at the same time owing to the rapid development of information technology as well as laid a solid foundation for the economic theory (Lam, Cheung and Mei Mei, 2013). Under such a development form, the application of modern technology means, integration of customers, brands and other implementation of the automated management form, gradually become a new enterprise management method (Duminică, 2016).

Scholars in various countries have done a lot of work and relevant research, which has played an effective role in understanding and has important significance for the development of enterprises and economy in the future (Biscontinl, 2017). Relevant research and analysis are mainly carried out from three perspectives: on the one hand, based on the management concept, this

view defines customer relationship management as a management concept (Rodriguez et al., 2018). Second, based on the management mechanism, this view believes that CRM is a new management mechanism aimed at improving the relationship between enterprises and customers (Duminică, 2016). Third, based on software and technology, this view believes that customer relationship management is the management method and solution of information technology, software and hardware system integration (Debnath, Datta and Mukhopadhyay, 2016).

It is generally believed that it was first proposed by the Gartner Group in the United States (Lam et al., 2013). According to Gartner Group, the so-called customer relationship management is to provide enterprises with a comprehensive management perspective, endow enterprises with better customer communication ability and maximize customer return (Gawlik and Parvi, 2015). Roger also points out that customer satisfaction is no longer the ultimate goal, in addition to satisfaction, it is the key to make the customer feel happy, it can bring more returned customer (Smilansky, 2017). Brand development and management of the most outstanding world-class expert Paul Tang Bo, Martin Truett discussed the brand construction of the principle of customer relationship management (Klie, 2016). For the brand, the key to success is to take the customer as the center must be thoroughly change, change in thinking, establish strict take the customer as the center of the company and put all the energy customers, and let the staff to provide clients with quality services (Linina, 2017).

Researchers believed that all contact points of enterprise customers can be classified as one of the three business processes of marketing, sales and service providers (Estrada, 2018).  Focusing on the three aspects, such as the number of service times, the service customer number and the degree of

emphasis, as well as the external environment, internal organization characteristics, customer characteristics aspects condition precedent, studied the strategic decision based on customer's distributors (Klie, 2016).

Customer relationship management is a set of management software and technology, the frame structure of the customer relationship management, that it should at least include database and analysis of customer behavior, customer choice, customer capture, private communication, and project evaluation standards, etc (Nugroho, Suharmanto and Masugino et al., 2018).

## 2.1.2 Customer Relationship Management in the China

The introduction of foreign advanced management concepts and the advent of high-tech information era have laid a theoretical foundation and provided technical support for the study of customer relationship management in China (Demo, Watanabe and Chauvet et al., 2017). Customer relationship management is developed on the basis of the relationship marketing evolution step by step, it is the integrated use of database and network technology, image, the media, high and new technology such as artificial intelligence, set the advanced management awareness, business processes and information technology in a body and build up a management system (Changfen and Shitao, 2017).

Customer relationship management, analyzed its important function, and discussed its development trend and proposed the theoretical framework of customer relationship management on the basis of studying the current management theories of customer relationship management (Keramati, Nazari-Shirkouhi and Moshki et al., 2013).

CRCC, a representative institution in China, has integrated and innovated the concepts, models and application methods of customer relationship

management (Estrada, 2018). On the basis of the original theory and in combination with the actual situation of enterprises in China at the present stage, the two-e leading structure of applying CRM in Chinese enterprises was first proposed (Smilansky, Klie and Rowe, 2016). It provides enterprises with effective and appropriate application methods of CRM, and gives scientific Suggestions on the industry demand, product design and application of CRM (Hsieh, Rai and Petter et al., 2012). Customer relationship development stage and periodicity, can define on the development stages of customer relationship, and puts forward reasonable management means, to maintain the customer, and reduce the loss of customer resource (Chonghuan, 2013).

Building a customer intelligence platform interactive platform and related enterprise production platform, the principle of customer relationship management based on ERP, and then put forward the development model suitable for customer relationship management (Pombriant, 2016).

China's customer relationship management theory and system research practice more, have made many achievements, build a customer relationship management thought, management mechanism and the technical method of collection system theory system structure (Peixin, Quan and Xin 2013). Both the guidance of idea and the support of technical mean.

## 2.2    Factors    Influencing    Customer    Relationship Management

It is very important for an enterprise to manage the relationship between customers well and badly, there are many factors influencing customer relationship management (Rahimi, 2017). Enterprises need to consider from many aspects in order to manage the relationship between enterprises and

customers well. The factors that influence the customer relationship management of enterprises mainly include information technology, leadership, corporate culture, human resource management, organizational design and supply chain partners (Klie, 2014). This paper mainly studies the influence of corporate culture, organizational design and staff quality on customer relationship management.

## 2.2.1 Corporate Culture

Corporate culture is the unique cultural image of an enterprise, which is composed of the way the organization does things, symbols, beliefs and values. (Vanova, Paulova and Rusko et al., 2017). Enterprise culture is gradually formed in the practice of enterprise production management, and is adapted to all employees. It has the characteristics of the vision，mission, spirit, goal, values and business philosophy of the organization (Rosenzweig, Nathan and Manring et al., 2018). These ideas are different from the culture of military, culture, education, scientific research and other organizations. They are combined with the production and operation practice, management system, employee behavior and the embodiment of the external image of the enterprise (Rahimi, 2017).

Corporate culture is the spirit and values of an enterprise, and it provides an endless source of power for the development of an enterprise. It is the soul of an enterprise. A person without a soul is a dead person, and an enterprise without a soul will fail (Susca, 2018). This value is the value held by employees and enterprises in production and operation, rather than various cultural phenomena in the process of enterprise management (Schäfer, 2017).

Rationalism has always been the basic principle of western enterprise management (Erasmus, Gilson and Govender et al., 2017). However, this kind of rationalism management met severe challenges after the Second World War

(Susca, 2018). The lack of flexibility in rational management of enterprises is not conducive to giving full play to people's creativity and the belief of long-term coexistence of enterprises (Schäfer, 2017). Building a culture conducive to innovation and integrating value and psychological factors can the long-term business performance and development of enterprises play a potential but vital role (Vanova et al., 2017).

In the late 1970s, Japan's economic strength prompted a large number of experts, scholars and entrepreneurs in the United States to study it and compare it with domestic enterprises (Saadah, 2018). After careful study, they found that the corporate management model focusing on cultural factors such as beliefs，goals and values is an important reason for Japan's success (Franzoni, 2013). The emergence of corporate culture conforms to the historical trend. The economic competition between Japan and the United States promotes the improvement of management mode, and the management practice of modern enterprises determines the rise of corporate culture (Fallon and Cooper, 2015).

To some extent, corporate culture reflects the characteristics of the national culture of this country. In fact, corporate culture is the micro national culture. (Saadah, 2018). The United States is a multi-ethnic immigrant country, which determines the individualistic characteristics of American national culture (Fallon and Cooper, 2015). This individualism is not selfish but emphasizes individual independence, initiative, personality and individual achievement (Goncalves and Waterson, 2018). American enterprise management is based on individual activism, encouraging employees to work for themselves, and implementing individual responsibility for personal decision-making (Brewster, Emira and Clifford, 2017). Individual heroism is more prominent in American enterprises (Sawan, Jeon and Chen, 2018). Many enterprises often praise entrepreneurs or individuals who make great contributions to enterprises as heroes, the

evaluation of employees by enterprises is also based on the principle of competency (Fallon and Cooper, 2015). The salary increase and promotion also only depend on ability and work performance, regardless of age, seniority and educational background (Anisimova, 2014).

European countries are an alliance, but different countries have different national cultures, so its corporate culture is also different. (Brewster, Emira and Clifford, 2017). British entrepreneurs do not realize their value by strength and management performance, but by social status and hierarchy, so most entrepreneurs hope to enter the upper class，so the rut in the enterprise management, adventurous spirit (Goncalves and Waterson, 2018). The most prominent features of France are nationalism, arrogance, snobbery and superiority. Therefore, the management of French enterprises shows a closed and old-fashioned concept (Sawan et al., 2018). Italy is still free and self-centered, so it has poor organizational discipline and low organizational structure in enterprise management. However, because Italy and most of the enterprises are small and medium-sized enterprises, loose organization has no significant influence on enterprise vitality (Anisimova, 2014).

In German enterprise management, the decision-making organization is huge and the decision-making is collectivized, so it usually takes more time to demonstrate, but the decision-making quality is high (Anisimova, 2014). Each department is only responsible for one supervisor, without any subordinate positions, and the executive level of the enterprise is strictly divided (Jablonowski, 2017). The employee participates in the enterprise management to be extensive and formal, many laws have guaranteed the worker to participate in the enterprise management power (Sawan et. al., 2018).

Japan is a nation with a single nationality. Its social structure has been stable and unified for a long time (Sawan et al., 2018). At the same time, under the influence of Chinese confucian ethics, Japanese people attach great importance to "harmony", "trust", "sincerity" and other ethical concepts, so that Japan attaches great importance to the handling of human relations (Jingyuan and Marquis, 2016). These determine that Japanese corporate culture is characterized by a team spirit of affinity, the characterized of Japanese corporate culture by team spirit, enables enterprises to consistently maintain harmony, courtesy and cooperation, and opposes individualism and internal competition (Canco, 2016). Enterprises and individuals need to have the same goal, because the enterprise is a community of interests, the same goal can help the development of enterprises. (Neill, Xiu and Law, 2016). The company is like a big family, the employees are like brothers and sisters, the leaders and employees are like the elders and junior generation, each person has a clear understanding of their own tasks, together with the strategy, unified opinion after the decision, everyone assumes the problem together, everyone reflects on their mistakes (Natsume, 2016).

In old China, in enterprises co-operated by foreign capital and feudal bureaucrats, laborers had no freedom or rights. They were cruelly exploited and oppressed and had unequal equality. All they had was anger and resistance (Neill, Xiu and Law, 2016). In old China, a certain generation of rational Chinese enterprise culture only existed in the national capitalist enterprises, which was advocated by the old generation of national entrepreneurs (Natsume, 2016). The "people's livelihood spirit" advocated by the founder of Minsheng Shipping Company in 1925 is an example (Cai, Shu and Ling et al., 2016).

Since the founding of new China, state-owned enterprises have been the main part of China's economy, and corporate culture has gone through a tortuous road

just like the economic construction of the whole country (Jingyuan, and Marquis, 2016). The highly centralized management mode has both advantages and disadvantages, which is beneficial and harmful to the construction of enterprise culture in the traditional planned economy system (Cai et al., 2016). On the positive side, it is conducive to reflecting the common characteristics of enterprises' socialism, forming the great collective concept and the spirit of hard struggle that attach importance to national interests (Chung and Baiyin, 2013).

