



**CUSTOMER CENTRICITY IN ENHANCING ORGANISATIONAL OBJECTIVES
AT A SELECTED GOVERNMENT PARASTATAL**

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ABSTRACT

The selected Government Parastatal is an operating division of a State-Owned Entity, wholly-owned by the South African Government. The parastatal operates 3 800 km of pipeline throughout South Africa, transporting refined petroleum products, crude oil and methane rich gas. The focus of the parastatal is to provide an integrated pipeline service offering to customers, by maximising product volumes, while minimising logistical costs.

The parastatal services six of the leading petroleum and gas companies in South Africa through its pipeline service offering. With the assistance of an external service provider, the parastatal conducted a customer satisfaction survey in the financial year 2018/19, with results indicating 70 percent customer dissatisfaction with their current service. The results highlighted areas of concern such as clear and proactive communication, operations and service delivery and delivery on contractual agreements. It is held that being customer-centric means being involved and invested in the organisation, knowing and helping customers to satisfy their needs.

Nonetheless, organisations need to develop a new set of operating beliefs that are customer-focussed, with literature proposing customer-centricity as an important factor in the long-term growth and sustainability of an organisation. The parastatal selected for study is a service-driven organisation and its business depends on its customers, thus, it is important to consistently ensure a high-level of customer service. Organisations that focus on a customer-centric perspective have been shown as able to address customer needs.

This research project will, therefore, focus on the role of customer-centricity and how it can enhance organisational objectives within a selected parastatal, through an evaluation of the need for a customer centric culture and the significance of employee participation in customer-centricity, in addition to an analysis of Customer Relationship Management (CRM) as a tool in evolving the Government Parastatal as a customer centric organisation.

The study will employ a quantitative research design, with a 5-point Likert scaled questionnaire, comprised of closed-ended questions that will be distributed to the targeted population of 400 and a sample size of 199. A web-based survey will be used to distribute the questionnaire and a link emailed to participants, while hand delivering to those without email access. Responses will be analysed using the Statistical Package for Social Sciences (SPSS) version 27.

At the conclusion of the study, the researcher hopes to recommend the significance of customer-centricity to the Executive Management team of the government parastatal and how it can enhance organisational objectives. The researcher also expects to find a correlation between employee participation in creating a customer-centric culture in an organisation and achieving organisational objectives.

DECLARATION

I, the undersigned, Angelique Swartbooi, hereby declare that the work presented in this dissertation is my own, original work, except where indicated. All sources contained in this dissertation have been duly acknowledge and referenced.

Angelique Swartbooi

Date: 11 April 2022

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TABLE OF CONTENTS

Page

ABSTRACT	ii
DECLARATION.....	iv
ACKNOWLEDGEMENTS.....	v
LIST OF TABLES	xii
LIST OF FIGURES.....	xiii
LIST OF ACRONYMS	xiv
CHAPTER ONE	1
INTRODUCTION AND OVERVIEW OF THE STUDY	1
1.1 INTRODUCTION.....	1
1.2 RESEARCH PROBLEM.....	1
1.3 SIGNIFICANCE OF THE STUDY	2
1.4 AIMS AND OBJECTIVES.....	2
1.5 RESEARCH QUESTIONS	3
1.6 PRELIMINARY LITERATURE REVIEW.....	3
1.6.1 Customer-Centricity.....	3
1.6.2 The significance of customer-centricity	3
1.6.3 Organisational Culture.....	4
1.6.4 Employee Participation.....	4
1.6.5 Customer Relationship Management (CRM).....	4
1.7 RESEARCH METHODOLOGY	5
1.7.1 Research Method	5
1.7.2 Research Design.....	5
1.7.3 Validity and Reliability	6
1.7.4 Target Population	6
1.7.5 Sampling	6

1.7.6	Sampling Strategy	7
1.7.7	Sample Size	7
1.7.8	Data Collection	7
1.7.9	Data Analysis	8
1.8	ETHICAL CONSIDERATIONS.....	8
1.9	LIMITATIONS.....	8
1.10	STRUCTURE OF THE DISSERTATION.....	9
1.11	CONCLUSION	10
CHAPTER TWO.....		11
LITERATURE REVIEW		11
2.1	INTRODUCTION.....	11
2.2	STATE-OWNED ENTITY (GOVERNMENT PARASTATAL).....	11
2.3	THE CONCEPT OF CUSTOMER-CENTRICITY	13
2.3.1	Benefits of customer-centricity	15
2.3.2	Determinants of customer-centricity	16
2.4	CUSTOMER SATISFACTION IN RELATION TO CUSTOMER-CENTRICITY	18
2.5	CUSTOMER LOYALTY.....	19
2.5.1	Customer Satisfaction and Loyalty.....	20
2.6	CUSTOMER EXPERIENCE MANAGEMENT (CEM).....	21
2.7	CUSTOMER ENGAGEMENT (CE).....	21
2.8	THE CONCEPT OF CUSTOMER KNOWLEDGE MANAGEMENT IN CUSTOMER-CENTRICITY	22
2.9	ORGANISATIONAL CULTURE	24
2.9.1	The effect of organisational structure on organisational performance ...	26
2.10	THE CONCEPT OF ORGANISATIONAL OBJECTIVES.....	27
2.10.1	The Balance Scorecard to attain organisational objectives	28

2.10.2	The impact of leadership on organisational objectives	28
2.10.3	Transformational leadership as an antecedent in Customer-Centricity	29
2.11	THE ASSOCIATION BETWEEN EMPLOYEE ENGAGEMENT AND ORGANISATIONAL PERFORMANCE.....	31
2.11.1	The significance of employee satisfaction	33
2.12	CONCEPT OF A CUSTOMER RELATIONSHIP MANAGEMENT (CRM) SYSTEM IN CUSTOMER-CENTRICITY	34
2.12.1	Benefits of CRM system.....	37
2.12.2	Employing Customer Relationship Management (CRM) in becoming Customer Centric	38
2.13	ORGANISATIONAL CHANGE MANAGEMENT	39
2.14	CONCLUSION	39
CHAPTER 3		41
RESEARCH METHODOLOGY		41
3.1	INTRODUCTION.....	41
3.2	WHAT IS RESEARCH?	41
3.2.1	Research Methodology	41
3.2.2	Research Design.....	42
3.3	THE RESEARCH PROCESS.....	43
3.4	RESEARCH STRATEGY OR METHOD	44
3.4.1	Experimental research	44
3.4.2	Action research	45
3.4.3	Case study research	45
3.4.4	Surveys	45
3.4.5	Interviews	46
3.4.6	Systematic literature review	46

3.5	RESEARCH PARADIGMS	47
3.5.1	Positivism paradigm	47
3.5.2	Interpretivism paradigm	47
3.6	RESEARCH APPROACH	48
3.6.1	Quantitative	48
3.6.2	Qualitative	49
3.6.3	Mixed Methods	49
3.7	TIME HORIZON	50
3.7.1	Cross sectional study	50
3.7.2	Longitudinal study	50
3.8	TARGET POPULATION.....	51
3.9	WHAT IS SAMPLING?.....	51
3.9.1	Probability and non-probability sampling.....	51
3.9.2	Sample Size	52
3.10	MEASURING INSTRUMENT	52
3.10.1	Questionnaire design	52
3.10.2	Questionnaire format.....	53
3.11	DATA COLLECTION.....	54
3.11.1	Data Collection Methods	54
3.11.2	Primary data.....	55
3.11.3	Secondary data	55
3.12	DATA ANALYSIS	57
3.12.1	Statistical analysis	57
3.12.2	Descriptive statistics.....	57
3.12.3	Inferential statistics.....	58
3.13	VALIDITY AND RELIABILITY	59
3.13.1	Questionnaire Validity	60

3.13.2	Questionnaire Reliability.....	60
3.14	PRE-TESTING OR PILOT STUDIES.....	61
3.15	CONFIDENTIALITY AND ANONYMITY.....	62
3.15.1	Informed consent (covering letter).....	62
3.16	LIMITATIONS.....	62
3.17	ETHICAL CONSIDERATIONS.....	63
3.18	CONCLUSION	63
CHAPTER FOUR		64
RESULTS AND DISCUSSION		64
4.1	INTRODUCTION.....	64
4.2	DESCRIPTIVE STATISTICS.....	64
4.3	RELIABILITY AND VALIDITY OF MEASURING INSTRUMENT	65
4.4	FACTOR ANALYSIS	65
4.5	THE ONE SAMPLE T-TEST	65
4.6	DATA ANALYSIS	65
4.6.1	Analysis of demographical responses.....	65
4.6.2	Gender	66
4.6.3	Race Group.....	66
4.6.4	Age.....	67
4.6.5	Geographical Location	67
4.6.6	Years of Service	68
4.6.7	Grade (Level) within the organisation.....	69
4.6.8	Department	70
4.7	ANALYSIS OF THE RESEARCH THEMES.....	70
4.7.1	Theme 1: Customer-Centric Culture.....	71
4.7.2	Theme 2: Organizational objectives	74
4.8	CONCLUSION	80

CHAPTER 5	81
CONCLUSIONS AND RECOMMENDATIONS	81
5.1 INTRODUCTION.....	81
5.2 STUDY SUMMARY.....	81
5.3 CONCLUSION OF RESEARCH OBJECTIVES	82
5.4 RECOMMENDATIONS	83
5.5 RECOMMENDATIONS FOR FUTURE RESEARCH	84
5.6 CONCLUSION	84
REFERENCES.....	86
ANNEXURES.....	111
ANNEXURE 1: PERMISSION TO CONDUCT RESEARCH AT THE SELECTED GOVERNMENT PARASTATAL	111
ANNEXURE 2: INFORMED CONSENT	112
ANNEXURE 3: QUESTIONNAIRE	114
ANNEXURE 4: ETHICS CLEARANCE LETTER FROM DURBAN UNIVERSITY OF TECHNOLOGY	119
ANNEXURE 5: SPSS RUNS FOR 4.7.1	120
ANNEXURE 6: SPSS RUNS FOR 4.7.2	122
ANNEXURE 7: SPSS RUNS FOR 4.7.3	1244
ANNEXURE 7: TURNITIN REPORT	126
ANNEXURE 8: EDITOR'S LETTER.....	127

LIST OF TABLES

Table 2.1	Comparison of product and customer-centric approaches	14
Table 3.1	Questionnaire Structure	52
Table 3.2	Comparison of validities undertaken in this research	58
Table 4.1	Respondents per Gender	67
Table 4.2	Respondents per Age.....	68
Table 4.3	Respondents per Department	72
Table 4.4	The one sample t-test for customer-centric culture	74
Table 4.5	KMO and Cronbach's alpha on customer-centric culture	75
Table 4.6	Factor loadings on customer-centric culture.....	75
Table 4.7	The one sample t-test on organisational objectives	77
Table 4.8	KMO and Cronbach's alpha on organisational objectives	78
Table 4.9	Factor analysis on organisational objectives	78
Table 4.10	The one sample t-test on CRM	80
Table 4.11	KMO and Cronbach's alpha on CRM system.....	81
Table 4.12	Factor analysis on CRM system.....	81

LIST OF FIGURES

Figure 2.1	Seven S Customer-Centric Direction	12
Figure 2.2	Improving the Customer Experience	14
Figure 2.3	Consumer Complaint Intention.....	16
Figure 2.4	Factors that affect customer satisfaction.....	18
Figure 2.5	Framework relating to service, customer satisfaction and customer loyalty	20
Figure 2.6	Manifestations, Antecedents and Outcomes of CE	22
Figure 2.7	Knowledge of value co-creation framework	23
Figure 2.8	McNamara’s evaluation model.....	27
Figure 2.9	Virtuous cycle of leadership communication, emotional capital and organisational performance	28
Figure 2.10	Relationship between transformational leadership, knowledge management, organisational resources and organisational performance.....	30
Figure 2.11	Gartner CRM Model.....	35
Figure 4.1	Respondents per race group.....	68
Figure 4.2	Respondents per location	69
Figure 4.3	Respondents per years of service.....	70
Figure 4.4	Respondents per grade/level	71
Figure 4.5	Results on customer-centric culture.....	73
Figure 4.6	Results on organisational objectives.....	76
Figure 4.7	Results on CRM system.....	79

LIST OF ACRONYMS

BSC	Balance Scorecard
CEM	Customer Experience Management
CEO	Chief Executive Officer
CKM	Customer Knowledge Management
CRM	Customer Relationship Management
DPE	Department of Public Enterprises
DUT	Durban University of Technology
GDP	Gross Domestic Product
IT	Information Technology
KMO	Kaiser-Meyer-Olkin
KZN	KwaZulu-Natal
NERSA	National Energy Regulator South Africa
PPA	Pipelines Petroleum Act
SA	South Africa
SOE	State-Owned Entity
SPSS	Statistical Package for Social Sciences
WLS	Work-life support

CHAPTER ONE

INTRODUCTION AND OVERVIEW OF THE STUDY

1.1 INTRODUCTION

Organisations today have realised that to improve the customer experience, a customer-centric culture needs to be adopted; therefore, every employee needs to become focused on satisfying the needs of the customer and in turn, create loyalty. While the customer experience is perceived as dependent on the sales and marketing team, for an organisation to be truly customer-centric, the reality is that this transpires when every employee (even those who do not directly deal with customers) acts in the best interest of the customer.

Customer-centricity can be described as a behavioural mind-set of every employee in the organisation, which considers the entire customer journey. This means it is vital for organisations to stay abreast of ever-changing customer needs, influenced by factors as diverse as economic climate and rapid technological changes. In order to gain customer insights, a Net promoter score is used, which determines customer loyalty and the firm's overall performance (Florea, Tânăsescu and Duică 2018: 116).

While customer satisfaction has also been shown as valuable for the financial performance of an organisation (Malthouse *et al.* 2004).

1.2 RESEARCH PROBLEM

An internal customer satisfaction survey for the Financial Year 2018/19 was conducted at a parastatal, at which the researcher is an employee, by an external service provider, in which the results indicated that 70 percent of this State-owned Entity's (SOE) customers are dissatisfied with the service they currently receive. For a service-driven organisation such as the selected parastatal, whose entire business operation relies on its customers, this is a problem. Fairfield (2015: 160) noted it does not matter whether an employee or leadership believes they are offering value to a customer, what really matters, is that the customer perceives the service as valuable. Nonetheless, Fairfield (2015: 168) proposed that organisations need to develop a new set of customer-focussed operating beliefs. Brenski (2015) further

emphasised that customers are fundamental to the revenue of future growth of any organisation. Moreover, Hughes (2014) found that “Customer expectations and behaviours have changed dramatically over the past decade. Organisations are expected to meet customers’ needs and expectations at every interaction, in return for customer loyalty. The ability to deliver this depends on the extent to which ‘customer-centricity’ is embedded within every single person in your business”.

1.3 SIGNIFICANCE OF THE STUDY

Customer dissatisfaction with service from a parastatal indicated customer unhappiness, which will impact the Balance Scorecard (BSC) of the organisation; the BSC measures performance and forms an integral part of achieving organisational objectives, while customer satisfaction and financial performance remain objectives to achieve. Once customers are no longer satisfied with the service they receive, they will start looking elsewhere to fulfil their business needs.

Being customer-centric will, therefore, afford organisations a competitive advantage and increase market share. However, there is scarce data in literature that demonstrates how customer-centricity can enhance organisational objectives and whether it, in fact, works. Thus, the main reason for this research, is to enlighten the parastatal on the impact of customer-centricity for the organisation but also to highlight the importance of support from all relevant stakeholders within the organisation in achieving customer-centricity.

1.4 AIMS AND OBJECTIVES

The aim of this study is to evaluate the role of customer-centricity and how it can enhance organisational objectives.

The objectives of this study are to:

- 1 Examine the need for a customer-centric culture within the parastatal.
- 2 Evaluate the significance of employee participation in achieving organisational objectives.
- 3 Analyse Customer Relationship Management (CRM) as a tool in evolving the parastatal as a customer-centric organisation.

1.5 RESEARCH QUESTIONS

- 1 Why is customer-centricity needed in attaining a customer-centric culture?
- 2 What is the significance of employee participation in achieving organisational objectives?
- 3 How can a customer relationship management system be utilised as a tool to evolve the parastatal to become customer-centric?

1.6 PRELIMINARY LITERATURE REVIEW

A variety of literature was reviewed to provide a brief understanding of customer-centricity; the significance and importance will be discussed further in the study.

1.6.1 Customer-Centricity

Van der Merwe (2014) defined customer-centricity as the ability to stay ahead of competitors by creating long-term value that will make it difficult for others to catch-up. Van den Hemel and Rademakers (2016: 212) explained that customer-centricity means placing the customer at the heart of the organisation, thus, producing a sustainable competitive advantage. Simon, Van Den Driest and Wilms (2016) further stated that being customer-centric has become vital, as traditional ways of doing business are no longer seen as sustainable. With organisations today more interested in the customer-centric paradigm, which creates value for the organisation, the focus of customer-centricity is on a “dual-value creation that translates as a solution where everyone benefits” (Boulding et al 1993 as cited by Shah *et al.* 2006: 115).

1.6.2 The significance of customer-centricity

Simon *et al.* (2016) alluded that customer-centric organisations are growing their revenue at a more rapid pace than that of their competitors. Melero *et al.* (2016) asserted that it is not the services or products offered that determine the success of organisations; it is the customers. In the view of Ramani and Kumar (2008: 29), the strength of a relationship between a customer and an organisation is indicated through satisfaction indexes that show consistent customer interaction, and response capacity would lead to greater customer satisfaction. Anderson, Fornell

and Mazvancheryl (2004: 174) argued that even though customers are satisfied, they are more likely to be difficult to retain but that customer satisfaction can also assist to provide an outlook on net-cash flows. Spottke, Wulf and Brenner (2015: 2) found that customer needs are better addressed by those organisations that focus on a customer-centric perspective.

1.6.3 Organisational Culture

An important factor distinguishing one organisation from another is indicated by Madhani (2018) as the culture within the organisation, which also serves as a key driver in enhancing organisational performance. Schneider and Bowen (2018) found that organisational culture outlines what organisations are about and why they do what they do, through shared values. In addition, Cardon, Huang and Power (2019) concluded that regular communication by leadership on internal digital platforms contributes to a strong organisational culture and increased performance.

1.6.4 Employee Participation

**In this study employees also include leadership.*

Khosravi and Hussin (2018: 13) stated that customer knowledge is important in an organisation, as it ensures employees are competent in delivering its products or services to the requirements of the customer. Further to this, Lowenstein (2014) pronounced well-trained and compensated employees are likely to produce high levels of productivity.

Madhani (2018) indicated that leadership facilitates a culture which illustrates a collaborative effort of all departments to achieve one goal - to serve the customer. In the view of Schiele and Sadorf (2009), it is imperative that leadership recruits and retains individuals who exert a customer centric culture and upskill existing employees with the necessary tools to assist them to become customer focussed.

1.6.5 Customer Relationship Management (CRM)

CRM is an approach to effectively manage customer relationships and in turn, create shareholder value (Payne, Frow 2005: 168). Brenski (2015: 176) implied that

CRM is a technological strategy that will organise customer segments, boost revenue and profitability through customer engagement (CE), and facilitate implementing customer centric processes. Kumar (2015, cited in Spottke *et al.* 2015) alluded that one of the key enablers in achieving customer-centricity is technological advancements that will benefit customer needs. Mithas *et al.* (2005, cited in Hänninen 2017) found that CRM technologies can affect customer satisfaction and build customer knowledge. However, contrasting views from Bohling *et al.* (2006: 185) debated that even though organisations and academics agree on the importance of CRM, there is no proven return on investment between CRM strategies and the implementation thereof.

1.7 RESEARCH METHODOLOGY

1.7.1 Research Method

This study follows a quantitative approach. The reason for this is supported by Babbie (2010, cited in Govender 2015), as quantification often makes our observations more explicit. In the view of Govender (2015), quantification can also make it easier to aggregate and summarise data. Furthermore, it opens the possibility of statistical analysis, ranging from simple analyses to complex formulae and mathematical models.

Silverman (2013) indicated that the deductive approach develops the hypothesis on a pre-existing theory and then formulates the research approach to test it. A quantitative approach is thus appropriate for the purpose of this research, to gain a holistic view from each individual within the organisation, regardless of their position.

1.7.2 Research Design

Bryman *et al.* (2017) indicate that the research design provides the structure that guides the research method and the analysis of the subsequent data. A survey research design was used to obtain the necessary information from all employees within a selected parastatal, to ascertain their views on a customer-centric organisation and the impact it can have on enhancing organisational objectives. According to Silverman (2013), surveys are useful and powerful in finding answers

to research questions through data collection and subsequent analyses, but can do more harm than good when the population is not correctly targeted.

1.7.3 Validity and Reliability

As explained by Bryman *et al.* (2017), reliability is concerned with whether the study results are repeatable, whereas validity examines the integrity of the conclusions generated from the research. Often, literature is also used as a framework for validity. Heale and Twycross (2015) defined validity as an accurate measurement of the context in a quantitative study, and reliability as the accuracy of the research instrument. Govender (2017) believes validity segregates identified results with a measuring instrument, to reflect the tested accurate variances and its efficacy. Cronbach's Alpha was utilised to measure the reliability in the current study.

1.7.4 Target Population

According to Wellman, Kruger and Mitchell (2005, cited in Govender 2015), the target population is the group from which the researcher would like to generalise the results. Sekaran (2003) stated that a population refers to the entire group of people, events, or things of interest the researcher wishes to investigate. The targeted population for this research project comprises 400 employees within the selected parastatal.

1.7.5 Sampling

Sekaran (2003) explained that sampling involves selecting a sufficient number of elements from the population, so that a study of the sample and an understanding of its properties or characteristics, would make it possible to generalise such properties or characteristics to the population elements. Singh (2018) pointed out that probability sampling is a randomisation method to ensure every constituent of the population will be represented equally, whereas non-probability sampling concentrates on the researcher's ability to select constituents for a sample, which may seem biased.

1.7.6 Sampling Strategy

A stratified random sampling strategy was used for this research study. This strategy is explained by Nickolas (2017) as a sampling method that divides a population into subgroups or strata, with random samples taken in proportion to the population, from each of the strata created. Furthermore, this kind of sampling is used when the target population is heterogeneous. Bryman *et al.* (2017) state that a proportionate stratified sample ensures distribution of the resulting sample in the same way as the population.

1.7.7 Sample Size

In quantitative research, the sample size depends on how many respondents participate in a study. The sample size in this study is 199, which includes Executive Management, Senior Manager, Middle Managers, and junior level (bargaining unit) employees, with the sample selected through stratified random sampling. Sekaran (2003) defines a sample as a subgroup or subset of the population and by studying the sample, the researcher should be able to draw conclusions that would be generalised to the population of interest.

1.7.8 Data Collection

Sekaran (2003) describes a questionnaire as a pre-formulated written set of questions, to which research participants record their answers, usually within rather closely defined alternatives. In addition, a questionnaire is an efficient data collection mechanism when the researcher knows exactly what is required and how to measure the variables of interest. A questionnaire will be used to collect data via a web-based survey tool. The link to the questionnaire will be emailed to research participants who have access to email and hand-delivered or couriered to those without access to email.

1.7.9 Data Analysis

It has become routine, according to Sekaran (2003), for data analysis to be done with software programs such as SPSS, SAS, STATPAK, SYS-TAT, and MS Excel. The responses to the questionnaires will be analysed using the Statistical Package for Social Sciences (SPSS) version 27. Once the data has been collected, the information received will be coded using MS (Microsoft) Excel to determine the outcome of the results.

1.8 ETHICAL CONSIDERATIONS

According to the Council for Scientific and Industrial Research (CSIR 2013) protecting the anonymity and confidentiality of research participants is one of the practical components of research ethics. In the view of Welman (2002, cited in Govender 2011), ethical considerations are important at three stages during the study, namely, when participants are recruited, during the intervention and when releasing the results.

Permission to conduct the proposed research was sought from the parastatal's Acting Chief Executive Officer (CEO). The gatekeeper's letter is an important aspect within research, required prior to research being undertaken, as it denotes that permission was given to the researcher. Research participants to the survey will also be informed that permission was obtained from the parastatal's Acting CEO to conduct the study.

1.9 LIMITATIONS

Limitations in a study refer to potential weaknesses in the research, usually out of the researcher's control, and "closely associated with the chosen research design, statistical model constraints, funding constraints, or other factors. In this respect, a limitation is an 'imposed' restriction which is therefore essentially out of the researcher's control" (Theofanidis and Fountouki 2018: 156) Nonetheless, limitations may affect not only the design of the study, but also the results and ultimately, the findings and conclusions.

Although the research project will focus on employees within the selected parastatal and available literature, the study could be impacted as some employees may not want to participate out of fear of victimisation. Employees will be made aware that their responses will be kept confidential, and responses will remain anonymous, to encourage participation.

Weaknesses of survey research include inflexibility and lack of potential depth (Theofanidis and Fountouki 2018). In order to overcome this, it would require a research method change to qualitative, with interviews as measurement instrument to obtain rich data for analysis. However, with the global COVID-19 pandemic and accompanying lockdown regulations not allowing for in-person interactions, the researcher opted for a quantitative method, using an online survey, as opposed to face-to-face interaction; the limitation was access, which was overcome with the use of technology.

1.10 STRUCTURE OF THE DISSERTATION

CHAPTER 1: Introduction

Chapter one offered a brief overview on the topic, with the nature of the research discussed, as well as the research problem, aims and objectives.

CHAPTER 2: Literature review

Chapter two contextualises the problem and offers insights from various authors regarding customer-centricity and organisational objectives and what it necessitates.

CHAPTER 3: Research Methodology

Chapter three indicates which methodology will be used in this research proposal. It also highlights the research method, design, target population, and sample, along with data collection and analysis, as well as ethical considerations.

CHAPTER 4: Data Collection and Analysis

Chapter four focuses the analysis of the results obtained from the data collection.

CHAPTER 5: Conclusion and Recommendations

Chapter five concludes the study, providing recommendations and future research possibilities.