On the negative side, the power is too concentrated, the organization in the management activities of the masses of staff and workers can not play a positive role, the masses of supervision and restraint force appears weak. (Neill et al., 2016). Especially under the interference of the extreme "left" ideological trend, "taking class struggle as the outline", the absolute political leadership has seriously hindered the establishment of the enterprise democratic system and the formation of the supervision system (Jingyuan, and Marquis, 2016).

The change of Chinese enterprise culture is accompanied by the change of economic system reform. When the planned economy system is transformed into the market economy system, the establishment of modern enterprise culture provides a good environment for the development of Chinese enterprise culture. enterprise culture construction and achieved obvious results (Silva and Caetano, 2016).

Since the 21st century, the deepening development of market economy and the change of competition pattern under the background of economic globalization have made the construction of enterprise culture more and more important to Chinese enterprises (Gao, Smits and Wang, 2016). Many companies set up the enterprise culture construction committee headed by general manager, and to establish the functions of the corporate culture, set out to improve the enterprise

culture system, a comprehensive system to promote enterprise culture construction (Puppatz, Burmeister and Deller, 2017). Along with the introduction of foreign capital, the world top 500 enterprises settled in China, they bring the foreign advanced enterprise culture idea and the integration of Chinese enterprise culture idea, and further promote the China enterprise culture construction of the development of the theory and practice (Cai et al., 2016).

## 2.2.2 Organizational Design

Organizational design is not a static work process, it contains a lot of dynamic work content. A scientific and reasonable organizational structure, according to the internal rules and steps of organizational design, can help the organization run well (Villalba and Ordieres, 2016). In general, these organizations require organizational design. The first is new enterprise. Second, because the enterprise goal changes or the organizational structure design is not perfect and scientific, the original organizational structure needs to be re-studied and designed (Killingsworth and Eschenbacher, 2018). The third kind is the enterprise which needs to make local adjustment and improvement. Organizational design theory is a management theory that aims at effectively realizing business objectives and actually explores how to design organizational structure, the larger the operation scale and the more complex the organization structure, the more important it is to design the organization effectively in practice (Felype, Fernandes and Antonio, 2017).

The organization design theory has experienced a development process from traditional organization design to behavior analysis organization design to modern contingency organization design (Johnson, 2016). The traditional organizational design theory is mainly composed of the organizational design viewpoint in the early management theory. American management scientist Taylor's organizational theory focuses on how each task at the operational level

can be more economical and efficient (DomÍnguez, Garrido and Orcos, 2016). French management expert Fayol focuses on the overall design of an organization, and its organizational theory is mainly composed of three parts: the external form, internal factors and the staff organization (Bera, Andressa and Turci, 2017). Germany sociologist Weber shared Fayol's view that bureaucratic hierarchy was the most effective form of organization. He pointed out that effective management of an organization requires bureaucracy. Here, bureaucracy is not the good or bad performance of work, but some characteristics of organizational structure design (Johnson, 2016).

The representatives of behavior analysis organization design theory are Barnard and Simon, Barnard was the father of modern management theory, and Simon was its immediate successor. Barnard regarded organizational theory as the core of his management theory, Simon also points out that management is how organizations are formed and run (Krause and Douglas, 2013).

The traditional organizational design theory mainly analyzes the surface features and structures of organizations and lacks the theoretical exploration of the characteristics and essence of organizations (Jinyoun, Sanghyun and Minseok et. al., 2015). Barnard and Simon's research focuses not on the surface structure of an organization, but on organizational behavior, which is actually the behavior of organizing people. Therefore, their organizational theory becomes behavioral analysis organizational design theory (Krause and Douglas, 2013). They believe that human behavior consists of decision-making and operation, and take decision-making as the core of organizational theory of behavior analysis.

Representatives of the design theory of contingency organizations include Woodward, Burns, Stalker, Lawerence, Lorsch. They study the relationship

between organizations and the environment and try to find the most appropriate form of organization under different environmental conditions (Jaehoon, Seodae and Bozorov et al., 2017).

After studying a large number of enterprise organizations, they found that many successful organizations did not adopt the optimal structure advocated by the traditional organizational design theory (Jong, Wiezer and Weerd et al., 2016). The structure of an organization varies with the strategic objectives, technologies and other environmental factors of the organization, they thus pointed out that the adoption and ethnic value structures should be based on the specific circumstances and environmental conditions of the organization (Skrzypek, 2013).

In the early 1990s, Chinese scholars began to pay attention to the international frontier issues of tracking organizational theory, such as process organization, flexible organization, network organization and organizational change (Heinrich and Dai, 2016). The view of domestic academic circles is no longer limited to the functional dimension of organizational structure, but extends the discipline field of organizational structure to the process dimension. No longer confined to the internal organization, but extended to the field of interorganizational relations of universal international concern, it is no longer limited to static organizational structure, but pays more attention to dynamic organizational change and new organizational form (Ackermann and Kern, 2013).

Chinese scholars are not only satisfied with the introduction of theoretical innovation, but also begin to express their views on organizational design and redesign. This is mainly reflected in a large number of academic papers (Nazemi, Tarokh and Djavanshir, 2012). Some scholars have summed up and put forward corresponding viewpoints and models by referring to the related theories of

complex science and system engineering (Chi and Baiyin, 2013).

In addition to a large number of papers, Chinese scholars have also tried to launch a monograph on organizational design, which focuses on presenting their research results (Heinrich and Dai, 2016). In addition to introducing the western organizational theory systematically, Wang Yu Bin also proposed that the organizational form should include the form of property organization, management organization and operation organization, it greatly expands the horizon of the organizational researchers (Nazemi et al., 2012).

The theory of structural design and operational design is a new theory of organizational design proposed by Chinese scholar Li Xi Bin recently. Li Xi Bin proposed to divide organizational design into structural design and operational design (Davidson, 2013). In his opinion, the structure connects the system elements into an organic whole, thus presenting the overall function. Inanimate physical systems, including a variety of man-made machines and equipment, the structure is determined by the contact between the subsystems, determines the transformation and circulation of component, thus under the condition of invariable in environment and determine the system function, structure decision function is one of the main point of the theory of the existing system but for the social system, because of the powerful group of a person exists, makes the structure of the system is not completely determine the function of the system (Parumasur, 2012).

## 2.2.3 Staff Quality

Staff quality refers to the knowledge, skills, quality and work ability that employees need to have when they do something. Modern enterprise employee quality refers to the employee's basic quality, professional quality and political quality (Rahimi, 2017). Among them, basic quality refers to employees' own

cultural knowledge, language, thought, judgment, psychological tolerance, self-restraint and healthy body. Professional quality refers to the professional theory, professional technology, professional skills, innovation awareness and innovation ability of employees in the professional positions they are engaged in. Political quality refers to the ideological and political quality and professional moral quality of employees (Achrol and Gundlach, 2014).

The securities industry is a high-risk industry, and the legal construction is not complete yet. Therefore, it is more important for a securities firm to regulate the operation of its employees and control risks to the maximum extent (Kapoor, 2016). According to the provisional regulations formulated by the existing securities management departments, the securities brokers have formulated their own rules and regulations to different degrees, but the inspection, supervision and audit of the implementation of the system is insufficient, and loopholes often happen (Davidson, 2013).

Some security personnel illegal crime phenomenon increases gradually.Some security firms often focus on expanding their business scope, expanding their business network, and occupying the market, and ignore the ideological politics, laws and regulations of the employees education. As a result, some securities practitioners cannot stand the lure of money (Schindler, 2016).

Securities practitioners, although degree is higher, has received professional training is less, while brokers have pre-service training for newly hired employees, and some brokerage is not on a regular basis to take responsibility and practical skills, which played a big role to improve staff's quality (Rahimi, 2017). But the securities industry has developed rapidly, knowledge update quickly, often do not learn can't keep up with the needs of the development of, some brokers only pay attention to the eyes, do not pay attention to the

long-term development, the market is bad, efficiency drops, think not worth it to spend money to cultivate people, nervous and I can't afford the market good personnel to participate in learning, training, experienced great results for brokers (Niranjan and Arici, 2016).

## 2.3 Linkage between Three Factors and Customer Relationship Management

Corporate culture is a set of guiding beliefs, values, thinking mode and understanding shared by all members of the organization and transmitted to new members of the organization as axioms. It represents an unwritten, perceptible part of an organization (Rahimi, 2017). Every group members involved in the culture, but culture is often not noticed, only when the group tried to introduce some of the new strategy against the basic cultural norms and values of the organization and planning, organization members to feel the power of culture (Skerrett, 2017).

The culture is the product of an enterprise as the center and take the customer as the center of customer relationship management (CRM) has had a huge impact, different enterprise culture guide and constraint employee different value orientation, employee value orientation is different, they also will treat customers attitude, take the customer as the center of the value orientation will consider customer interests, avoid damage to the interests of customers, help build good customer relationship with the enterprise (Vieira and Gonçalves, 2018).

CRM capability is greatly affected by organizational centralization, management level and integration level (Rahimi, 2017). Concentrated power to lower staff's creative spirit, therefore, give employees granted more power at the grassroots level is helpful to arouse the enthusiasm of them, play to their creativity, enable

them in the face of the personalized needs of customers to adopt a more flexible and diverse measures, rather than having to report on every little thing layer upon layer waiting for approval (Schindler, 2016). It can not only meet the desire of employees to realize their own value, but also provide customers with more accurate, fast and personalized services, so that employees will be more loyal and have a positive impact on the service quality of future employees, thus promoting the development of customer relationship management ability (Lamothe and Lamothe, 2015).

Too much management level make information communication channel is too long, cause of information distortion caused by the incompatible goals and the increase of agency costs, decision makers can't to changes in customer needs and market rapid response (Achrol and Gundlach, 2014). Compression middle management can make the information flows quickly, and is conducive to eliminate the gap between top managers with the customers, top managers can understand the needs of the customers at any time and change, develop coping strategies in time, meet customer needs and improve enterprise profits (Niranjan and Arici, 2016).

The degree of integration refers to whether an enterprise can cross the boundary of traditional functional departments and integrate various departments to serve customers (Achrol and Gundlach, 2014). The higher the degree of integration of enterprises, the higher the degree of cooperation between different departments, the more coordinated the work, the more effective it will be to reduce the barriers of cooperation and communication between different departments (Chung, Hsu and Tsai, 2012).

The enterprise competition is the talent competition, the high quality employee is the enterprise talent. If an enterprise wants to be invincible in the competition, it

must constantly improve the quality of employees, grasp talents, cherish talents and use them (Greenberg, 2018). The development of every enterprise is a curve. At different stages of development, the enterprise develops faster with respect to knowledge and talents. High quality staff can add vitality to the enterprise and promote its vigorous development (Del Rowe, 2018).