1.11 CONCLUSION

Chapter one provided the background of the study. The chapter highlighted the research problem, aims and objectives, along with a preliminary literature review that provided a brief overview of customer-centricity.

In addition, the chapter detailed the research methodology and design and briefly explained that data will be collected using a quantitative method through surveys. It contextualises the targeted population, sample size and that data collected will be analysed using SPSS. Limitations were discussed, as well as ethical considerations highlighted. The following chapter will present the literature review of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

Chapter one provided a background to the study and outlined the overall objectives and study purpose. This chapter provides a review of existing literature on the role of SOEs in South Africa (SA). The chapter examines research from the current body of knowledge, with regard to the impact of organisational culture and structure on organisational objectives and the purpose of the BSC. This chapter will also review the CRM system and its potential benefits. A critical analysis of findings and recommendations from previous research is undertaken in this literature review.

In an attempt to understand the impact of customer-centricity on organisational objectives, this chapter will look at the variables associated with customer-centricity and how these correlate. Existing literature produces insights to the benefits associated with customer-centricity, however, there is limited research available on the role of key individuals and determinants in achieving customer-centricity within a government parastatal.

2.2 STATE-OWNED ENTITY (GOVERNMENT PARASTATAL)

According to the Organisation for Economic Co-operation and Development (OECD 2015a), State-Owned Entities (SOEs) were created due a shortage of financing and thus, economic centralisation took place, whereby the SOE under study is wholly owned by government. In a World Bank report on “Corporate Governance in South African State-Owned Enterprises”, Kikeri (2018) detailed that the role of SOEs is to deliver key infrastructure services, ensuring economic growth.

Clark (2019) highlighted that SOEs in SA date to the 19th century, when the country’s president from 1883 to 1900, Paul Kruger, promoted local industries in order to diminish control from the British, hence, Kruger created mammoth tariffs against imports, while simultaneously creating a monopoly for local production. The OECD (2015b) indicated that SOEs contribute up to 8.7 percent of Gross Domestic Product

(GDP) but that it is also monopolistic in certain sectors, making it impossible for the private sector to compete.

The Government parastatal under study is mandated by the Shareholder's compact, authorised by the Minister of Public Enterprises and managed by the Department of Public Enterprises (DPE). Furthermore, the parastatal is required to deliver on economic growth and assist in lowering the cost of doing business in SA whilst ensuring that services are delivered in an efficient manner (Transnet 2017). Maroun and Garnett (2014) state that the selected government parastatal is governed by the Petroleum Pipelines Act, No. 60 of 2003 (PPA) and regulated by the National Energy Regulator South Africa (NERSA).

Mustapha, Kruss and Ralphs (2018) noted that SOEs in SA are critical to the development of the economy, while remaining competitive and efficient. However, Edoun (2015) found that SOEs fail to contribute to social and economic development due to political interference. This is supported by Kikeri (2018), emphasising the various challenges SOEs encounter, such as politicisation, erratic organisational objectives, meagre financial policies and the structure of the board leading to lack of transparency and accountability. Corporate governance in organisations is governed by the King IV Report on Corporate Governance for South Africa of 2016 (King IV), promoting ethical culture, effective control and good performance (Kana 2019). Mohale (2018) opined that SOEs require ethical leadership to adhere to corporate governance to achieve organisational objectives.

Customers indicated their dissatisfaction with the Government Parastatal, reaffirmed by Kikeri (2018), due to a monopoly within the transport sector, specifically the ports, rail and pipelines sector-initiated inefficiencies, as customer needs were not satisfied, which supports the need for the government parastatal to be more customer centric.

2.3 THE CONCEPT OF CUSTOMER-CENTRICITY

Osborne and Ballantyne (2012) delineated that a customer plays a key role in the success of the organisation and keeping customers satisfied will guarantee a competitive advantage. Van den Hemel and Rademakers (2016) defined customer centricity as a business approach to create customer value and stressed it does not function within silos, as it is dependent on the support of all departments within the organisation. Weinstein (2020) mentioned that organisations who are customer-centric are able to solve customer problems while delivering extraordinary value, which leads to exceptional organisational performance. In this regard, Mckinsey (2008, cited in Lowenstein 2015) developed a model illustrating the Seven S Customer-Centric direction (Figure 2.1), with shared values, structure, systems, and strategy, as well as style, staff and skills listed.

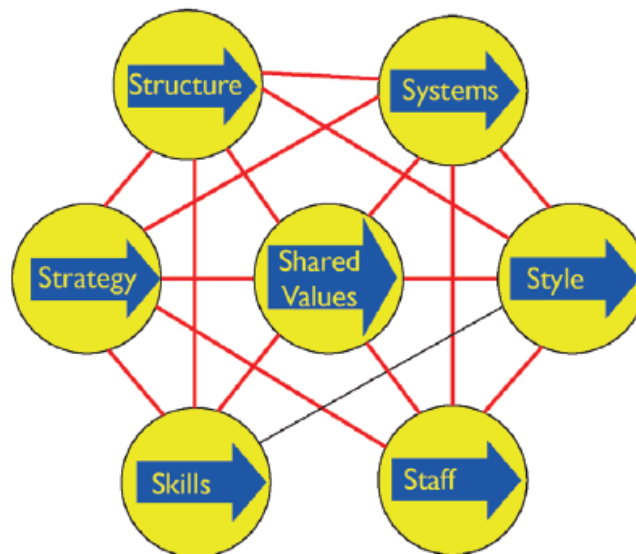


Figure 2.1: Seven S Customer-Centric Direction

Source: Mckinsey (2008, cited in Lowenstein 2015)

Peppers and Rogers (2012) pronounced that in order to ascertain whether organisations are customer-centric, this will be determined in the entire customer experience, across all departments of the organisation, detailing that all customer-facing processes need to be well executed. On the one hand, Mahajan (2016) views

customer-centricity as the perception of the customer's thinking, whereby organisations shape their strategies around the customer and the business is solely focused on solving customer needs.

On the other hand, Kaur (2018) asserted that although customer-centricity will produce monetary benefits, organisations should introduce ways to be employee-centric, as it is ultimately the employee who has to take care of the customer, and when an employee is happy, the customer will be happy. Literature suggests that customer-centric organisations create reward systems for employees in order to gain and retain new customers (John 2017).

Yohn (2018) set out that in order for organisations to adopt a customer centric culture, they need to implement the following initiatives:

- A sense of empathy – employees need to understand the emotional needs of the customer and how to address it honourably;
- Recruit for customer orientation – it is necessary for employees to understand that the customer is the most important asset to the organisation, thus, employers need to gauge in the interview whether the potential recruit understands customer centric behaviour;
- Customer insights – employees should understand the customer, and this is obtained through constant CE, utilising the feedback received from the customer to improve the customer experience;
- Customer interaction - organisations should expose all employees to interact with customers, thereby providing them with an understanding of customer needs;
- Customer centric culture – employees need to understand how their performance impacts the customer and when an employee feels a sense of pride in the organisation, they will relay it to the customer;
- Performance incentives – organisations should incentivise employees who provide exceptional customer service.

Further to this, Lund (2021) explains the process of customer-centricity (Figure 2.2) as central to organisational performance, in the design of the customer experience, by allowing feedback to drive continuous performance, and through understanding the customer.



Figure 2.2: Improving the Customer Experience

Source: Lund (2021)

2.3.1 Benefits of customer-centricity

Heinen and Richards (2020) pointed out that due to ever-changing technological inventions, the needs and expectations of customers are continuously evolving, hence, the need for organisations to adopt customer-centricity, which is driven by customer acumen, focusing on satisfying customer needs. Bonacchi and Perego (2011) emphasised that customer-centric organisations focus on adapting to the ever-changing needs of customers in order to deliver exceptional customer value. The authors stressed it is vitally important all functions within the organisation are aligned to ensure the realisation of being a customer-centric organisation, drawing a comparison between product-centric and customer-centric approaches (Table 2.1).

Frankenberger, Weiblen, and Gassmann (2013) advocated that organisations would need to gain valuable information about the needs and desires of their customers, should they wish to gain a competitive advantage. There are many benefits associated with organisations adopting a customer-centric culture, with one of these being increased financial performance (Agarwal 2017).

Table 2.1: Comparison of product centric and customer-centric approaches

	Product-centric approach	Customer-centric approach
Basic philosophy Business orientation Product positioning and selling approach	<ul style="list-style-type: none"> — Sell products — Discrete transaction at a point in time — Highlight product features and advantages — Off-the-shelf products 	<ul style="list-style-type: none"> — Serve customers — Customer life-cycle orientation — Highlight product's benefits in terms of meeting individual customer needs — Bundles that combine products, services and knowledge
Organizational focus	<ul style="list-style-type: none"> — Internally focused. New product development, new account development, market share growth, and customer relations are issues for the marketing department 	<ul style="list-style-type: none"> — Externally focused. Customer relationship development, profitability through customer loyalty. Employees are customer advocates
Selling approach	<ul style="list-style-type: none"> — How many customers can we sell this product to? 	<ul style="list-style-type: none"> — How many products can we sell to this customer?

Note: adapted from Egol *et al.* (2004), Shah *et al.* (2006), Ramani and Kumar (2008) and Kumar (2008).

2.3.2 Determinants of customer-centricity

2.3.2.1 Agility

Dey (2017) defined agility as the ability to adapt to changing environments in the business world. Moore (2018) associated agility with technology, due to constant and rapid changes in technologies, employees are expected to be adaptable and prepared for continuous change. Van den Hemel and Rademakers (2016) implied that organisations who are agile possess a vast understanding of the ever-changing needs of the customer and are able to timeously respond, at the most appropriate time. Even though agility can drive organisational growth, it may also have a negative impact on employees due to the stress associated with the constant need to stay up-to-date with new technologies (Kalaiganam *et al.* 2021).

2.3.2.2 Complaint Management

Davidow (2020) highlighted that complaint management allows organisations to right their wrongs and improve on their shortcomings, thus, for organisations to become customer-centric, they need to implement a complaints management system or procedure. The author adds that organisations cannot be customer centric when they do not encompass an efficient complaint management structure as a fundamental element of customer-centricity.

Morgeson III *et al.* (2020) stated that one of the strategies to retain customers is how organisations are able to manage complaints. This is supported by Singh, Jain and Choraria (2016) who emphasised that complaint strategies are seen as a retention strategy and customer complaints are beneficial to the organisation, as customers provide insights on how to improve on services or products offered (Figure 2.3).

Chadha, Kansal and Goel (2018) added that organisations should focus on reducing the response time in handling customer complaints. Additionally, Muralidharan *et al.* (2019) disclosed that for organisations to cultivate pertinent complaint management strategies, it is necessary to comprehend the cognitive dissonance concomitant with customer satisfaction.

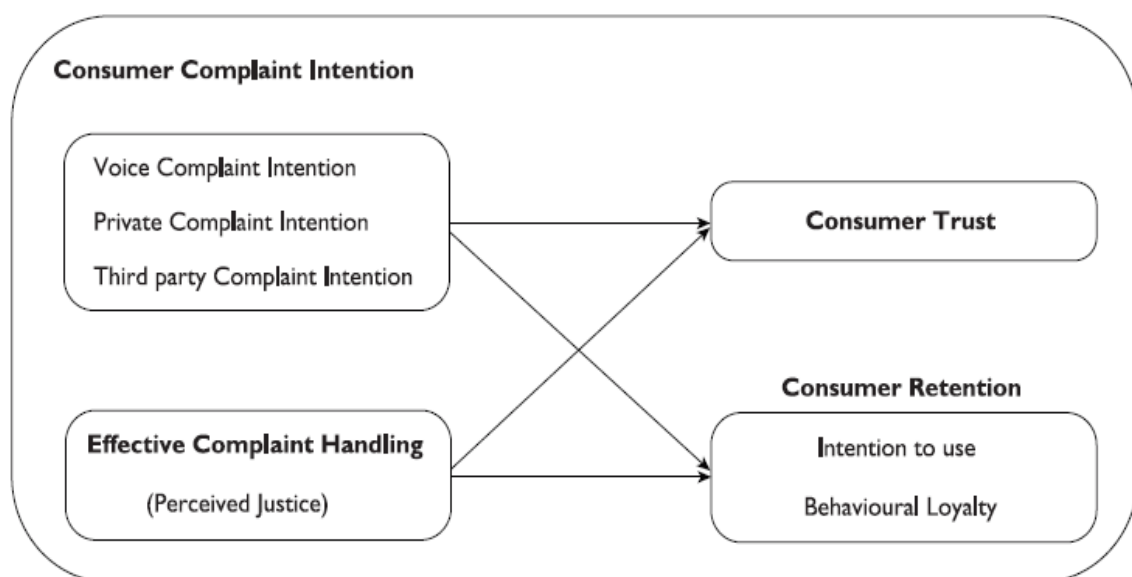


Figure 2.3: Consumer Complaint Intention

Source: Singh *et al.* (2016)

2.4 CUSTOMER SATISFACTION IN RELATION TO CUSTOMER-CENTRICITY

Frey, Bayon and Totzek (2013: 503) defined customer satisfaction as the “post consumption or evaluation of a service offered”. Kotler *et al.* (2017, cited in Raduzzi and Massey 2019) highlighted that when customer expectations are met, customer satisfaction is attained. Pizzi *et al.* (2015) averred that over time, the customer’s satisfaction level will change due the time elapsed between the services received and when the evaluation is conducted.

According to Habel *et al.* (2016) customer satisfaction may be negatively impacted through the customer’s pre-conceived expectations, to be provided by the service provider. Keiningham *et al.* (2014) added that the negative impact of customer satisfaction is influenced by the customer’s perception of service failures. This is sustained by Uzir *et al.* (2020), who find the association between customers and perceived value positively affects customer satisfaction, concluding that perceived value is an emotional judgement.

Flynn, Salisbury and Seiders (2017) specified that organisations conduct customer satisfaction surveys to gain customer insights and feedback, however, should customers sense their feedback is not acknowledged, they will be wary of completing future surveys or to provide the organisation with feedback. Moreover, Shokouhyar, Shokoohyar and Safari (2020) conducted a study on customer satisfaction and the results indicated that although there are various components measured when conducting customer satisfaction surveys, there is a psychosomatic characteristic, with regards to customer perceptions of the quality of serviced received that has not been recognised. Factors that affect customer satisfaction, adapted by Nguyen (2020, from Hokanson 1995), are illustrated (Figure 2.4).

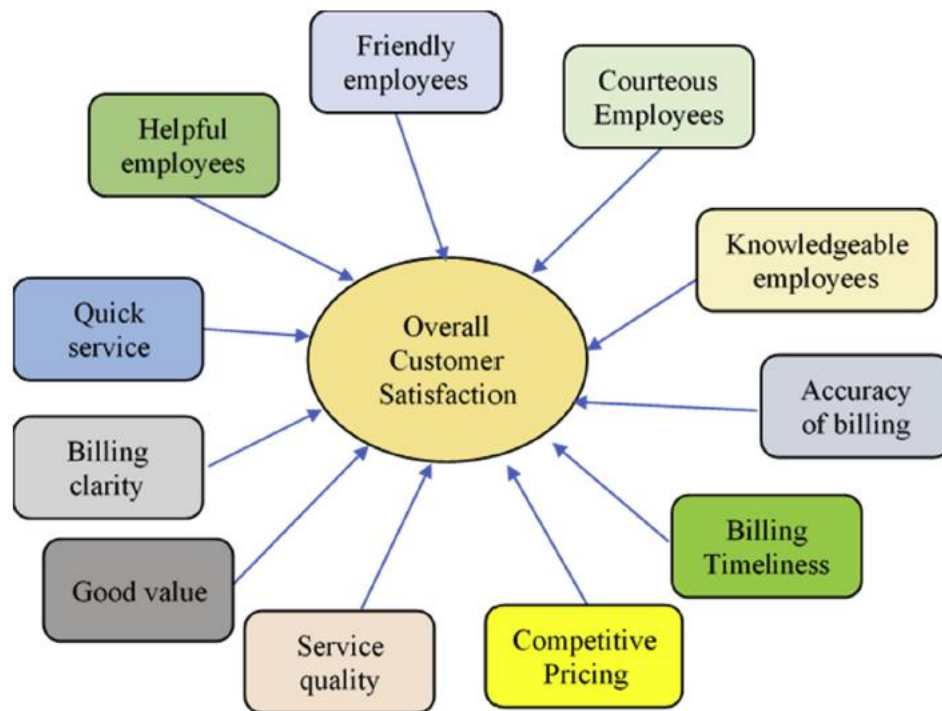


Figure 2.4: Factors that affect customer satisfaction

Source: Hokanson (1995 as adapted by Nguyen 2020)

Islam *et al.* (2021) alluded that organisations utilise corporate social responsibility as a long-term strategy to gain competitive advantage in order to enhance financial performance, improve customer satisfaction and cultivate customer loyalty. Eisingerich, Auh and Merlo (2014) contended that customer satisfaction alone will not increase revenue but that organisations should also encourage word-of-mouth marketing. A company’s reputation will have an impact on customer satisfaction, which is especially important for a service-driven organisation, as the perceived level of service received or experienced by the customer can make or break the organisation. Thus, when an organisation has a sound reputation it will also lead to increased customer loyalty (Hadi and Indradewa 2019).

2.5 CUSTOMER LOYALTY

Noor *et al.* (2018) define customer loyalty as being committed or faithful to an organisation, therefore, becoming a repeat customer. The authors further elucidate that loyal customers are vital to an organisation, as it assists firms with long-term strategic planning, while simultaneously increasing market share, lowering costs

and resulting in increased profitability. Nonetheless, Singh and Saini (2016) debated that customer loyalty focusses on the behavioural aspect and might not be effective within various other segments.

Satisfied customers do not always mean a customer will remain loyal to an organisation, however, when a customer builds trust with an organisation over time, customer satisfaction can develop into customer loyalty (Bhat, Darzi and Parrey 2018). Customer loyalty is influenced by the service quality received, which Lemy, Goh and Ferry (2019) further clarified, explaining that innovative service offerings can also become a competitive advantage to an organisation, thus, increasing customer loyalty towards a service-organisation.

2.5.1 Customer Satisfaction and Loyalty

In the figure below (Figure 2.5) service quality, customer satisfaction and customer loyalty are all concomitant and service-oriented firms thus consider customer loyalty imperative to an organisation, as it leads to increased profits and overall growth of the organisation (Rajeswari, Srinivasulu and Thiyagarajan 2017).

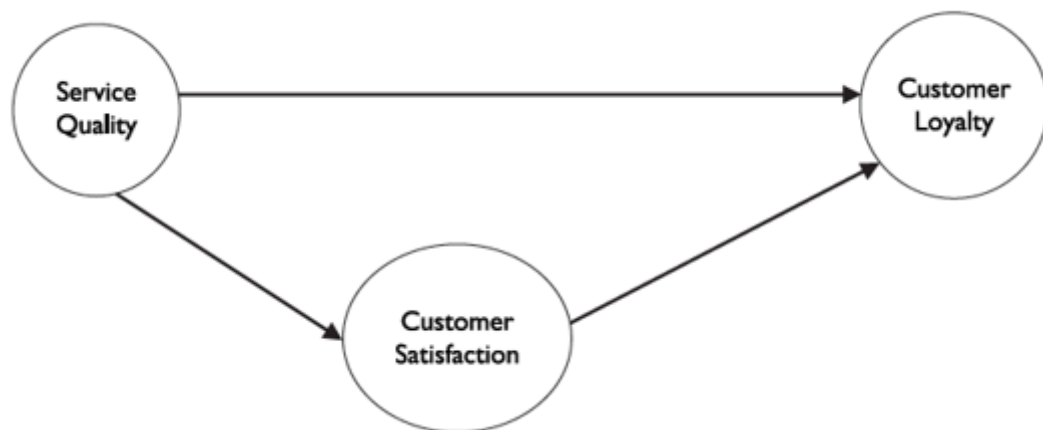


Figure 2.5: Framework relating to service quality, customer satisfaction and customer loyalty

Source: Rajeswari *et al.* (2017)

Researchers have investigated the probability of customer complaints-recovery in preserving loyal customers. Nonetheless, Morgeson *et al.* (2020) claim that in a

more competitive sector, customer complaints-recovery strategies will have a feeble effect on customer loyalty, as customers are able to quickly shift to alternative service-providers.

2.6 CUSTOMER EXPERIENCE MANAGEMENT (CEM)

Lemon and Verhoef (2016) defined CEM as a multi-faceted paradigm that focuses on the entire customer journey. Gao *et al.* (2021) emphasise customer experience, in that it is key to gaining competitive advantage. Whereas Weller *et al.* (2019) debated that various customers might have different experiences with the organisation over time, encounters with several employees across the organisation, or possibly engage with the same employee over a period of time, However, each engagement with the one employee might yield a different experience each time and should a customer have found the various engagements undesirable, it will impact customer satisfaction.

Rao (2016) recognised that organisations should leverage the feedback from customer satisfaction surveys to gain insights into the customer experience. The response received should be used to align organisational processes to the commitments made to customers, in order that the customer may have a positive journey throughout the entire value-chain.

Singh and Saini (2016) confirmed that CRM technologies will not be effective should organisations not also focus on the customer experience. Zomerdijk and Voss (2010) mentioned that CE is an important factor in ensuring a delightful customer experience.

2.7 CUSTOMER ENGAGEMENT (CE)

Singh *et al.* (2021) defined CE as promoting communication conduits between the customer and organisation, identifying items to be actioned that may occur face-to-face or via contact centres. This is further supported by Wagner and Majchrzak (2007), who emphasised that both organisational representatives and customer representatives should join forces to share valuable insights. Kumar *et al.* (2010)

asserted that organisations should view CE as a strategic initiative, as it creates value over time due to customer insights and participation.

CE is influenced by the customer’s ability to trust the service provider, ultimately leading to customer loyalty (Agyei *et al.* 2020). Bolton (2011) indicated organisations should view CE as co-creation of customer value, while enhancing organisational performance. Furthermore, Bijmolt *et al.* (2010) believed that CE should be utilised as a customer retention strategy. Moreover, Ng, Sweeney and Plewa (2020) emphasised that organisations may not be able to recognise the immediate benefit in allocating resources and funds to CE as profits will only occur over time. The authors developed a framework illustrating antecedents and outcomes of CE (Figure 2.6), which includes manifestations, including intensity, level of interaction and context, amongst other engagement factors.

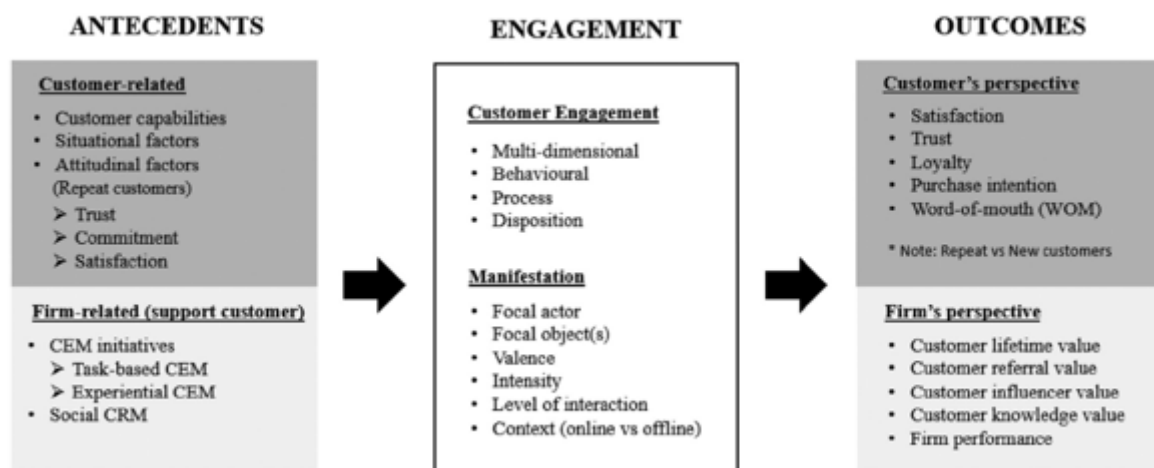


Figure 2.6: Manifestations, Antecedents and Outcomes of Customer Engagement

Source: Ng *et al.* (2020)

2.8 THE CONCEPT OF CUSTOMER KNOWLEDGE MANAGEMENT IN CUSTOMER-CENTRICITY

Bhat *et al.* (2018) asserted that knowledge of a customers’ business plays an important role in either securing a new customer or maintaining a good relationship with existing customers. Knowledge management enables an organisation to

contend with the constant changes in the external environment, such as the ever-changing needs of customers. It was further emphasised that when the organisation's technologies and strategies are not mindful of knowledge management, the organisation will not recognise any benefits from knowledge management, possibly impacting the performance of the organisation (Sayyadi 2019).

Rollins and Halinen (2005) specified that organisations utilise customer knowledge to build customer relationships, improve customer satisfaction and retention but most importantly, to increase organisational performance and gain competitive advantage. Storey and Larbig (2018) argued that excessive feedback from customers may become ambiguous as feedback from customers to improve on existing services offered and may not add any value, thus organisations may waste time in gathering unfamiliar knowledge.

Rao (2016) averred that segmenting customers into various categories, such as the top performer in terms of revenue, will specify the most profitable customers. Furthermore, organisations should look at ways to incentivise those customers in order to retain them. Gallan *et al.* (2012) defined customer contribution as the sharing of information and making suggestions to improve a service, with a direct link between customer participation and customer-centricity. Ho and Ganesan (2013) noted that due to the tempestuous business environment, organisations tend to collaborate more in order to gain improved knowledge and skills; it could also be costly and risky, with no certain outcome that it could yield results for the organisation in the long-term. Shin, Perdue and Pandelaere (2020) developed a framework for knowledge value co-creation (Figure 2.7), illustrating an iterative knowledge value co-creation process, comprised of the cycle of intention, engagement and empowerment.