## 2.3.1 Corporate Culture and Customer Relationship Management

Corporate culture plays an important role in the design, goal setting and implementation of CRM strategy (Jaehoon et al., 2017). The success of CRM implementation application is not only closely related to the implementation experience and technical level of CRM solution providers, but also to the promotion efforts of enterprises themselves (Vieira-dos Santos and Gonçalves, 2018). The successful implementation of CRM focuses not only on the installation, debugging and training of CRM system, but also on the idea implementation and thought integration of more managers (Gebauer, Joncourt and Saul, 2016).

Although the corporate culture is different from the corporate system in that it is mandatory for employees, as the common thinking and behavior habit of all members of the enterprise, it exerts great influence on the enterprise. Successful implementation and application of CRM systems must be supported by a predictable and adaptable corporate culture, otherwise obstacles must be encountered in the implementation (Rahimi, 2017).

The successful application of CRM by enterprises should pay attention to customers' individual needs and attach importance to customers' interests to satisfy customers (Greenberg, 2018). Customer understanding of the products

more and more, will have to sell products has been out of date, enterprises need to take initiative to meet the needs of customers to attract customers, providing customers with products and services they need (Klie, 2014).

After a certain stage of enterprise development, corporate culture will bring immeasurable influence to the development of enterprises, in the initial stage, enterprises will often gain excellent reputation for their product features and marketing features, the unique corporate culture of other established enterprises is the secret to support the continuous development of enterprises (Del Rowe, 2018).

CRM as a new strategic thinking and working method, with its unique charm and great influence is gradually changing the cultural mechanism formed by traditional enterprises (Klie, 2017). This kind of change makes enterprises pay more attention on the relationship between enterprises and customers, employees and customers than the relationship between enterprises and employee, employees and employees, from valuing enterprise profit change to paying attention to customer benefit, change from focusing on customer group needs to focusing on customer personality needs (Myron, 2015).

Customer relationship management has improved the corporate culture system (Rowe, 2018). Customer relationship management is an objective and inevitable manifestation of the identity of consumption and production, customer relationship management is the integration of corporate culture and consumer culture (Cox and Cook, 2017).

Customer relationship management expands the connotation and boundary of enterprise culture and plays a leading role in the development of enterprise entities (Minsker, 2015). Customer relationship management is the embodiment

of human beings' thoughts in enterprise management, it strengthens corporate resources and plays a coordinating role in the corporate culture system.

Corporate culture is the key to the effective establishment of a good relationship with customers, and it is the prerequisite for the effectiveness of CRM. Through media, partners, employees and other channels, enterprises can convey their feelings to customers, which will affect their choices (Gierlinger, 2017).

Customer-oriented and derived from customer interests, attention to customer personality needs, emotional consumption oriented management ideas and other cultural characteristics, it is a new type of enterprise culture characteristic which has been reformed to meet the requirements of the new economic era (Ullah and Ahmad, 2017).

## 2.3.2 Organizational Design and Customer Relationship Management

Organizational design is good or bad has a great influence on employee satisfaction, and the position and role of enterprises in this relationship are more important and proactive than employees (Xiaoying, Yong and Arntzen et al., 2017). The productivity of employees is the concern of enterprises, the satisfaction of employees directly affects the productivity of employees and affects customer relationship management (Jinyoun et al., 2015).

Enterprises encounter obstacles in using CRM mainly because enterprise managers fail to pay attention to the implementation of CRM, whether it is introducing new solutions and fixing major problems with existing applications or adapting the application capabilities of CRM, there are many challenges to the enterprise organizational structure (Koo and Altmann 2017). Challenges are

selected, the construction and implementation of CRM system need to design a large number of personnel, the one line sales personnel, service personnel, business analysts, information technology, a large number of management personnel, with so many people involved, there is a problem of accountability (Conlon, 2014).

It is hard to get a perfect result for a centralized implementation team, no matter how competent and well their targeted are (Stephenson and Sage 2017). Setting up a corresponding mechanism to ensure that the responsibility to fully implement, prompted in multiple positions within the enterprise is responsible for the development and implementation of CRM can fully motivate employees, constantly tracking the performance, such ability are the CRM effectively improve enterprise long-term performance (Lee and Jung, 2013).

CRM's organizational challenges to enterprises are long-term, and enterprises often ignore organizational challenges because they are busy solving technical details and technical business problems (Killingsworth and Eschenbacher, 2018). Whether an enterprise can attach importance to such organizational challenges is closely related to the success of CRM.

The creation, adjustment, and operation of CRM solutions require a large number of people, including system experts, business analysts, and background operations specialists, managers who use custom reports to modify sales and marketing efforts and customer strategies and obtain rich analysis conclusions by entering data into CRM, according this can know the front-line sales and service personnel of the enterprise action (Alaraki, 2018).

The responsibilities of the various aspects of the application programme fall into different sectors, and it is often difficult to concentrate the efforts of the entire

enterprise, invest in the right people in a coordinated manner, remove bottlenecks and make effective decisions (Rodriguez, Meyer and Merry, 2017). In extreme cases, there may even be a lack of ownership responsibility, failure to select suitable functions, and failure to achieve the set performance goals (Johnson, 2016).

Overcome organizational barriers and don't force business and information technology people to work together to develop solutions, enterprise should adopt ingenious methods to build a mechanism to imitate the market within the enterprise organization, each party shall play the role of buyer and seller at one time, this method implements the responsibility attribution and lays a good foundation for motivating employees to accept the change (Chen, Rong and Gao, 2018).

## 2.3.3 Staff Quality and Customer Relationship Management

The technical quality of employees determines whether the equipment and facilities can be operated correctly in real life to ensure the safe and normal operation of production (Greenberg, 2018). Physical and mental qualities are the basis of one's work and life in society. A healthy body is the prerequisite to ensure the normal operation of work, and the psychological quality is the trend of a person's life. At work, people with good mental qualities handle all kinds of interpersonal relationships calmly and calmly to maintain harmony (Davidson, 2013). The harmonious interpersonal relationship creates a good working environment and provides customers with good services to enhance the cohesion of the enterprise and maintain a good relationship with customers (Chen, 2017).

One person needs to satisfy two kinds of needs in order to survive in society. One is the basic need for human survival: food and clothing. The second is the

spiritual need that one's own value is recognized by society. It is the main fulcrum of everyone's active role (Willett, 2012). Own value can include the comparison between the enterprise's remuneration and its own work, the application of its own knowledge and resources, the degree of effort in work, and the comparison with advanced molecules, etc (Showkat and Parveen, 2017). Only those who have good professional ethics can produce such contents as post responsibility and collective honor, which are higher than skilled operation. Only people with good moral quality can actively learn practical skills and be competent for their jobs. They are trustworthy that they can gain the trust of customers and make the enterprise healthy development (Kaul, 2017).

## 2.4 Fundamental Theory

The basic theories of customer relationship management are customer value recognition theory and customer loyalty theory, these two theories are based on the two basic tasks of CRM (Tseng, Huang and Fan, 2012). The theory of customer value identification mainly introduces the research progress of the forecasting method of customer life cycle profit, the theory of customer loyalty mainly introduces the research progress of the evolution mechanism of customer loyalty (Debnath, Datta and Mukhopadhyay, 2016).

The core of customer value recognition theory is the selection and calculation of customer value discrimination index (Ki and Esche, 2018). These two problems are solved, such as customer segmentation, customer resource investment strategy and customer retention strategy based on discriminant indicators are solved easily (Tseng et al., 2012).

The theory of customer loyalty mainly solves the problems of performance measurement, determinants, evolutionary mechanism and cultivation strategy of customer loyalty (Alaraki, 2018). Customer loyalty evolution mechanism is the

core of the theory of customer loyalty, its fundamental research is mainly of the determinants of customer loyalty research, the research achievements of itself advantage customer loyalty cultivation strategy theory research foundation (Rasul, 2018).

## 2.5 Gap in the Literature

There are many independent studies on customer relationship management, corporate culture, organizational design and staff quality literature in Beijing, China (Johnson, 2016). There are a few researches on the relationship between corporate culture and CRM, organizational design and CRM, staff quality and CRM (Lee and Chi, 2013). Less research has been done on the factors that influence CRM in the security industry in Beijing, China (Jinyoun et al., 2015). Customer satisfaction is a very important factor for enterprise success, but many security enterprises have not done well in this aspect, and there are many problems in customer relationship management (Chen, Rong and Gao, 2018).

## 2.6 Conceptual Framework

Figure 1 is a conceptual framework designed for research based on corporate culture and organizational design affecting the customer relationship management of service industry in Beijing, China. The dependent variable is customer relationship management of service enterprises in Beijing, China. The independent variables include corporate culture and organizational design.
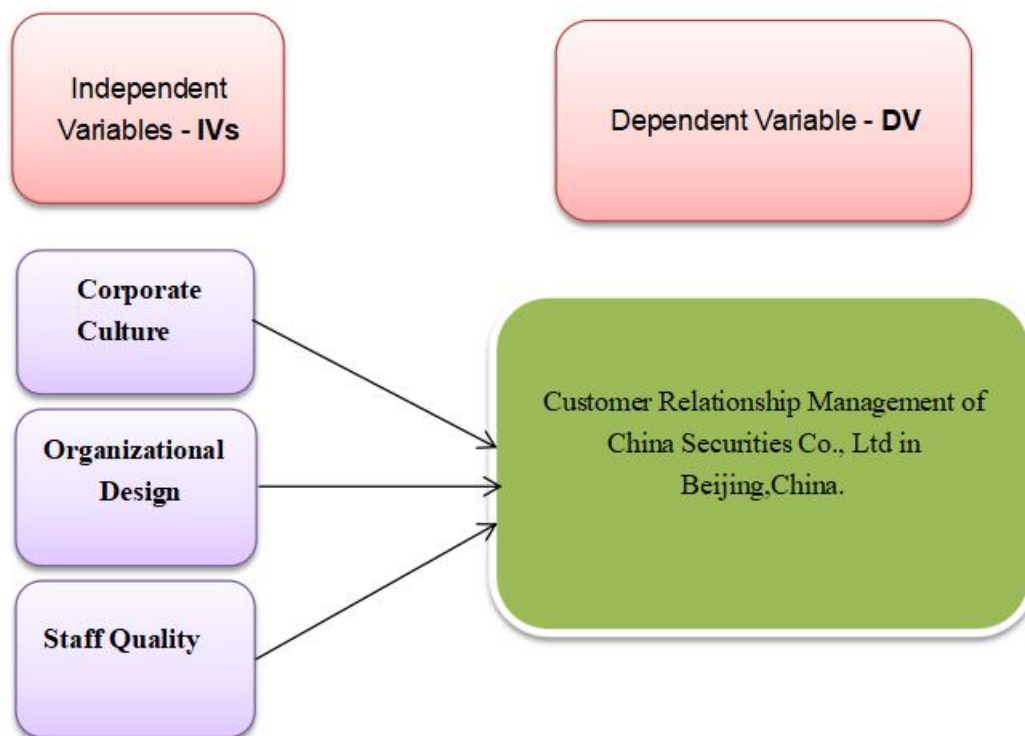
**Figure 1 Conceptual Framework**

## 2.7 Hypotheses

This study will establish three hypotheses for three independent variables and one dependent variable.

H1: Corporate culture has a significant influence on customer relationship management of CSC in Beijing, China.

H2: Organizational design has a significant influence on customer relationship management of CSC in Beijing, China.

H3: Staff quality has a significant influence on customer relationship management of CSC in Beijing, China.

## 2.8 Conclusion

Customers are a vital factor in the development of a enterprise, good customer relationship management is an effective means to retain old customers and develop new customers. Corporate culture, organizational design and staff quality are three important factors influencing customer relationship management ability. This chapter introduces corporate culture, organizational design, staff quality and customer relationship management in detail. This chapter also analyzes how corporate culture, organizational design and staff quality influence customer relationship management.

# Chapter3: RESEARCH METHODOLOGY

## 3.0 Overview

This chapter discusses research design, unit of analysis, sampling plan and sampling size. In addition to these, questionnaire design will appear in this chapter. Test methods will be selected in this chapter.

## 3.1 Research Design

This research purposes to identify corporate culture, organizational design and staff quality influence on customer relationship management of CSC whereby quantitative research method (Kapoor, 2016). Obtain the required data through questionnaire survey, establishing and applying mathematical models, theories and hypotheses by means of quantitative research, the hypothesis of the article is studied (Malciute, 2012). In addition, in order to maintain the independence and the accuracy, all data collection and analysis is carried out under the condition of non-contrived (Saunders，2012). Associated design is usually used to identify the relationship between independent variable and dependent variable, in order to ensure that the researcher with minimum interference occurs all the time (Sekaran and Bougie, 2012). With minimal human intervention, customers can make choices based on their own experience, so that the data obtained can reflect the situation more authentically (Saunders, Lewis and Thornhill, 2012).

**Figure 2: Research Design Framework**
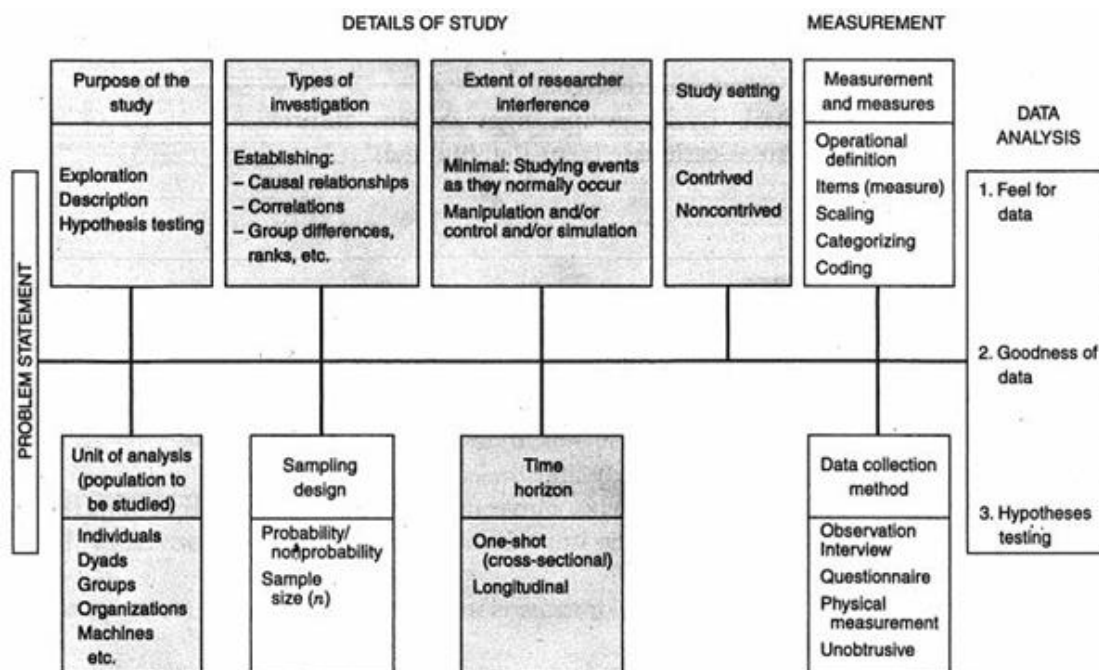


**Source: Sekaran and Bougie (2017)**

# 3.2 Unit of Analysis and Time Horizon

In the research design and data analysis, the unit of analysis is considered to be the key content of the research (Case and Hunter, 2012). This study will randomly select 278 staffs from CSC in Beijing to participate in the questionnaire survey, and send online and paper questionnaires to staffs for data collection (Zikmund, Babin and Carr, 2012). These questionnaires will be completed in each business department of CSC in Beijing, China (Ganco, Ziedonis and Agarwal, 2015). In addition, different units complete questionnaires is different because they come from different departments (Palinkas, Horwitz and Green et al., 2013)

The time range is important for the research results, and specific research

objectives will influence the duration of the study (Boukis, 2013). Due to the limited time allowed in this study, the time scale adopted is cross-sectional study.

## 3.3 Sampling Design

Probability sampling and non-probability sampling are the two basic sampling methods (Rahi, 2017). Probability sampling refers to taking a certain number of units from the population for observation according to the probability principle (Bala and Etikan, 2017). Non-random sampling is to extract representative samples from the population according to human will, this study will use simple probability sampling (Kumar, 2012). In this method, each sample unit is completely independent, and there is no relationship between them. Each sample unit has the same chance to be extracted, so this sample is representative and can represent the overall situation (Alvi, 2016).

## 3.3.1 Sampling Plan

According to the unit of analysis, the target group of this study will be staff of CSC, given the large number of targeted staff nationwide, it's too difficult to investigate, so the study will only focus on Beijing, China (Showkat and Parveen, 2017). Beijing is the capital of China, the center of political, cultural, scientific and technological innovation and international exchanges, it brings together various security enterprises, where survey can better represent the national situation (Liu, Yang and Yuan, 2018). This study will combine paper questionnaire and online questionnaire, this can help the effective collection of data (Willett, 2012).

After determining the sample framework, the probability sampling method is adopted in this study in consideration of the accuracy (Englander, 2012). More specifically, the random sampling method will be used in this study, which means

that the probability of interview of each interviewee or group is equal, which can reduce the human interference (Kumar, 2012).

## 3.3.2 Sampling Size

The target group of this study is the staff of CSC in Beijing, China, according to the report of CSC, Beijing had 500 staff of CSC by the end of 2017. The required sample size of this research should be determined as 217 based on the statements of Krejcie & Morgan (1970), if the total target population is 500, the number of samples should be 217 (refer to the following table).

**Table 1: Table for Determining Sample Size for a Finite Population**

| N | S | N | S | N | S |
|---|---|---|---|---|---|
| 10 | 10 | 220 | 140 | 1200 | 291 |
| 15 | 14 | 230 | 144 | 1300 | 297 |
| 20 | 19 | 240 | 148 | 1400 | 302 |
| 25 | 24 | 250 | 152 | 1500 | 306 |
| 30 | 28 | 260 | 155 | 1600 | 310 |
| 35 | 32 | 270 | 159 | 1700 | 313 |
| 40 | 36 | 280 | 162 | 1800 | 317 |
| 45 | 40 | 290 | 165 | 1900 | 320 |
| 50 | 44 | 300 | 169 | 2000 | 322 |
| 55 | 48 | 320 | 175 | 2200 | 327 |
| 60 | 52 | 340 | 181 | 2400 | 331 |
| 65 | 56 | 360 | 186 | 2600 | 335 |
| 70 | 59 | 380 | 191 | 2800 | 338 |
| 75 | 63 | 400 | 196 | 3000 | 341 |
| 80 | 66 | 420 | 201 | 3500 | 346 |
| 85 | 70 | 440 | 205 | 4000 | 351 |
| 90 | 73 | 460 | 210 | 4500 | 354 |
| 95 | 76 | 480 | 214 | 5000 | 357 |
| 100 | 80 | 500 | 217 | 6000 | 361 |
| 110 | 86 | 550 | 226 | 7000 | 364 |
| 120 | 92 | 600 | 234 | 8000 | 367 |
| 130 | 97 | 650 | 242 | 9000 | 368 |
| 140 | 103 | 700 | 248 | 10000 | 370 |
| 150 | 108 | 750 | 254 | 15000 | 375 |
| 160 | 113 | 800 | 260 | 20000 | 377 |
| 170 | 118 | 850 | 265 | 30000 | 379 |
| 180 | 123 | 900 | 269 | 40000 | 380 |
| 190 | 127 | 950 | 274 | 50000 | 381 |
| 200 | 132 | 1000 | 278 | 75000 | 382 |
| 210 | 136 | 1100 | 285 | 1000000 | 384 |

Note.—N is population size.   S is sample size.

Source: Krejcie & Morgan, 1970

## 3.4 Questionnaire Design

This questionnaire is mainly divided into three parts, the first part is about respondents' personal information collection, the second part is related to the research target, the third part is the problem related to the dependent variable (Schuldt, Roh and Schwarz, 2015). Part one has four questions, every independent variable has four questions in part two, part three has four questions, there are 20 questions altogether. The questionnaire can collect necessary data, but it will not be too long for the respondents, which will help them gain their trust and satisfaction and avoid emotional interference (Eze, Tan and Yeo, 2012).

This survey investigated the interaction between three categorical independent variables and a single dependent variable, which investigated the correlation between corporate culture and customer relationship management, the correlation between organizational design and customer relationship management, and the correlation between staff quality and customer relationship management (Schuldt, Roh and Schwarz, 2015).

This study adapts Parasuraman et al. (1988) five-point Likert scale which Strongly Disagree is equal 1, Disagree is equal 2, Neutral is equal 3, Agree is equal 4, and Strongly Agree is equal 5. Questions in this way can clearly know the attitudes of interviewees, Likert scale is used to measure the degree of consent and disagreement of interviewees (Eze et al, 2012).

**Table 2: Summary Table of Questionnaire**

| Section | Variable | Items | Source |
|---|---|---|---|
| A | Demographic Profile | 4 | Malciute (2012) |
| B (Independent Variables) | Corporate culture | 4 | Ghosh and Craig (2013) |
| | Organizational design | 4 | Cornet (2015) |
| | Staff Quality | 4 | Eze and Yeo (2012) |
| C (Dependent Variable) | Customer Relationship Management | 4 | Velumani (2014) |

## 3.5 Pilot Test

A pilot test is a test before the entire test, which verifies the main functions of the whole system. 10% of the sample is usually selected as the number of pilot tests, the sample size of this test is 278, so the number of pilot tests selected is 30 (Walliman, 2012). The goal of the pilot test is to make sure that everyone in your sample understands these questions in the same way (Lewis, Saunders and Thornhill, 2012). You can find out whether there are any questions in your questionnaire that the interviewees are unwilling to answer through the pilot test, and you can also know how long it will take you to complete all the tasks. (Dikko, 2016).