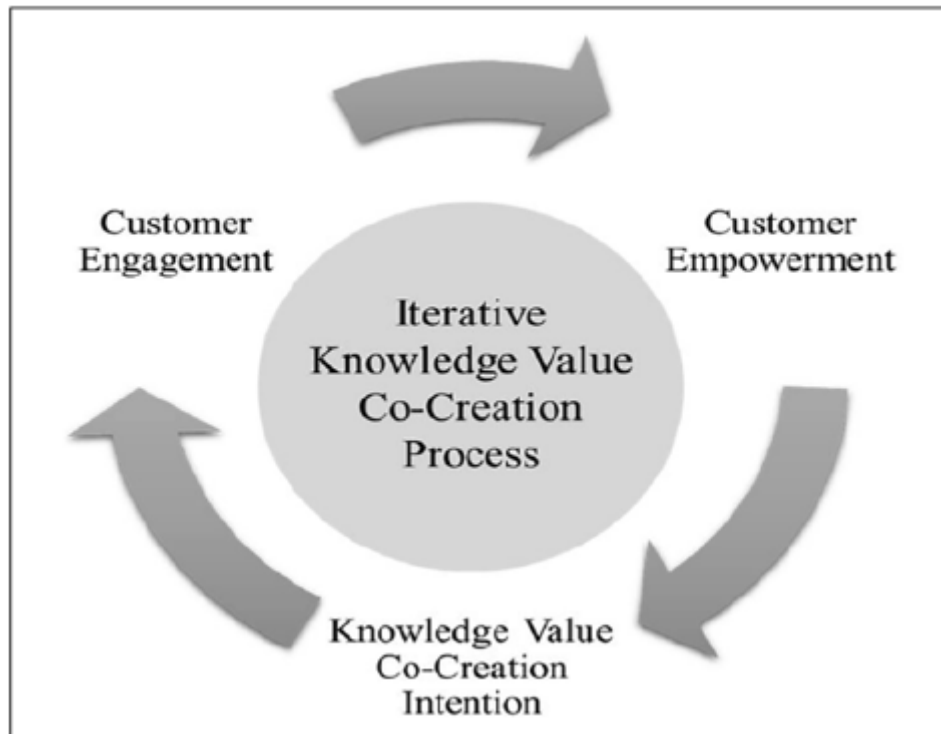


Figure 2.7: The knowledge value co-creation framework

Source: Shin *et al.* (2020)

Nazarian, Atkinson and Foroudi (2017) specified that the culture of a nation will impact organisational culture which, in turn, will influence organisational objectives. In addition, Yohn (2018) believed strategies and the culture of the organisation are interrelated and customer centric strategies are supported by the culture of an organisation.

2.9 ORGANISATIONAL CULTURE

Irani, Beskese and Love (2004) described organisational culture as a set of rules which governs the way in which employees perform within the organisation, furthermore, the culture should be taught from the onset when a new employee is introduced into the organisation. Walker and Aritz (2015) characterised organisational culture as a 'catalogue of shared connotations', which distinguishes one organisation from another, and that each organisation provides different standards to which employees are expected to fulfil their roles. Dirisu *et al.* (2018) acknowledged organisational culture as features and characteristics that outline how employees converse and obey the rules within the organisation.

Fadnavis, Najarzadeh and Badurdeen (2020) assessed organisational culture as influencing the opinions and ideologies of employee behaviour and problem-solving techniques within the organisation. However, Liu *et al.* (2021) established that the culture of an organisation can sway the perception of employee attitudes towards their work, team and the perception of the organisation. This echoes findings by Van den Berg and Wilderom (2004), who explained organisational culture as mutual insights of work practices and that it may differ from organisation to organisation. Nevertheless, the authors ultimately believed organisational culture to be the bonding agent that holds the organisation together, which encourages employees to perform.

Bogdanowicz (2014) stated that strategic objectives of an organisation are more effective when associated with the culture of the organisation. This was affirmed by William *et al.* (2018), in stating it is imperative that employees should be aligned to the goals and values of an organisation. Employees associate the culture of an organisation with its dress-code, technologies used, communication platforms and the vision and mission of the organisation (Kiran and Tripathi 2018).

Dasgupta and Gupta (2019) mentioned that the success of organisations in both the private and public sector relies on the adaptability of new technologies and organisational culture plays an important role in ensuring the attainment thereof. Dyck, Walker and Caza (2019) resolved that culture contributes to the long-term financial sustainability of the organisation. However, Balaji *et al.* (2020) believed organisational culture to be an ever-present collective that directs the desired outcomes or goals of the organisation and how to achieve them.

Lapina, Karisa and Aramina (2015) showed that organisational culture is influenced by the external and internal environment, such as character traits of a person, leadership styles and organisational strategic objectives. The authors further explained that the structure and effectiveness of the organisation are directly linked with the culture of the organisation.

2.9.1 The effect of organisational structure on organisational performance

Shatrevich (2014) defined organisational structure as the central framework of the organisation, effectively ensuring the correct strategies are implemented in order to achieve short and long-term objectives. Lee, Kozlenkova and Palmatier (2014) believed organisational structure refers to various departments within the organisation, such as the sales, finance, operations, as well as research and development, effectively bringing alignment between internal employees and external customers.

Maduenyi *et al.* (2015) purported that organisational performance depends on organisational structure, with the structure of the organisation similarly influencing employee behaviour and productivity, as it clearly depicts the roles and responsibilities.

Moreover, this was reinforced in a study conducted by Nene and Pillay (2019), who highlighted that an adequately implemented organisational structure will certainly impact the performance and objectives of the organisation, as a well-developed organisational structure clearly defines the roles and responsibilities of each department and how each departmental objective contributes to the success of the organisation. The structures of an organisation are all interrelated in a hierarchical manner, namely a top-down or bottom-up structure (Bretz *et al.* 2020).

Bangwal, Tiwari and Chamola (2017) contended that a well-structured organisation will convey a positive ethos to employees. Grobler and Du Plessis (2016) believed the culture of the organisation is influenced by the leaders' core beliefs and values and that the identity of an organisation is founded on the behaviour of top management. This is supported by Sebastiao, Zulato and Trindade (2017), who stated that organisational culture is tied to the leader's values and strategies associated with the organisation. Kikeri (2018) highlighted that for SOEs to increase productivity and efficiency, improvement plans need to be developed and implemented to achieve organisational objectives.

2.10 THE CONCEPT OF ORGANISATIONAL OBJECTIVES

Irikefe (2018) defined organisational objectives as short, medium and long-term goals the organisation envisages to attain, within a prescribed period, accentuating that organisation goals assist leadership to assign relevant departmental roles and responsibilities, to achieve set objectives. This echoes El Aziz and Fady (2013), who defined organisational objectives as target-setting to realize a desired result, associated with the organisation's mission and vision. It also corroborates findings by Elgazzar *et al.* (2012), who detailed that one of the objectives of an organisation is to sustain financial stability and increased profits, and to accomplish this, organisations fragment objectives into measurable short, medium and long-term goals.

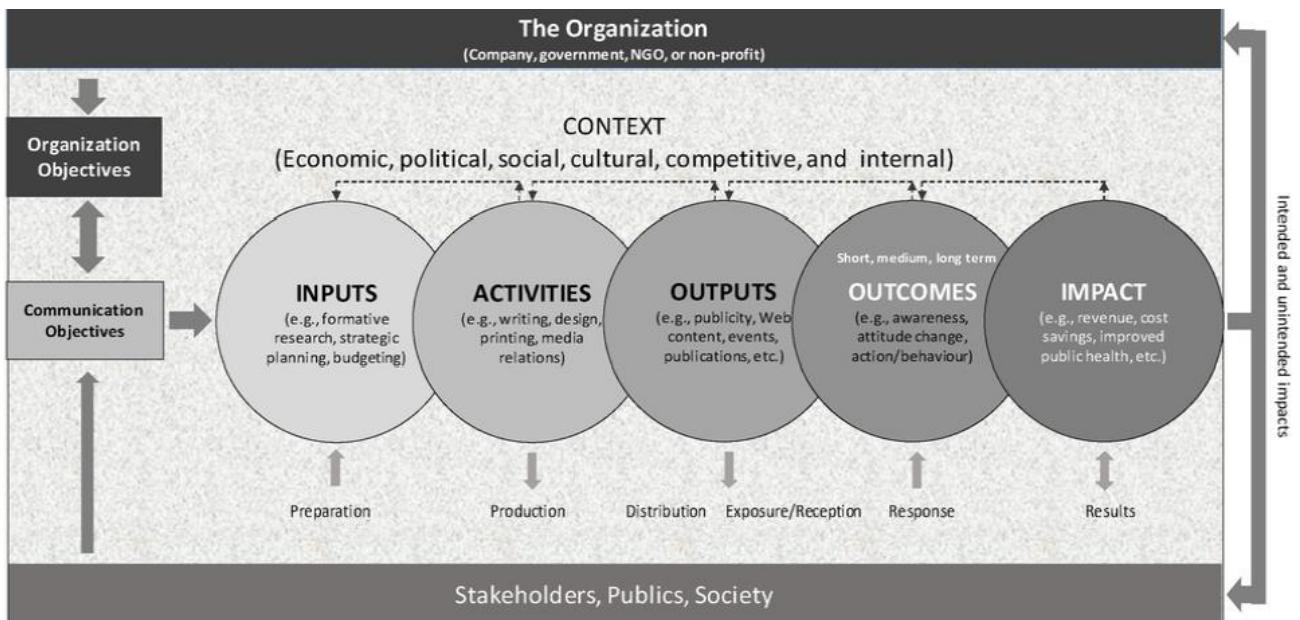


Figure 2.8: McNamara's integrated evaluation model

Source: McNamara (2018, cited in Gregory and McNamara 2019)

Organisations introduced the BSC, which assists the organisation to measure performance and it forms an integral part of achieving organisational objectives (Valenzuela-Fernández *et al.* 2016).

2.10.1 The Balance Scorecard to attain organisational objectives

Zhao *et al.* (2020) recognised the BSC as a methodical performance tool developed by Kaplan and Norton in the early 1990's which constructs the strategic objectives of the organisation into specific measurements by setting targeted ideals to be achieved within a specific time-frame, ideally a financial year.

Abyad (2017) asserted that by application of the BSC, the organisation systematically translates its strategy and vision into achievable goals, grouping these into the following categories, namely; financial performance, customer satisfaction, internal perspective, as well as innovation and learning. In addition, it was further detailed that there is no one specific set of tools that will benefit an organisation, but an organisation should rather strive to focus on measurement tools aligned to its strategic vision.

Khanmohammadi *et al.* (2019) proposed that a SWOT analysis should be utilised as a mechanism for the BSC, in order to construct strategic objectives.

2.10.2 The impact of leadership on organisational objectives

Bogdanowicz (2014) described leadership as visionary, innovative and the 'glue that holds the organisation together', while simultaneously ensuring that processes and procedures are well-defined. Whereas Mosalaesi and Laryea (2019) defined leadership as the aptitude to govern employee behaviour, Northouse (2013, cited in Mikkelsen, Sloane and Hesse 2019) defined leadership as multi-faceted, in that the leader is able to guide employees towards a common objective and purpose of the organisation. Cardon *et al.* (2019) explained the cycle of leadership communication, emotional capital and organisational performance, as illustrated (Figure 2.9).

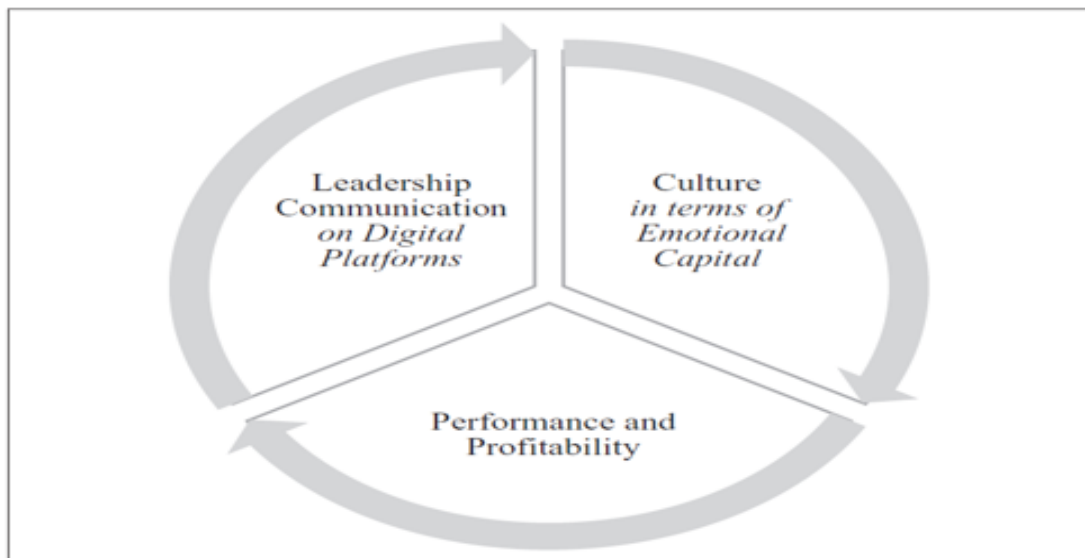


Figure 2.9: The virtuous cycle of leadership communication, emotional capital and organisational performance

Source: Cardon *et al.* (2019)

Kang *et al.* (2020) stated that leadership is responsible for producing successful teams and creating conducive work environments that enable and empower employees to achieve the set goals and objectives of the organisation, through constant employee engagement. Kelly and MacDonald (2019) detailed that various leadership styles are associated with how leaders communicate with the staff in their organisation; the type of leadership styles that promote upward and downward communication have yielded positive results in the workplace.