## 3.5.1 Factor Analysis

In this study, factor analysis is applied not only to the test of complete data, but also to the test method of pilot test results, factor analysis is performed before reliability testing to determine whether factors or items need to be removed before further testing (Zikmund, Babin and Carr et al., 2012). Therefore, the data collected from the questionnaire will be tested by KMO Bartlett's test of Sphericity, The value of KMO should not be less than 0.6, because less than 0.6 indicates that the sample is not sufficient, so correction should be made. The value of KMO greater than 0.8 indicates that the sampling is perfect (Hair, Anderson and Tatham et al., 2012). The commonality of factor analysis in SPPS software should be greater than 0.6, and in order to continue the analysis, the items with the commonality value less than 0.6 should be deleted (Verma, 2012). Factor analysis is performed before reliability testing to ensure that any project that does not conform to the rule of thumb is removed for further analysis (Sekaran and Bougie, 2013).

Factor loading is part of the results of factor analysis, which is used as a data simplification method to explain the correlation between observed variables by using fewer factors, the value should be more than 0.6 and the items that have communalities values of less than 0.6 should be deleted in order to continue the analysis (Zikmund et al., 2012).

In factor analysis, the eigenvalue should be considered, and the factor with the eigenvalue of 1 or higher should be selected, this approach is the default for most statistical programs, which may explain why such statistics are often encountered when discussing factor analysis (Hair et al., 2012).

## 3.5.2 Reliability Test

Reliability refers to whether the measurement results are consistent after repeated measurements for many times (Lewis et al., 2012). Reliability analysis is determined by the proportion of system changes in the scale, and the proportion of system changes is known by determining the relationship between the scores of different management departments in the scale (Sekaran and Bougie, 2013). Therefore, if the value in the reliability analysis is high, the scale will produce consistent results and be reliable (Bryman and Bell, 2012).

In the reliability analysis, the criterion to measure the factor reliability is internal consistency, and the total value of several factors is calculated (Kumar, 2012). Reliability measurement in reliability analysis focuses on the internal consistency of a set of items constituting the scale (Verma, 2012).

Cronbach's alpha measurement reliability or internal consistency, Cronbach's alpha test is to test whether the Likert scale multi-question survey is reliable (Quinlan, 2012). These questions measure hidden, unobservable and latent variables (Sekaran and Bougie, 2013). The criteria used for the value of crobach's alpha are shown in the following table:

**Table 3: Rule of Thumb for Results**

| Cronbach's alpha | Internal consistency |
|---|---|
| $\alpha \geq 0.9$ | Excellent |
| $0.9 > \alpha \geq 0.8$ | Good |
| $0.8 > \alpha \geq 0.7$ | Acceptable |
| $0.7 > \alpha \geq 0.6$ | Questionable |
| $0.6 > \alpha \geq 0.5$ | Poor |
| $0.5 > \alpha$ | Unacceptable |

**Source: Stephanie (2014)**

## 3.5.3 Corralation Matrix

Correlation matrix is used to measure the correlation between two variables with a value between -1 and 1, and this coefficient is used to measure the degree of correlation between two variables (Kumar, 2012). The value of the coefficient is 1 means that the two variables can be well described by the equation of the line, all the data points fall on a line, and Y increases with the increase of X. When the coefficient is -1, Y decreases with the increase of X. When the coefficient is 0, there is no correlation relationship between the two variables (Sekaran and Bougie, 2013). According to Evans & Over (1996), the Pearson's Correlation r value could be divided into different levels to determine different level of relationship between the variables:

**Table 4: Criterion of Pearson Correlation R Value**

| Range | Acceptance |
|---|---|
| $0 \leq |R| < .20$ | Very Weak |
| $.20 \leq |R| < .40$ | Weak |
| $.40 \leq |R| < .60$ | Moderate |
| $.60 \leq |R| < .80$ | Strong |
| $.80 \leq |R| < 1.00$ | Very Strong |

*Source: Evans & Over (1996)*

## 3.6 Measurements

In this study, self-made questionnaire was used as a measuring tool to collect data, the use of self-administered questionnaires has two advantages and disadvantages (Kapoor, 2016). On the one hand, a wide range of interviewees can be obtained through the questionnaire survey, and the data obtained can be easily analyzed through the existing statistical analysis software (Sekaran and Bougie, 2013). On the other hand, the researchers will check the questionnaire after completion to counter the disadvantages, so as to ensure that the answers are valid, and thus reduce the ineffective answers (Kumar, 2012). In addition, the researchers will explain and clarify the respondents so that they can respond to the questionnaire without any difficulty, the selected questions are related to theories and concepts that are consistent with the research objectives (Parsian and Dunning, 2013).

## 3.6.1 Descriptive Information

Description information can be regarded as a guide, by understanding relevant description information, we can effectively understand the overall situation (Cooper and Schindler, 2013). An effective way to collect comprehensive demographic data is the key to successful research, understanding the age, educational background and gender of interviewees is valuable information for understanding how to conduct research best (GfK, 2016).Since this study is based on staff of CSC in Beijing, China, the demographic profile is about the educational background, age and gender of CSC staff in Beijing (Klie, 2014). The purpose of demographic analysis is to verify whether it affects the ability of business customer relationship management (Susca, 2018).

## 3.6.2 Preliminary Test

In order to have a more detailed understanding of the total sample, the researchers will conduct preliminary tests after the pilot test (Lewis et al., 2012). In the pilot test only 10% of the samples were tested, and the total samples of 278 questionnaires were tested in the preliminary test.

### 3.6.2.1 Factor Analysis

In this study, factor analysis is applied for testing the full data, and it is also applied as a test method for the pilot test result. Researchers conducting research often use factor analysis to classify a series of long questions into shorter sets of questions, each question represents an aspect of the phenomenon in the study (Babin et al., 2013).

KMO Bartlett's Test of Sphericity

The data collected in the questionnaire will be tested by the KMO Bartlett sphericity test, which can determine the correlation and suitability level of the collected data and the items in the questionnaire (Kumar, 2012). These results directly influence whether the data can be taken to the next test, those KMO values greater than 0.6 are selected (Zikmund et al. 2012).

Factor Loading

In factor analysis, the sample size of the preliminary test is more comprehensive (Lewis et al., 2012). If the factor loading value is more than 0.6, there is a strong relationship between variables and potential factors, if the value is less than 0.6, this means there may be a deviation, as the sample size only accounts for 10% of the entire sample in pilot test (Sekaran and Bougie, 2013).

Eigenvalues

There are three independent variables in this study. The number of independent variables is equal to the number of eigenvalues，so the eigenvalue should be greater than 1, if the eigenvalue is less than 1 or less than 1, it will be removed (Zikmund et al. 2012).

**3.6.2.2 Reliability Test**

Reliability is the reliability of test scores without measurement error, many factors will affect the overall quality of the instrument and the collected information (Zikmund et al. 2012). The reliability test is used to measure the consistency of the research model proposed by the collected data, hypothesis are made after the reliability test to ensure that the collected data is checked

further (Babin et al., 2013)

### 3.6.3 Hypothesis Test

Factor analysis and reliability testing are critical because they are related to the implementation of a hypothetical test designed to determine the suitability of the data collected in further analysis (Babin et al., 2013). After factor analysis and reliability testing of all the data obtained from the questionnaire, the data are ready for subsequent analysis (Quinlan, 2012).

Multiple Regression Analysis

.

Multiple regression analysis is applied to equation in estimating the self-weighting that indicates the values for a reliable variable out of the values of standalone variables (Quinlan, 2012). The prefixes of coefficients from +1 to -1, + and - represent the direction of the relationship, while the greater the number of coefficients indicates the strength of the more closely related relationship the significance level of $p<0.05$ is generally recognized by the society (Zikmund et al. 2012).

One-way ANOVA

One-way ANOVA refers to the method of analyzing single-factor test results and testing whether each factor has a significant influence on the test results (Zikmund et al. 2012). One-way ANOVA is an extension of the mean value of two samples, greater than the difference used to test the mean value, so as to determine the influence of factors with statistical methods and no statistical methods on test results (Quinlan, 2012).

Beta Coefficient

Decision coefficient analysis is to predict the value of the unknown dependent variable based on the known independent variable value (Hair et al., 2010).This test will pass by checking between 0 and 1 (Zikmund et al. 2012).If R2 is close to 1, it means that the proposed independent variable can explain the behavior of the dependent variable (Hair et al, 2010).

## 3.7 Ethical Consideration

In order to maintain the quality and integrity of research, researchers must collect data ethically, the ethical considerations presented by researchers are conducive to maintaining the quality of research (Eze et al, 2012). The data in this study are collected ethically, participants are allowed to share their views without any confusion, and participants are free or voluntary to participate in the study (Sekaran and Bougie, 2013).

The results collected in this study are anonymous and confidential and are only used for education purposes, each respondent was clearly directed to the purpose of the study (Chonghuan, 2013). Although the interviewees were asked to provide their personal information, such as age, gender and educational background, they were all anonymous, by assuring participants of confidentiality, it is helpful for participants to give real answers (Rahimi, 2017).

## 3.8 Conclusion

This chapter will focus on the research methods used in this study to study the proposed research objectives. A survey on customer relationship management for CSC will be conducted in Beijing. In addition, a pilot test will be conducted on about 30 respondents before a comprehensive survey to improve the questionnaire design and ensure that all projects are relevant, appropriate, understandable and reliable. Various data analysis methods will be applied according to academic research requirements and existing research. The next chapter will make statistical analysis of the data collected from these questionnaires and provide accurate and reliable evidence to support the research results.

# Chapter 4 : RESEARCH FINDING

## 4.0 Results and Findings

After the questionnaire was collected, I began to use SPSS software for data analysis. The 260 questionnaires were dispatched out, and 217 questionnaires were successfully recovered, with a success rate of 83.5%. Below are the discussion on the result of the descriptive analysis, reliability analysis, the factor analysis, regression analysis and correlation analysis on the 217 questionnaires.

## 4.1 Pilot Test

**Table 5: Reliability of Pilot Test**

### Case Processing Summary

|        |                       | N  | %     |
|--------|-----------------------|----|-------|
| Cases  | Valid                 | 30 | 100.0 |
|        | Excluded[a]           | 0  | .0    |
|        | Total                 | 30 | 100.0 |

a. Listwise deletion based on all variables in the procedure.

### Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .731             | 16         |

This survey use 30 participants for pilot test first. Isaac & Michael (1995) saying 30 samples for doing pilot test is always enough to find major errors in questionnaire. This study based on previous studies, in order to ensure the questionnaire could be fully understood, 30 of 260 sample sized would be send out as a pilot test, after confirming these 30 persons can answer questions undoubtedly and properly, the formal data collection would be continue.

30 employees of CSC in Beijing were selected as the pilot. The pilot test results showed that no problems were found in terms of wording, problem clarity, process and layout. The reliability test of pilot test result is that Cronbach's Alpha is 0.731, it is exceeded 0.7, it is meaning that the internal consistency is excellent.

## 4.2 Factor Analysis

**Table 6: KMO and Bartlett's Test**

### KMO and Bartlett's Test

| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | | .934 |
|---|---|---|
| Bartlett's Test of Sphericity | Approx. Chi-Square | 2575.813 |
| | df | 120 |
| | Sig. | .000 |

Factor analysis is to reduce a large number of variables to a number that is easy to analyze. In factor analysis, some variable factors that do not conform can be eliminated. Therefore, it is necessary to measure sample adequacy before factor analysis. Kaiser Meyer Olkin measure of sampling adequacy (KMO) (Kaiser, 1970) is used to test if sample size is adequate enough for future analysis. The value of KMO is usually change between 0 to 1, the higher of KMO is meaning that the samples is more adequate.

According to the table of KMO and Bartlett's test, the KMO value is 0.934, which is exceeds 0.7, it means that sampling size is adequate enough to continue to do factor analysis. The Bartlett's test show approximately Chi-Square is 2575.813, and Sig is 0.000 less than 0.05, it also can indicates the sampling size is adequate enough to continue factor analysis, and the overall structure is good.

**Table 7: Result of Factor Analysis**

| Items | Component |
|---|---|
| Corporate Culture 1 | .751 |
| Corporate Culture 2 | .690 |
| Corporate Culture 3 | .828 |
| Corporate Culture 4 | .711 |
| Organizational Design 1 | .680 |
| Organizational Design 2 | .643 |
| Organizational Design 3 | .790 |
| Organizational Design 4 | .763 |
| Staff Quality 1 | .660 |
| Staff Quality 2 | .736 |
| Staff Quality 3 | .739 |
| Staff Quality 4 | .670 |
| Customer Relationship Management 1 | .743 |
| Customer Relationship Management 2 | .751 |
| Customer Relationship Management 3 | .751 |
| Customer Relationship Management 4 | .751 |

This survey can categorize these test questions into 3 common factors, "Corporate Culture", "Organizational Design", "Staff Quality" and "Customer Relationship Management", in addition, among these questions "Corporate Culture", "Organizational Design" and "Staff Quality" are the three independent variables, "Customer Relationship Management" is the dependent variables.

According to the table 7, every question factor loading value is more than 0.6, it mean that every factor distribute and converge theoretically, it can be say contents of common factors could explained by these factor in the sample scale.

## 4.3 Reliability Test

**Table 8: Reliability Test Result**

| Variables | Crobach's Alpha | Number of Items |
|---|---|---|
| Corporate Culture | 0.884 | 4 |
| Organizational Design | 0.886 | 4 |
| Staff Quality | 0.855 | 4 |
| Customer Relationship Management | 0.911 | 4 |
| Overall | 0.945 | 16 |

The table 8 showed the result of each variables reliability analysis and overall reliability analysis. These four variables' Cronbach's Alpha are more than 0.7. The Customer Relationship Management has the highest Cronbach' Alpha of 0.911. The Staff Quality has the lowest Cronbach' Alpha of 0.855. Corporate Culture and Organizational Design have almost same Cronbach' Alpha value. Therefore, the overall Cronbach' Alpha of four variables (Corporate Culture, Organizational Design, Staff Quality and Customer Relationship Management)

was 0.945, according to the measurement of reliability by George and Mallery (2003), this test result shows that all the item measurement internal consistency level is acceptable.

## 4.4 Descriptive Analysis

In this study, quantitative research method was adopted to collect data by issuing questionnaires, 217 samples were recovered, and demographic information of the recovered samples was analyzed by SPSS.

**Table 9: Demographic Descriptive Analysis**

| Characteristic | | Frequency | Percentage |
|---|---|---|---|
| Gender | Male | 122 | 56.2 |
| | Female | 95 | 43.8 |
| Income | Less than 4000CNY | 39 | 18.0 |
| | 4001-6000CNY | 82 | 37.8 |
| | 6001-8000CNY | 41 | 18.9 |
| | 8001-10000CNY | 34 | 15.7 |
| | More than 10000CNY | 21 | 9.7 |
| Age | 18-25 | 6 | 2.8 |
| | 26-33 | 80 | 36.9 |
| | 34-41 | 81 | 37.6 |
| | 42-49 | 29 | 13.4 |
| | More than 50 | 21 | 9.7 |
| Education | Bachelor Degree | 141 | 65 |
| | Master | 76 | 35 |

In 217 valid samples, there are 122 males (56.2%), 95 females (43.8%), the number of males significantly outnumbers males. The number of male participants was 27 more than the number of female participants. In aspect of income, the income range less than 4,000 CNY accounts 18%, 4,001-6,000 CNY accounts 37.8%, 6,001-8,000 CNY accounts 18.9%, 8,001-10,000 CNY accounts 15.7%, more than 10,001 CNY accounts 9.7%, which illustrates that the participants' income mainly less than 10,000 CNY, and the distribution of all income levels is relatively uniform. In aspect of age, the age range between 18-25 accounts 2.8%, 26-33 accounts 36.9%, 34-41 accounts 37.3%, 42-49 accounts 13.4%, more than 50 accounts 9.7%, which illustrates that the participants' age mainly between 26-41, and there are fewer employee too young or too old. In aspect of education level, bachelor degree take up 65%, master take up 35%, it mean that no staff education level is below bachelor degree. The education level of CSC staff are concentrated in bachelor degree and master.

To sum up, it is clearly know from demographic information of this study, the male participants are significantly more than females participants. Majority of participants' income level is middle and high level. The age of participants is mainly ranged between 26-41. The education level of participants only has bachelor degree and master. It can be say that the staff education level is really high.

## 4.5 Pearson Correlation Analysis Result

Pearson correlation coefficient (r) is used to measure the correlation intensity between two variables. Pearson correlation coefficient (r) is basically to draw the most appropriate line through the data of two variables and Pearson correlation coefficient (r), indicating how far the data points are from the most appropriate line (Benesty, Chen and Huang et al., 2009).

Hypothesis 1: Corporate culture has a significant influence on customer relationship management.

Hypothesis 2: Organizational design has a significant influence on customer relationship management.

Hypothesis 3: Staff quality has a significant influence on customer relationship management.

**Table 10: Pearson Correlation Result for Hypotheses**

| | | Customer Relationship Management |
|---|---|---|
| Corporate Culture | Sig. (2-tailed) | .000 |
| | Pearson Correlation | .553 |
| Organizational Design | Sig. (2-tailed) | .000 |
| | Pearson Correlation | .615 |
| Staff Quality | Sig. (2-tailed) | .000 |
| | Pearson Correlation | .459 |

From table 10, "corporate culture", "organizational design", "staff quality" and "customer relationship management" between the correlation coefficient were 0.553, 0.615, 0.459, p value is 0.000, less than 0.05, namely the "corporate culture", "organizational design", "staff quality" and "customer satisfaction" that there was a positive correlation between and has significance.

## 4.6 Multiple Regression Analysis

According to the study of Sekaran & Bougie(2016), Multiple regression analysis is a direct correlation between a dependent variable and several independent variables. Although there is no strict/deterministic functional relationship between independent and dependent variables, you can try to find the mathematical expression that best represents them. In other words, multivariate regression analysis helps to understand how much variance in a dependent

variable is explained by a set of predictors. Therefore, when multiple independent variables are needed, the multiple regression test begins to predict which independent variable has a significant influence on the dependent variable.

**Table 11: Model Summary**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .881a | .776 | .773 | .43061 |

a. Predictors: (Constant), Corporate Culture, Organizational Design, Staff Quality

b. Dependent Variable: Customer Relationship Management

According to the model summary table 11, it shows that in the model the relationship between the combination of in dependent variable and the dependent variable is extremely strong (R=0.881). The coefficient of determination R Square is 0.776, and the adjusted coefficient of determination adjusted R Square is 0.773, it means that the three independent variables explained approximately 77.3% of variance in customer relationship management, Because adjusted R Square decreased for only 0.003 points that it almost same, so the regression test show that the independents variables can explain dependents explanatory.

# Chapter 5 : CONCLUSIONS AND RECOMMENDATIONS

## 5.0 Finding and Discussions

The variables and results of this study are summarized in the table, which clearly illustrates the variables discussed in this study, relevant hypotheses based on the development of variables, and the final results generated based on the proposed hypotheses. According to table, "Corporate Culture", "Organizational Design" and "Staff Quality" have been successfully proved having significant relationship with "Customer Relationship Management". The correlation between the dependent variable and the three independent variables is from large to small, namely, organizational design, corporate culture and staff quality. This result may be a little surprising, but it surveys the factors that influence customer relationship management from the perspective of employees. Therefore, we can see that a good organizational structure is conducive to the efficient work of employees, the provision of high quality services for customers, at the same time it helps staff to establish a good relationship between employees and customers. A reasonable organizational structure can make the entire workflow of the company run smoothly without any obstacles in each link, which greatly improves the efficiency of work and the customer's sense of experience will be satisfied, and ultimately helps the company establish a good relationship with customers.

For the second hypotheses, there has positive relationship between corporate culture and customer relationship management. Corporate culture is like a banner, which leads the direction of enterprise development and the direction of employees' efforts. Corporate culture tells employees what they should do and what is important to the company. Corporate culture is a spiritual pillar for an enterprise. An excellent corporate culture can help an enterprise to clarify its

development purpose, so that the development of the enterprise will not deviate from the track, along the target line straight forward, do not take detours. A customer oriented corporate culture will definitely guide employees to respect and value customers. When dealing with any problem, they should take the interests of customers as the starting point to ensure that the interests of customers are not infringed. This is very helpful to establish a good relationship between the enterprise and customers.

For the final hypotheses, there has positive relationship between staff quality and customer relationship management. The quality of employees determines how much knowledge they have in store and how skilled they are at their jobs. The higher the quality of employees, the higher their education and experience, the richer their knowledge reserve, the more skilled they are in their own work, they able to easily deal with the problems raised by customers, timely, accurate and fast to help customers. However, employee quality has the least correlation with CRM, which is because not all high quality employees have a good attitude towards customer service. Some high quality employees feel that they are knowledgeable and experienced and have no patience to answer simple questions raised by customers, which leaves a bad impression on customers and is not conducive to the establishment of good relations between the company and customers.