Owusu and Mardani (2020) indicated that inadequate leadership leads to ineffective communication, impacting productivity and organisational objectives. In a study conducted by Abasilim Gberevbie and Osibanjo (2019), the results indicated that when organisations are able to adopt the most appropriate leadership style and ensure employee commitment to the organisations' goals, it will enhance organisational performance.

2.10.3 Transformational leadership as an antecedent in Customer-Centricity

Literature promotes transformational leadership as the precursor to customer-centricity. Buil, Martinez and Matute (2019) described transformational leadership

as when a leader inspires and empowers employees to perform exceptionally, to achieve the objectives and goals of the organisation. Sayyadi (2019) emphasised that transformational leaders have the ability to create change and synergy within the organisation, while positively swaying the outlook of employees in understanding the goals and objectives of the organisation, and constructing great teams to achieve the set objectives.

Böttcher *et al.* (2018) quantified that transformational leadership is divided into four constructs, namely inspirational, intellectual stimulation, idealised influence and individual consideration. Thus, transformational leaders are able to align the personal goals of an employee to the goals of the organisation, while providing the necessary training, support and mentoring.

Baquero *et al.* (2020) argued that although research has indicated numerous benefits associated with transformational leadership, in organisations where certain services or departments are outsourced, transformational leaders will have very little impact on those departments, as the outsourced workers do not have any personal commitment to the organisation's goals or objectives. Desselle *et al.* (2018) purported that transformational leaders view change in the organisation holistically and understand both the negative and positive implications associated with it.

However, Niklova, Schaufeli and Notelaers (2019) asserted that transformational leaders do not attend to the autonomy of the employee, whereas an engaging leader fosters collaboration as a team, thus bringing a sense of belonging to the employee. This is, nevertheless, challenged by Gregersen, Vincent-Höper and Nienhaus (2014), who postulated that transformational leaders are considered to motivate an employee to improve on performance, are concerned with the well-being of the employee and this also positively relates to job satisfaction.

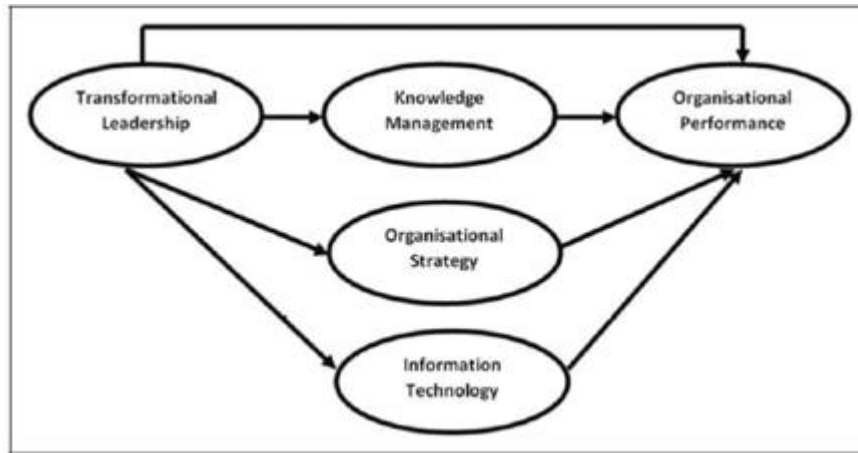


Figure 2.10: Relationship between transformational leadership, knowledge management, organisational resources and organisational performance

Source: Sayyadi (2019)

Khan *et al.* (2020) highlighted that transformational leaders are able to convey their vision for the organisation to employees and inspire them to execute that vision; this is also known as charismatic leadership. Chuang, Judge and Liaw (2012) detailed that in a service industry, transformational leadership and its positive nature will affect employees and how they manage their emotions when dealing with customers. In contextualising transformational leadership, Kipfelsberger, Bruch and Herhausen (2018) found the transformational leadership style guides employees and recognises those who contribute positively to the customer experience.

2.11 THE ASSOCIATION BETWEEN EMPLOYEE ENGAGEMENT AND ORGANISATIONAL PERFORMANCE

Ruck and Welch (2012) viewed internal communication as a tool, whereby management relays departmental goals and objectives, as well as the intended strategies of the organisation to employees, thus fostering employee engagement. Welch (2012) purported that successful internal communication fosters the internal relationship between leadership and employees within the organisation, which also contributes to the effectiveness of the organisation. The author further alluded to ineffective internal communication also being detrimental to the organisation, should the employee perceive the dissemination of information is not cascaded effectively.

Jena, Pradhan and Panigrahy (2018) detailed that organisations who foster a culture of regular employee engagement will have an impact on the well-being of the employee, resulting in a positive attitude towards their work obligations. Productivity and retaining employees are consequences of effective employee engagement (Potoski and Callery 2018). On the one hand, Macgillavry and Sinyan (2016) detailed the need for organisations to have regular engagements with employees, reaffirming their roles and responsibilities within the organisation, and that companies are not only reliant on technology or data to gain customer insights but also through employees who have regular CE.

On the other hand, Cardon *et al.* (2019) opined that many organisations have adopted internal digital platforms, namely corporate blogs, intranet or social software as employee engagement tools. These were, nonetheless, found to be ineffective, since leadership and employees are not actively utilising these platforms, omitting a chance to improve organisational performance and culture.

Researchers Tensay and Singh (2020) found a positive relationship between organisational performance and employee engagement. In addition, the authors found that when an employee is treated as a strategic asset and or partner, it will indeed have an impact on the overall employee performance and well-being. Employees aware of what is expected of them, who are able to execute their responsibilities with the necessary support for personal development, will feel more engaged (Verčič, 2021).

According to Nkemkiafu *et al.* (2019), it is imperative that organisations include employees in new business strategies, as it will enable better implementation of the strategies, while encouraging trust in management and facilitating clear communication. This is supported by Kumar (2018), who states that employees are front-runners in providing a great customer experience, making it vitally important for organisations to grasp the significance of a comprehensive employee engagement strategy, in order to enhance efficiencies and profitability. Men, O'Neill and Ewing (2020) agreed, claiming that when an organisation promotes

transparency by sharing relevant and truthful information, employees will likely feel a sense of belonging and engagement.

The optimisation of the experience and skills of an employee will also have a positive impact on organisational performance and sustainability of the business (Nwachukwu and Chladkova 2018). John (2017) emphasised that employees need to be empowered through training, should organisations strive to achieve a customer centric culture. Bekirogullari (2019) conducted a study that emphasised the prominence of employee engagement, adding that engagement strategies will empower employees. It was further highlighted that when an employee feels valued, it will boost their motivation to succeed, which ultimately leads to improved customer satisfaction.

Kumar and Pansari (2016) determined that when an employee feels engaged, the employee will interact with the customer in an efficient manner. Nevertheless, the opposite will occur when an employee feels disengaged, which means it is important for organisations to not only focus on engaging customers, but also employees.

2.11.1 The significance of employee satisfaction

Chicu *et al.* (2018) affirmed that customer satisfaction is attained when employees are satisfied in their jobs, as a result of organisations investing in upskilling and training employees, concluding that when an employee is satisfied, it will lead to customer satisfaction. Moreover, Chang and Huang (2010) claimed that organisational performance is directly impacted by employee satisfaction.

Cogin, Sanders and Williamson (2018) argued that work-life support (WLS) techniques are beneficial to an organisation, serving as a strategic tool for employee behaviour to exceed customer expectations, thus leading to improved customer satisfaction. However, Vigan and Giauque (2018) stated that job dissatisfaction in the public sector has implications of disruptive behaviour, which will impact customer satisfaction because when frontline employees are not happy, they will not be of service to customers, impacting organisational objectives.

Ardichvili (2011, cited in Yang 2016) detailed that employee or job satisfaction is influenced by engaged and active leadership, ultimately leading towards enhanced organisational performance. Furthermore, Zerella, von Treuer and Albrecht (2017) detailed that the office layout determines how employees interact with each other. This thus becomes a predictor of organisational culture, similarly influencing the perception of an employee's attitude towards job satisfaction.

Research has shown that employee perceptions affect job satisfaction, thus, it is vitally important for organisations to have regular engagements that foster open communication channels, whereby organisations value employee opinions and feedback. Once organisations realise the importance of such open-ended engagements, it will improve job satisfaction, the well-being of the employee and positively contribute to increased performance (Kim and Keane 2019).

McGrandle (2019) argued that job satisfaction is multi-dimensional and when organisations interview potential candidates for new positions, they should not only focus on skills or qualifications that match the position, but also ascertain whether the employee's interests align to the job.

Martínez-Caro, Cegarra-Navarro and Alfonso-Ruiz (2020) established that an organisational culture that supports digital transformation strategies will improve performance and contribute significantly to the value of the organisation. Isensee *et al.* (2020) concluded there is a cooperative relationship between digitisation of business processes and organisational culture. Ultimately, the culture of the organisation informs how organisations will adapt to new technologies and the development of business strategies.

2.12 CONCEPT OF A CUSTOMER RELATIONSHIP MANAGEMENT (CRM) SYSTEM IN CUSTOMER-CENTRICITY

Vogt (2011) defined CRM as a customer focused marketing tool to collect customer data, so that organisations may focus on customer satisfaction and customer loyalty. This is reinforced by Baashar *et al.* (2020), who described CRM as an inventive method employed to improve customer satisfaction, loyalty and organisational

profitability, by acquiring customer knowledge to maintain good relationships with customers. Dalili and Beheshtifar (2018) characterised CRM as a strategy in business that manages customer relationships to enhance continued value, and the culture of the organisation should be customer-centric for CRM to be effective.

Kim, Beckman and Agogino (2018) asserted that organisations should invest in technologies that will enhance all the elements in the customer experience journey, not just at a particular stage of the service being delivered. Copus, Sajgalikova and Wojčák (2019) supported the notion that for organisations to be continuously innovative, new technologies need to be implemented. Nonetheless, it also requires the support of employees for the adaptation of these innovations.

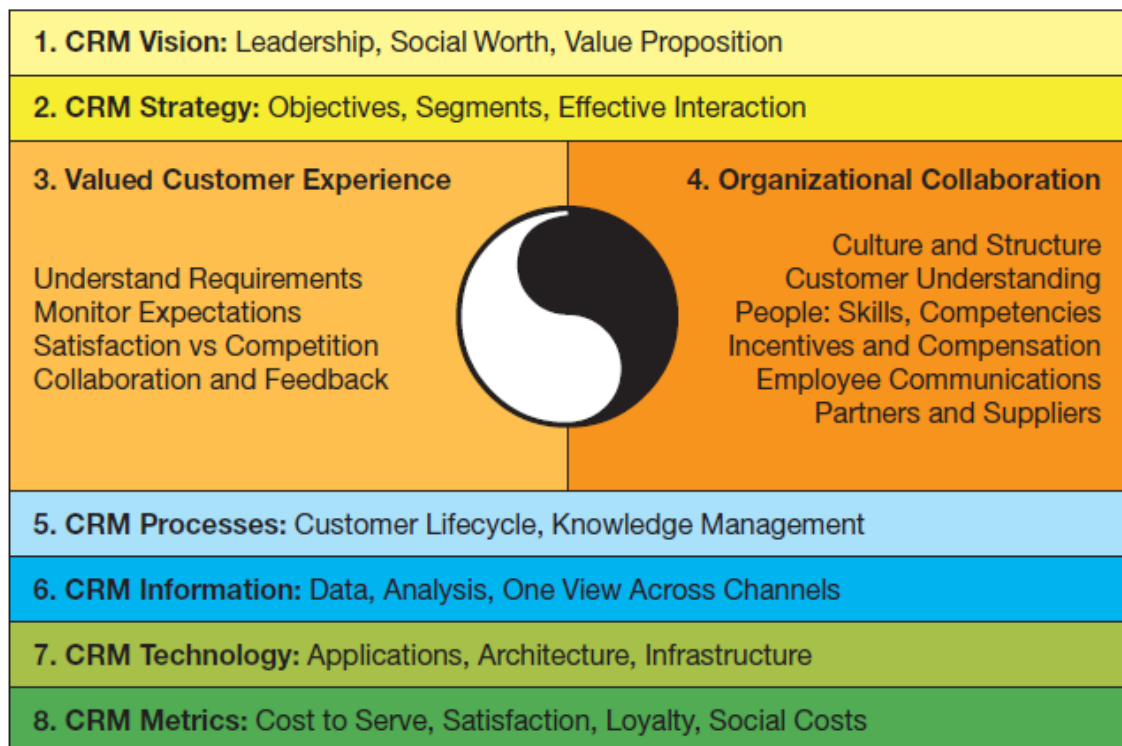


Figure 2.11: Gartner CRM Model

Source: Gartner research (2002)

According to Sofi and Hakim (2018: 201–215), CRM is “a result-oriented interchange between the customer and the organisation for the organisation to understand the ever-changing needs of the customer”. Moreno and Melendez (2011: 437-444) viewed CRM as “an Information Technology (IT) enabled strategy

to re-design the organisation's processes to align to satisfying the needs of the customer, thus creating mutually beneficial long-term relationships". In contrast, Florez-Lopez and Ramon-Jeronimo (2009) concluded that organisations indicated potential lost profits due to unsatisfactory customer profiling.

To manage customer relationships, a CRM system employs IT systems, such as data-mining, database management and data analytics, in order to better comprehend the needs of the customer. Therefore, CRM is able to retain current customers and attract new customers (Park and Lee 2011). Saberi *et al.* (2018) emphasised that a crucial constituent of a CRM system is a customer contact centre, where customer interactions occur centrally within an organisation.

It is further accentuated by Chicu *et al.* (2018) that customer contact centres are used as a practical CRM tool to gain more customers, focusing on the customer orientation tactic by forging solid customer relationships. Wagner and Majchrzak (2007) quantified that CRM systems are unparalleled due to their aptitude to capture customer information, which can be utilised within various areas across the organisation, enabling the company to better serve their customers. Ceesay (2020) debated that CRM only focuses on the customer relationship aspect, whereas CEM involves the customer experience throughout the entire customer-journey value chain.

CRM is challenging, as Maggon and Chaudhry (2018) affirmed, due to it requiring organisations to possess a solid CRM system, in order to construct and maintain profitable customer relationships. Ryals (2015) contended that CRM is highly unlikely to succeed when organisations do not focus on profitable customer retention strategies. Buttle (2012) developed a CRM value chain (Figure 2.12) that consists of five stages and highlights how the supporting conditions lead to enhanced customer profitability, as demonstrated below.

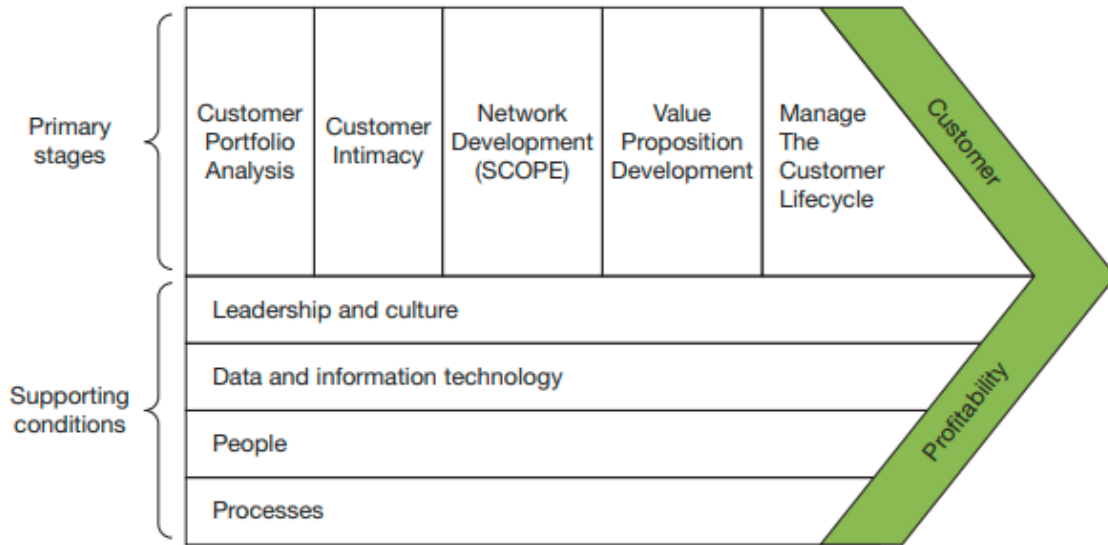


Figure 2.12: CRM Value Chain

Source: Buttle (2012)

An organisation that embraces customer centricity and CRM practices will influence customer perceptions, allowing greater awareness of interpersonal customer relationships, which will give the organisation a competitive edge, making it difficult for competitors to emulate (Inversini, De Carlo and Masiero 2020).

2.12.1 Benefits of CRM system

In the view of Dalili and Beheshtifar (2018), there are many benefits overall of a CRM system. Some of the many benefits are described as follows:

- **Organisational benefits:** A CRM system stores all relevant customer data such as the email address, contact information, and so on. Therefore, having all customer information in a centralised place makes it easy to deal with customers. A CRM system can send automated newsletters to customers, thereby keeping the customer informed of any changes within the organisation.
- **Customer benefits:** Anyone in the organisation with access to the CRM system will be able to assist a customer who calls to make an enquiry. This ultimately reduces time spent transferring a customer until they reach the correct individual. The increased benefit of a CRM system means that ultimately, the organisation

becomes more efficient in dealing with customers and increases customer loyalty.

- **Employee benefits:** Since all relevant customer information is stored on the CRM system, it empowers employees and ensures confidence when dealing with customers, as they are able to perform their jobs much better, leading to increased job satisfaction. A CRM system can also recognise possible problems that could occur; thus, employees and management will be able to address issues before a customer becomes unhappy.

2.12.2 Employing Customer Relationship Management (CRM) in becoming Customer Centric

Suoniemi *et al.* (2021) emphasised that CRM System implementation should not be introduced in isolation or be considered as only a marketing tool for use by Customer Service or Marketing Managers. The authors stressed the system will yield much positive results in an already technologically advanced organisation and thus, organisations should conduct feasibility studies prior to investing in a CRM system.

Cruz-Jesus, Pinheiro and Oliveira (2019) deduced three conceivable stages of CRM namely; evaluation, adoption and routinisation. The researchers highlighted the adoption phase depends on the support of top management, as it will contribute to the success of CRM.

When decorously implemented, CRM technology can have a positive impact on organisational objectives, leading to increased financial performance, improving customer satisfaction and enabling tailor-made services to customers, thus, endorsing customer loyalty (Garrido-Moreno, Lockett and García-Morales 2014).

A study conducted by Khodakarami and Chan (2014) revealed that merely employing CRM systems within the organisation is not sufficient to gain competitive advantage. Organisations will, however, need to redesign business processes, organisational culture and structures, in order to align to CRM. The authors proposed that organisations should develop an integrated CRM strategy to achieve the envisaged benefits of CRM systems. Besides the technological benefits, CRM

will fall short in successful implementation should the organisation's willingness to adapt to change not be progressive (Pham-Singer *et al.* 2020).

2.13 ORGANISATIONAL CHANGE MANAGEMENT

Rousseau and De Cremer (2018, cited in Bekirogullari 2019) defined organisational change as when new technologies, processes and structures are implemented. One of the challenges of change management is the employee's understanding of the changes that will occur in their daily work responsibilities, due to the change in processes (Varma 2020). Lovelace and Dyck (2020) suggested organisations appoint change agents to educate leadership and employees on the changes that will occur within the organisation and to garner their support. Gordon and Pollack (2018) averred that change management promotes stakeholder engagement, hence, it becomes strategic to the organisation when undertaking new projects.

Rajeswari *et al.* (2017) suggest organisations should also focus on training their employees in customer service practices, as the approach of an employee has an impact on the service offering quality the customer experiences, which will ultimately lead to customer satisfaction.

2.14 CONCLUSION

The review of literature showed customer-centricity as multifaceted and the focus cannot only be on the customer aspect, and should encompass the entire customer journey.

The review of literature revealed that the BSC is an important factor that focusses on customer centric strategies, as it systematically highlights the focus areas, detailing how organisational goals will be achieved. The literature also highlighted that the culture and structure of an organisation will impact organisational objectives and how customers are treated. Organisations need to ensure a culture of customer satisfaction is conveyed throughout the entire organisation.

Employee engagement is shown as leading to job satisfaction, ultimately impacting customer satisfaction. Leadership also plays a role in implementing new strategies

and motivating employees to achieve organisational objectives. The literature reviewed revealed benefits of CRM and the implementation thereof cannot be treated in isolation. In addition, there is a positive relationship between customer satisfaction, customer loyalty, customer experience and CE.

The literature on customer-centricity in government parastatals and how they service their customers is scarce. In a country such as SA, where political interference in SOEs is rife, the literature is limited as to how political instability may be overlooked to allow the organisation to focus on meeting customer needs.

Organisational culture is extremely important, as it sets the tone for what the organisation ultimately wants to achieve, which is supported by employee engagement. Leadership also plays an important role in organisations as leaders are responsible to ensure organisational goals and objectives are clearly communicated to employees.

Marketing specialists have created systems such as CRM to assist organisations in becoming customer-centric. However, the literature revealed that CRM systems cannot be successful when not correctly implemented throughout the entire organisation.

The next chapter will outline the research methodology, data collection methods and instruments, which will be discussed in detail.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 INTRODUCTION

The previous chapter examined and reviewed the literature, providing a theoretical framework to understand the impact of customer centricity on organisational objectives. The methodology chapter outlines the research methods used to collect and analyse the data to answer the research objectives as follows:

- Examine the need for customer-centricity within the parastatal
- Evaluate the significance of employee participation in achieving organisational objectives
- Analyse CRM as a tool towards evolving the parastatal as a customer-centric organisation

The problem statement for this study was to investigate “Customer Centricity in enhancing Organisational Objectives at a selected Government Parastatal”.

3.2 WHAT IS RESEARCH?

Bryman *et al* (2017) defined business research as occurrences happening in the real world, shaped by philosophical ideas and often driven by organisational problems that exist, hence, research occurs to develop new ideas and technologies to improve organisational efficiencies. Kabir (2016) described research as a process in which the researcher identifies a problem, pursues the collection of data to find a solution to the problem and therefore, creates new knowledge concerning the phenomenon.

3.2.1 Research Methodology

McGregor (2019) referred to methodology in research as theoretical underpinnings that facilitate the creation of new knowledge to add value to the existing body of research, whereas the research method outlines the technical steps in which data will be collected and analysed to produce new knowledge. The research method is defined as the technique for how data will be collected and involves specific

instruments such as structured interviews, observations or questionnaires (Bryman *et al* 2017). Kabir (2016) quantified research methodology as the methodical way the researcher seeks to decipher the research problem.

3.2.2 Research Design

This research study was conducted using a descriptive research design, which was cross-sectional and employed a quantitative research paradigm, with a survey administered and data collected through a questionnaire. Bryman *et al* (2017) denoted that research design is the framework for how data will be collected and analysed and provides the structure that will guide how the research method will be employed. The research design can be classified as descriptive, exploratory, or causal (also known as explanatory), which determines how data is collected and analysed.

Rahi (2017) detailed that descriptive research is aimed at finding new information on an existing phenomenon, whereas an explanatory research method supports gaining new insights of a situation, in order to test a concept, while exploratory research occurs when the concept is not clear and thus, seeks to gain new insights of the phenomenon. McGregor (2019) highlighted that a research design directs the researcher as to which methods will be most appropriate to collect and analyse data to answer the research question. This is affirmed by Asenahabi (2019), who stated that the research design is an important aspect in research. The design is informed by the problem statement and research questions, and occurs prior to data collection, as the researcher needs to adopt the research design at the beginning of the study for the research to be carried out successfully.

The following are characteristics of a research design.

- **Descriptive research** – seeks to try and find more information to accurately describe something in more detail. In the view of Aggarwal and Ranganathan (2019), descriptive research seeks to pronounce the different variables in the study without any influence on the hypothesis. Some advantages of descriptive studies are that it is relatively easy to conduct, inexpensive (it employs surveys

to collect data), and is not time-consuming. A disadvantage of descriptive research is that the sample is not representative of the population and the measurement tools used unreliable;

- **Exploratory research** - attempts to reach a better understanding of a problem, usually laying the foundation for future studies;
- **Causal research** - seeks to connect ideas to understand and explain relationships.

3.3 THE RESEARCH PROCESS

The research onion was developed by Saunders, Lewis and Thornhill (2007) to fully articulate the research process. Melnikovas (2018) enunciated that the research Onion developed and expanded on by Saunders, Lewis and Thornhill (2019), is a tool researchers in business studies may utilise to cultivate a research design process; it provides a step-by-step guide to be followed to conduct research. As contained in the research onion, this study falls within the quantitative approach utilising a positivism paradigm, it is cross-sectional in nature, deductive, and employs a survey approach to collect data, analysing the findings statistically.