## 5.1 Recommendations

Research shows that corporate culture, organizational design and employee quality have a positive impact on customer relationship management. Therefore, business leaders should take positive actions to deal with opportunities. For example, securities companies can study the establishment of organizational structure at a deeper level, so that reasonable organizational structure can help the rapid development of the company, so that every employee can contribute

their own strength, and avoid the unreasonable organizational structure burying talents. Establish a decentralized organizational structure in which each employee has the right to deal with the problems of the customer, so that they will have a sense of ownership and be more proactive in their work.

This study finds that between corporate culture and customer relationship management there is a positive relationship. This is consistent with the research on customer relationship management and corporate culture. Therefore, leaders of securities companies should pay attention to the publicity of corporate culture within the company. Publicity and promotion of corporate culture can help employees understand the company's vision and mission. Corporate culture is the spiritual leader of employees, leading employees to the company's goal of the road forward. Enterprises should establish a customer centered corporate culture, which is conducive to establishing a good relationship between enterprises and customers. Cultivate a large number of loyal customer groups.

The study also showed that between staff quality and customer relationship management has a positive relationship. Therefore, the leaders of the company must know more about the ability level of employees when recruiting new employees. Recruitment of high quality staff is conducive to the long term development of the enterprise. Enterprises should not only pay attention to the skill level of employees, but also should pay attention to the moral quality of employees. Moral quality is more important than professional level. An ethical and noble employee will consider for the company and customers everywhere, which is of great help to the establishment of a good relationship between the company and customers.

## 5.2 Study Limitations

This study explores the constructive contribution and essential relationship between corporate culture, organizational design, staff quality and customer relationship management. However, there are limitations to these findings.

Firstly, the results of this study prove that corporate culture, organizational design and employee quality have a positive influence on customer relationship management. However, there are a lot of factors that influence customer relationship. In addition to the three key factors discussed in this study, there are also many changeable factors. Current studies have not identified other variables that may influence customer relationship management, so further research and exploration of other variables should be encouraged.

Secondly, 217 samples were collected by online questionnaire using quantitative research method. Therefore, participants may not be willing to spend enough time to complete the questionnaire because they did not collect the questionnaire face to face. In addition, the questionnaire is only issued to employees of Beijing CSC companies, and the results of the study may be affected, because the data collected from the sample may not represent employees of securities companies in unexpected areas of Beijing. In future studies, in order to cover a larger research scope and collect more accurate questionnaires, face-to-face collection and diversified and large scale collection are required.

Third, because time is so short, all the studies are too hasty. Many aspects have not been further studied. Time constraints prevent us from analyzing data in more ways. Therefore, the future research should have enough time to thoroughly study each item and provide meaningful reference for future generations.

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# Appendix

## Appendix 1: MBA Project Log

### PROJECT PAPER LOG

This is an important document, which is to be handed in with your dissertation. This log will be taken into consideration when awarding the final mark for the dissertation.

| | |
|---|---|
| **Student Name:** | **Tian Zhanxu** |
| **Supervisor's Name:** | **Dr. Diana** |
| **Dissertation Topic: Customer Relationship Management of China Securities Co., Ltd in Beijing, China** | |

**SECTION A. MONITORING STUDENT DISSERTATION PROCESS**

**The plan below is to be agreed between the student & supervisor and will**

**be monitored against progress made at each session.**

| Activity | Milestone/Deliverable Date | | | |
|---|---|---|---|---|
| Review Chapter 1-3 & confirm the conceptual framework | 9/8 | | | |
| Modify Chapter 1-3 | | 11/9 | | |
| Done Chapter 1-3 | | 20/9 | | |
| Review presentation slides for proposal | | 8/10 | | |
| Proposal presentation | | 29/10 | | |
| Draft questionnaire | | 2/11 | | |
| Modify the questionnaire | | 9/11 | | |
| Showing data & start Chapter 4-5 | | | 15/11 | |
| Done Chapter 4-5 | | | 25/11 | |
| Final Viva & modify Chapter 1-5 | | | | 1/12 |

## SECTION B. RECORD OF MEETINGS

## RECORD OF MEETINGS

**The expectation is that students will meet their supervisors up to seven times and these meetings should be recorded.**

**Meeting 1**

| Date of Meeting | 4 September 2018 |
|---|---|
| Progress Made | First meet up with supervisor to discuss the problem statement, research objectives |
| Agreed Action | Read more previous articles to determine objectives |
| Student Signature | *Tian Zhanxu* |
| Supervisor's Signature | |

**Meeting 2**

| Date of Meeting | 11 September 2018 |
|---|---|
| Progress Made | Discuss the tile and objectives |
| Agreed Action | Change the title |
| Student Signature | *Tian Zhan Xu* |
| Supervisor's Signature | |

**Meeting 3**

| Date of Meeting | 18 September 2018 |
|---|---|
| Progress Made | Discuss the proposal defence slides |
| Agreed Action | Prepare Defence Presentation |
| Student Signature | *Tian Zhanxu* |
| Supervisor's Signature | |

INTI International University (2018)

**Meeting 4**

| Date of Meeting | 25 September 2018 |
|---|---|
| Progress Made | Proposal defence slides confirmed |
| Agreed Action | Design questionnaire |
| Student Signature | Tian Zhan Xu |
| Supervisor's Signature | |

**Meeting 5**

| Date of Meeting | 6 October 2018 |
|---|---|
| Progress Made | Questionnaire Design |
| Agreed Action | Modify questionnaire |
| Student Signature | Tian Zhan Xu |
| Supervisor's Signature | |

**Meeting 6**

| Date of Meeting | 13 October 2018 |
|---|---|
| Progress Made | Questionnaire Approved |
| Agreed Action | Start data collection |
| Student Signature | Tian Zhan Xu |
| Supervisor's Signature | |

**Meeting 7**

| Date of Meeting | 30 October 2018 |
|---|---|
| Progress Made | Discuss data analysis |
| Agreed Action | Doing data analysis |
| Student Signature | *Tian Zhan Xu* |
| Supervisor's Signature | |

**Meeting 8**

| Date of Meeting | 6 November 2018 |
|---|---|
| Progress Made | Modify Chapter 4 |
| Agreed Action | Final draft to be prepared and submitted |
| Student Signature | *Tian Zhan Xu* |
| Supervisor's Signature | |

**Meeting 9**

| Date of Meeting | 13 November 2018 |
|---|---|
| Progress Made | Discussion on final draft |
| Agreed Action | Prepare viva slides |
| Student Signature | *Tian Zhan Xu* |
| Supervisor's Signature | |

INTI International University (2018)

**Meeting 10**

| Date of Meeting | 20 November 2018 |
|---|---|
| Progress Made | Amendments to be made to final draft |
| Agreed Action | Prepare for viva presentation |
| Student Signature | Tian Zhan Xu |
| Supervisor's Signature | Diana |

**Section D. Comments on Management of Project**

(to be completed at the end of the dissertation process)

**Student Comments**

This project included many challenges but it was interesting. Time is very limited especially for the data collection. The most challenging part is Chapter 4 data analysis. It took a lot time to determine the methodology and learn how to do the analysis but data analysis is my favorite part because I can learn a lot. Dr. Diana is a supervisor who rich knowledge, rigorous academic attitude and unique research perspective. From the selection of the thesis to the completion of the thesis, each step is completed under the guidance of Dr. Diana, and Dr. Diana has devoted a lot of effort. Here, I would like to express my lofty respect and heartfelt thanks!

**Supervisor Comments**

Student has put in the effort to complete the research project.

| Signature of Student | Tian Zhan Xu | Date | 11/12/201? |
|---|---|---|---|
| Signature of Supervisor | Diana | Date | 12/12/18 |

# Appendix 2 Example of Spine and Cover of the Thesis

**Example of Spine and Cover of the Thesis**

**TIAN ZHANXU**

**MASTER OF BUSINESS ADMINISTRATION**

**2018**

**Customer Relationship Management of China Securities Co., Ltd in Beijing, China**

**TIAN ZHANXU**

**MASTER OF BUSINESS ADMINISTRATION FACULTY**

**OF BUSINESS, COMMUNICATION & LAW**

**INTI INTERNATIONAL UNIVERSITY**

**2018**

# Appendix 3 Declaration

## STUDENT'S DECLARATION

I hereby declare that I understand the meaning of "Plagiarism" and "Intellectual Property Rights" and Ethics Related to the Principles of Academic Works.

This dissertation is hereby acknowledged as my own work and I have duly acknowledged use of published and unpublished works of other people from the print, electronic and other media.

Name         : Tian Zhanxu

Student ID   : I17013847

Signature    :

Date         : 12/12/2018

# Appendix 4 Title Page

**Title Page**

**INTI INTERNATIONAL UNIVERSITY**

MASTER OF BUSINESS ADMINISTRATION

Customer Relationship Management of China Securities Co., Ltd in Beijing, China

**Author: Tian Zhanxu**

**Student No: I17013847**

**Supervisor: Dr. Diana**

**Submission Date: 14/12/2018**

**Final Word Count: 13656**

# Appendix 5 Initial Research Paper Proposal

**INTI International University**

**Master of Business Administration MGT7999**

**Initial Research Paper Proposal**

| | |
|---|---|
| **STUDENT NAME & ID NO** | Tian Zhanxu I17013847 |
| **BROAD AREA** | Marketing |
| **Concise Title** | Customer Relationship Management of China Securities Co., Ltd in Beijing, China |
| **Problem Definition** | In Beijing, many managers of security enterprises attach more importance to short-term interests, while they pay less attention to the management system of customer relationship management, which has no obvious short-term interests (Chen, 2017). Due to the limited cultural knowledge of leaders in various departments of some securities enterprises, they do not have a thorough understanding of customer relationship management (Rowe, 2018). These leaders believe that customer relationship management is only related to the boss, it has no relationship with them, so they pay less attention to the implementation of customer relationship management (Shacklett, 2018). |
| **Research Objectives and Research Questions** | The major concern of this research is to customer relationship management of CSC in Beijing, China. The main purpose of this study is to determine the relationship between corporate culture, organizational design and staff quality on customer relationship management of CSC in Beijing, China. Therefore, the specific objectives are: <br> RO1: To determine whether corporate culture influence customer relationship management of CSC in Beijing, China. <br> RO2: To know whether the organizational design influence customer relationship management of CSC in Beijing, China. |

| | RO3: To determine whether staff quality influence customer relationship management of CSC in Beijing, China.<br><br>Along with the research objectives proposed, there are three research questions which could be raised. Through answering the three research questions, the research objectives are able to be achieved. The research questions of this research are:<br><br>RQ1: Will the corporate culture influence on customer relationship management of CSC in Beijing, China?<br><br>RQ2: Will the organizational design influence customer relationship management of CSC in Beijing, China?<br><br>RQ3: Will the staff quality influence on customer relationship management of CSC in Beijing, China? |
|---|---|
| **Scope of study** | The scope of this study is to study the development and implementation of customer relationship management of CSC in Beijing, China. In addition, factors influencing the implementation of customer relationship management are studied in more detail. This study mainly studies the influence of organizational design, corporate culture and staff quality on customer relationship management of CSC in Beijing, China. In this study, the influence of three factors on customer relationship management of CSC was statistically studied and analyzed. |
| **Significance of the Research** | There are many literatures on the implementation of customer relationship management in Chinese academic circles, but relatively few literatures on the influence of organizational design, corporate culture and staff quality on customer relationship management (Smilansky, Klie and Del Rowe, 2016). This paper mainly research organization design, corporate culture and staff quality influence on customer relationship management of CSC in |

| | Beijing, China, it made some supplement for academic research in this field, at the same time also provide some reference for future researchers (Chang, Hsu and Shiau, 2015). <br><br> This study focuses on customer relationship management in the security industry in Beijing, China, through this study that it can help security enterprises to obtain the real information of customers and improve customer value and enterprise value (Horn, Feinberg and Salvendy, 2015). Through research organization design, corporate culture and staff quality influence on customer relationship management of CSC in Beijing, China, it helps enterprise could make rapid response to the customer's demand and realize efficient customer management, the research helps enterprises be more competitive in the market (Sun and Zhang, 2014). |
|---|---|
| **Literature Review** | The essence of customer relationship management is actually marketing management, which is a systematic project of customer-oriented enterprise marketing management (Tandon, Sharma and Bhulal, 2017). The fundamental source of customer relationship management is not technological progress, but the natural result of the evolution of marketing management (Minsker, Klie and Rowe, 2018). Customer relationship management (CRM) in broad sense refers to: in the process of enterprise operation of accumulating customer information, and use of customer information to establish marketing strategy to meet customers' personalized needs (Rajput, Zahid and Najaf, 2018). <br><br> Corporate culture plays an important role in the design, goal setting and implementation of CRM strategy (Jaehoon et al., 2017). The success of CRM implementation application is not only closely related to the implementation experience and technical level of CRM solution providers, but also to the promotion efforts of enterprises |

| | |
|---|---|
| | themselves (Vieira-dos Santos and Gonçalves, 2018). The successful implementation of CRM focuses not only on the installation, debugging and training of CRM system, but also on the idea implementation and thought integration of more managers (Gebauer, Joncourt and Saul, 2016). Organizational design is good or bad has a great influence on employee satisfaction, and the position and role of enterprises in this relationship are more important and proactive than employees (Xiaoying, Yong and Arntzen et al., 2017). The productivity of employees is the concern of enterprises, the satisfaction of employees directly affects the productivity of employees and affects customer relationship management (Jinyoun et al., 2015). The technical quality of employees determines whether the equipment and facilities can be operated correctly in real life to ensure the safe and normal operation of production (Greenberg, 2018). Physical and mental qualities are the basis of one's work and life in society. A healthy body is the prerequisite to ensure the normal operation of work, and the psychological quality is the trend of a person's life. At work, people with good mental qualities handle all kinds of interpersonal relationships calmly and calmly to maintain harmony (Davidson, 2013). The harmonious interpersonal relationship creates a good working environment and provides customers with good services to enhance the cohesion of the enterprise and maintain a good relationship with customers (Chen, 2017). |
| **Research Methodology** | **Research Design**: This research is a cross-sectional study Methodology using quantitative methods based on descriptive research. **Unit of Analysis:** Staff of CSC in Beijing, China. **Sample Size:** 217 **Sampling Procedure:** Non-probability sampling (convenience sampling) **Data Collection Method:** Online Questionnaire. **Questionnaire Design:** This questionnaire is |

|  | mainly divided into three parts, the first part is about respondents' personal information collection, the second part is related to the research target, the third part is the problem related to the dependent variable (Schuldt, Roh and Schwarz, 2015). Part one has three questions, every independent variable has four questions in part two, part three has five questions, there are 20 questions altogether. The questionnaire can collect necessary data, but it will not be too long for the respondents, which will help them gain their trust and satisfaction and avoid emotional interference (Eze, Tan and Yeo, 2012). |
|---|---|

# Appendix 6 Turnitin results

## Customer Relationship Management of China Securities Co., Ltd in Beijing, China

ORIGINALITY REPORT

| 9% | 4% | 3% | 7% |
|---|---|---|---|
| SIMILARITY INDEX | INTERNET SOURCES | PUBLICATIONS | STUDENT PAPERS |

PRIMARY SOURCES

| 1 | Submitted to Segi University College<br>Student Paper | 1% |
|---|---|---|
| 2 | Submitted to University of Sydney<br>Student Paper | <1% |
| 3 | Submitted to University of Science and Technology, Yemen<br>Student Paper | <1% |
| 4 | Submitted to Sheffield Hallam University<br>Student Paper | <1% |
| 5 | logo-corporate-culture.blogspot.com<br>Internet Source | <1% |
| 6 | "Proceedings of the Twelfth International Conference on Management Science and Engineering Management", Springer Nature America, Inc, 2019<br>Publication | <1% |
| 7 | Submitted to University of Northampton<br>Student Paper | <1% |

INTI International University (2018)

# Appendix 7 Questionnaire

Questionnaire

Customer Relationship Management of China Securities Co., Ltd in Beijing, China.

Dear Respondents,

I am a final year student of Master of Business Administration, INTI International University, Nilai Campus. I am conducting a research to determine the factors that influence Customer Relationship Management. I would invite the staff of CSC in Beijing to participate and complete in this survey. Your answers and information that you fill in this questionnaire are confidential and used in this research purpose only. This questionnaire consists 5 sections (20 questions) and will only take approximately 3 minutes to complete this survey. Please read the instructions carefully before answering the questions.

Your participation will greatly contribute to the success of the survey. I deeply appreciate your assistance in participating in this survey and your responses will remain private and confidential. The sources of this survey will be used for academic purpose only. Your cooperation will be appreciated.

Thank you.

SECTION A: DEMOGRAPHIC
1. Gender
   Female       Male

2. Age
   18-25     26-33    33-40    41-48    More than 49

3. Your income (CNY)
   Less than 4,000    4,001-6,000    6,001-8,000    8001-10,000 More than 10,001

4. Your education level
   High school    Bachelor degree    Master    PhD    Others

| SECTION B: Corporate Culture | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|---|---|---|---|---|---|
| Your company has a good development prospect. | | | | | |
| You have a clear understanding of the company's goals. | | | | | |
| Your company's goals will guide your work. | | | | | |
| Your company has a distinctive core value concept. | | | | | |

| SECTION C: Organizational Design | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|---|---|---|---|---|---|
| Employees are able to fulfill their duties and responsibilities. | | | | | |
| Your company's workflow is well designed. | | | | | |
| There is healthy and constructive competition in the company. | | | | | |
| Employees work efficiently to achieve organizational goals. | | | | | |
| SECTION D: Staff Quality | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
| You able to work autonomously. | | | | | |
| You have the professional skills for your position. | | | | | |
| Your service will satisfy your customers. | | | | | |
| You often attend company training. | | | | | |
| SECTION D: Customer Relationship Management | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
| The management supports the customer relationship management plan. | | | | | |
| It is important to maintain and update customer system information regularly. | | | | | |
| You should keep in touch with customer frequently. | | | | | |
| The concept of CRM is important to your company's development and marketing decisions. | | | | | |

# Appendix 8 Tables

**Pilot test**

**Case Processing Summary**

| | | N | % |
|---|---|---|---|
| Cases | Valid | 30 | 100.0 |
| | Excluded[a] | 0 | .0 |
| | Total | 30 | 100.0 |

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

| Cronbach's Alpha | N of Items |
|---|---|
| .731 | 16 |

**Kmo and Bartlett's test**

**KMO and Bartlett's Test**

| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | | .934 |
|---|---|---|
| Bartlett's Test of Sphericity | Approx. Chi-Square | 2575.813 |
| | df | 120 |
| | Sig. | .000 |

## Result of Factor Analysis

| Items | Component |
|---|---|
| Corporate Culture 1 | .751 |
| Corporate Culture 2 | .690 |
| Corporate Culture 3 | .828 |
| Corporate Culture 4 | .711 |
| Organizational Design 1 | .680 |
| Organizational Design 2 | .643 |
| Organizational Design 3 | .790 |
| Organizational Design 4 | .763 |
| Staff Quality 1 | .660 |
| Staff Quality 2 | .736 |
| Staff Quality 3 | .739 |
| Staff Quality 4 | .670 |
| Customer Relationship Management 1 | .743 |
| Customer Relationship Management 2 | .751 |
| Customer Relationship Management 3 | .751 |
| Customer Relationship Management 4 | .751 |

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**Reliability Test Result**

| Variables | Crobach's Alpha | Number of Items |
|---|---|---|
| Corporate Culture | 0.884 | 4 |
| Organizational Design | 0.886 | 4 |
| Staff Quality | 0.855 | 4 |
| Customer Relationship Management | 0.911 | 4 |
| Overall | 0.945 | 16 |

**Demographic Descriptive Analysis**

| Characteristic | | Frequency | Percentage |
|---|---|---|---|
| Gender | Male | 122 | 56.2 |
| | Female | 95 | 43.8 |
| Income | Less than 4000CNY | 39 | 18.0 |
| | 4001-6000CNY | 82 | 37.8 |
| | 6001-8000CNY | 41 | 18.9 |
| | 8001-10000CNY | 34 | 15.7 |
| | More than 10000CNY | 21 | 9.7 |
| Age | 18-25 | 6 | 2.8 |
| | 26-33 | 80 | 36.9 |
| | 34-41 | 81 | 37.6 |
| | 42-49 | 29 | 13.4 |
| | More than 50 | 21 | 9.7 |
| Education | Bachelor Degree | 141 | 65 |
| | Master | 76 | 35 |

**Pearson Correlation Result for Hypotheses**

|  |  | Customer Relationship Management |
|---|---|---|
| Corporate Culture | Sig. (2-tailed) | .000 |
|  | Pearson Correlation | .553 |
| Organizational Design | Sig. (2-tailed) | .000 |
|  | Pearson Correlation | .615 |
| Staff Quality | Sig. (2-tailed) | .000 |
|  | Pearson Correlation | .459 |

**Model Summary**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .881a | .776 | .773 | .43061 |

a. Predictors: (Constant), Corporate Culture, Organizational Design, Staff Quality

b. Dependent Variable: Customer Relationship Management