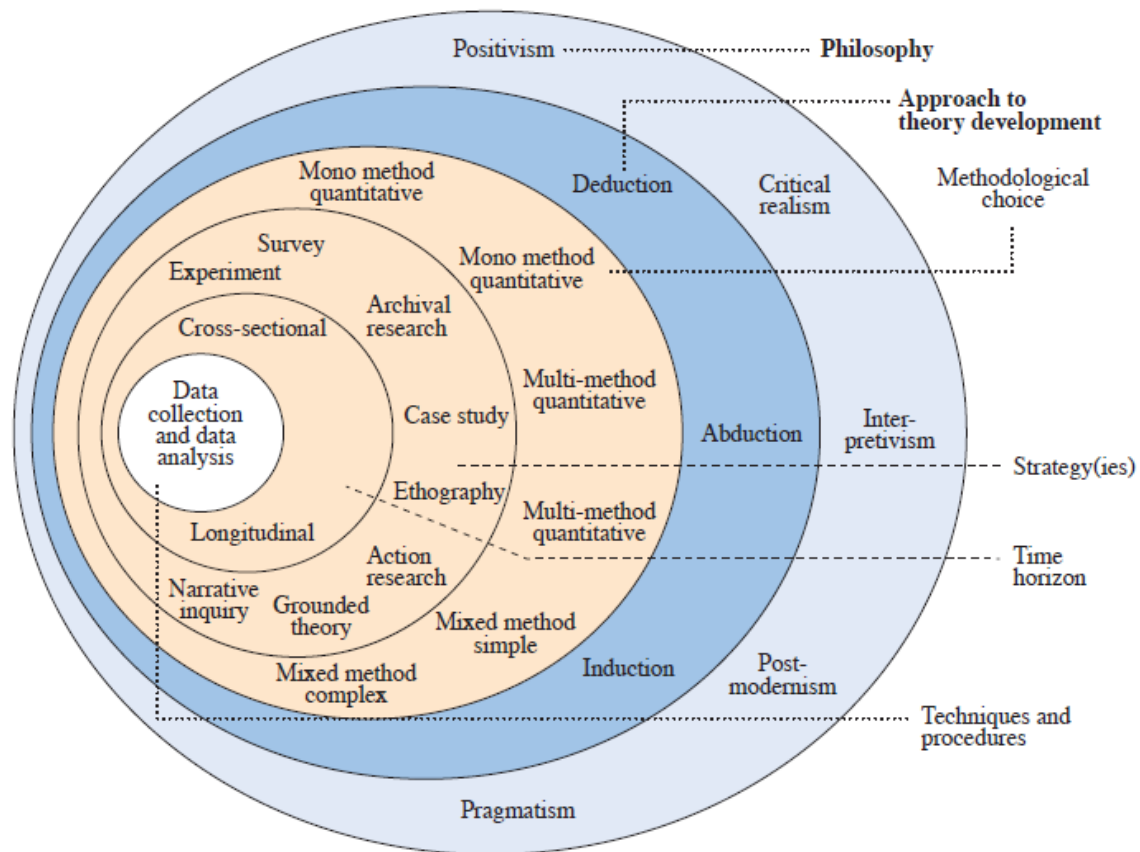


Figure 3.1: The Research Onion

Source: Melnikovas (2018)

3.4 RESEARCH STRATEGY OR METHOD

The research strategy is how the researcher intends to conduct the research or carry out the work, also known as the research method. Bryman *et al* (2017) mentioned that the research method is how the data collection will take place and the following are the different research strategies or methods:

3.4.1 Experimental research

Kabir (2016) stated that experimental research occurs when a group of participants are selected to establish cause-and-effect associations, it manipulates one variable in order to measure the effect of a more dependent variable. However, Bryman *et al* (2017) warned that business researchers are unable to manipulate independent variables. Asenahabi (2019) postulated that there are two types of experimental research design, namely: pre-experimental where the researcher only focusses on a particular group and intercedes during the experimental stage; and quasi-

experiments, where the researcher utilises control but does not assign participants to the experiment.

3.4.2 Action research

Burns (2016) defined Action Research as a set of two approaches, namely action and research. Action assesses the social processes analytically to promote egalitarianism and collaboration. The research aspect seeks to collect data in two ways; by observing and chronicling what people do, as well gathering the opinions of the people they are investigating, while also seeking to identify the rationale for the action, to produce recommendations based on the outcomes. The author added that action research is employed in qualitative studies utilising an exploratory approach.

3.4.3 Case study research

Rashid *et al.* (2019) defined a case study as a comprehensive study whereby data has been collected over a period, where the researcher has minimal control over the events, and it is mostly employed within qualitative studies. Asenahabi (2019) articulated that in case studies, the researcher forms a comprehensive analysis of a specific case but it is subjective rather than objective.

3.4.4 Surveys

In the view of Draugalis, Coons and Plaza (2008) surveys are described as the research method and the questionnaire is the survey instrument with which the data will be collected. Leeman (2015) highlighted that surveys will have more than one survey mode, namely: a self-completion questionnaire, personally handing out the questionnaire, a mail questionnaire, and a pick-up and complete questionnaire, as well as telephone surveying, and online and computer-based surveys. While each of these has their own advantages and disadvantages, it is important to choose a method that will assist with reaching the targeted population, as well as the sample able to answer the research questions, to reach the desired response rate.

Some of the advantages of a survey tool is that it assists in questionnaire preparation, it is cost-effective, less time-consuming, and the researcher has full

control over when to start or end the survey (Nayak and Narayan 2019). Asenahabi (2019) detailed that a substantial advantage of the survey method is that it provides information on a vast population, with miniscule effort.

However, Rice *et al.* (2017) stressed that a disadvantage of conducting online surveys includes that participants could complete the first few questions and thereafter, they could decide not to continue should they not find it interesting. Therefore, researchers should also pay attention to the length of the survey, while the questions asked in the survey should be relatable to the participants.

3.4.5 Interviews

Ponto (2015) affirmed that another strategy to collect data in survey research is through conducting interviews, which may be conducted via the phone or in person, with the potential benefit that the interviewer may be able to clarify certain questions the interviewee might not have been able to answer. The disadvantage is that survey interviews are time-consuming and not ideal for large samples. Fox (2009) asserted there are various approaches to conduct interviews, such as:

- **Structured interview** – this is where mostly close-ended questions are asked by the researcher, to ensure comparability across the sample;
- **Semi-structured interview** – follow the same approach as structured interviews, but instead of asking close-ended questions, it is centred around open-ended questions;
- **Unstructured or in-depth interviews** – seek to discuss various topics in order to gain a richer understanding of the phenomena by discussing a topic in a more detailed manner.

3.4.6 Systematic literature review

Okoli (2015) detailed that with a systematic literature review the researcher bases the selection of literature on whether it is relevant to the research questions pertaining to the proposed study and the ranking of the journal articles within the field of research; the quality of the journals is considered at a much later stage.

Nightingale (2009) found that systematic reviews aim to meticulously minimise the selection of unbiased data, and to specifically answer the research question.

The survey method using a questionnaire was selected for the study to ascertain whether customer-centricity can enhance organisational objectives at the selected government parastatal. The method was chosen because it is more cost-effective and less time-consuming, since research participants are located all over the country. Furthermore, during the current COVID-19 pandemic it was more appropriate to conduct data collection through a survey distributed online, due to regulations prohibiting travel and in-person interaction. The survey approach is also deductive in nature and concomitant with business and management research (Al Zefeiti and Mohamad 2015).

3.5 RESEARCH PARADIGMS

McGregor (2019) defined paradigms as habits of thinking or an array of philosophies sought to assist people to comprehend the world around them. Nonetheless, Kivunja and Kuyini (2017) affirmed that a paradigm is the theoretical lens through which the researcher scrutinises the methodological approach of the research to be undertaken and the data analysed.

3.5.1 Positivist paradigm

The positivist paradigm is deductive in nature and intends to provide insights to predict measurable results, typically utilising a quantitative research approach, in order to understand relationships rooted in the analysed data (Kivunja and Kuyini 2017). Saunders *et al.* (2019) posited that positivist research is unequivocal, extremely organised, consists of large samples and the researcher remains objective so as to not influence the findings.

3.5.2 Interpretivist paradigm

Interpretivism is concerned with the fact that reality or knowledge is constantly evolving, thus it is subjective in nature (Melnikovas 2018). Furthermore, interpretivism is erratic and it was also emphasised that selecting between the

interpretivist and positivist paradigms is not easy, hence there are two other paradigms namely;

- a) pragmatism - able to incorporate both interpretivism and positivism;
- b) critical realism – provides a realistic framework for future research.

This research study focused on whether customer-centricity can enhance organisational objectives within a selected government parastatal. Therefore, the positivist philosophy was employed for the purpose of this study, since it is associated with the quantitative approach and subsequently, based on statistical data, providing validity to the research objectives.

3.6 RESEARCH APPROACH

In the view of Saunders *et al.* (2019), the research onion highlights three approaches to theory development, namely; deductive, inductive and abductive.

- **Deductive approach** is when the ideologies of a theory are considered true, with existing literature and data then collected to test the hypothesis.
- **Inductive approach** places emphasis on the subjective interpretation of data collected, in order to develop a theory, and is most likely associated with the interpretivist philosophy.
- **Abductive approach** combines both the existing theory of deduction and induction and will either modify the theory or develop a new theory based on the new data collection and analysis.

Morgan (2017) specified three major approaches in research, known as qualitative, quantitative and mixed methods. The research approach for this study adopted a quantitative approach as most appropriate, using deduction for theory development.

3.6.1 Quantitative

Apuke (2017) described a quantitative research method as employing numerical data, utilising detailed statistical systems to answer questions regarding a certain phenomenon. Various types of quantitative research methods exist, namely; survey research, casual-comparative research, correlational research and experimental

research. Qualitative research seeks to establish relationships between different variables, without flexibility in terms of the techniques used, while remaining as objective as possible. Coghlan and Brydon-Miller (2014) referred to the quantitative research method as gathering numerical data through a questionnaire.

Bryman *et al* (2017) critiqued that quantitative research assumes each respondent interprets the questions asked in the questionnaire the same and therefore, the measurement instrument can represent a false sense of accuracy. According to Goddard and Mellville (2004, cited in Saunders *et al.* 2017) the quantitative approach holds several accepted standards for the validity of the approach, such as the number of research participants required to establish a statistically significant result. Bryman *et al.* (2017) stated that quantitative research is a distinctive approach that entails numerical data collection. Given (2016) found quantitative research is used to generalise theories by means of a clear questionnaire, whereby the objectives of the study are to be answered.

3.6.2 Qualitative

Morgan (2017) explained that qualitative research provides a holistic view of specific constructs but that the researcher's own beliefs can influence how data is collected in interviews; it is usually subjective, contextual and inductive in nature. Researchers employ a qualitative approach when they seek to interpret the situation they are investigating, in order to construct a concept (Rahi 2017). Sovacool, Axsen and Sorella (2018) reiterated that the qualitative method is most suitable for an inductive approach, since induction seeks to gain new insights about the meaning of experiences perceived by people, other than testing an existing hypothesis. Bryman *et al* (2017) found qualitative research too idiosyncratic, since it relies heavily on the analysis of the researcher and is often difficult to replicate.

3.6.3 Mixed Methods

The mixed method involves theoretical assumptions and the combination of both qualitative and quantitative approaches in the research undertaking, employing triangulation to enhance validity by corroborating multiple types of data about the same phenomena (Creamer 2019). Additionally, a mixed methods approach is used

to support the overall assumptions within the study, thereby increasing validity and possessing the overall ability to deal with disparities (Schoonenboom & Johnson 2017). Lindgreen *et al.* (2021) emphasised that a mixed method procedure is when qualitative and quantitative methods provide corresponding data; first, a qualitative method creates a hypothesis and a quantitative method tests the hypothesis scientifically.

Quantitative research is usually deductive in nature, which informs why the deductive approach was employed in this research to: test existing theories through literature; data collection through surveys; and administering descriptive statistics to summarise the findings, in order to ascertain whether customer-centricity enhances organisational objectives at the selected government parastatal. Responses from the questionnaire will be reported in the findings section, discussed in detail in the next chapter.

3.7 TIME HORIZON

3.7.1 Cross sectional study

Zangirolami-Raimundo, de Oliveira Echeimberg and Leone (2018) purported that cross-sectional studies aim to collect data in a shorter timeframe, so they may obtain reliable data to produce new hypotheses for future research. The authors further explain that cross sectional studies are descriptive in nature, with data collected at one point in time, to represent a greater population.

3.7.2 Longitudinal study

Longitudinal studies occur at different time frames. Kabir (2016) affirmed that longitudinal studies employ various methods over a lengthy period. Bryman *et al* (2017) emphasised that longitudinal studies are not used in business research due to the length of time involved and associated costs. Furthermore, it will be problematic for the researcher to identify the cause of adjustment, since the study results will be at risk, due to change in staff at the organisation in the timeframe being investigated.

The preferred and chosen method for this study was cross-sectional and deemed most appropriate, since it collected reliable data within a stipulated time-frame, thereby making it easier to produce relevant and current data.

3.8 TARGET POPULATION

In research it is not always possible nor realistic to survey an entire population, therefore, a sample of respondents must be selected by means of a sampling technique. This means the target population is the group from which the researcher would like to generalise the results (Govender 2015). The targeted population for this research project comprises 400 employees, which consists of junior level employees, middle managers, senior managers and executive management within the parastatal. The parastatal under study has offices all over the country, which means not everyone will be able to participate in the survey due to the various geographical locations. The accessible population was drawn from the Durban (Kwazulu-Natal) offices, with employees based at Head-Office locations in the other geographical locations selected based on having access to emails.

3.9 WHAT IS SAMPLING?

A sample is made up of selected respondents from a population, for the intended purpose of the study to be undertaken. Sharma (2017: 749-752) defined sampling as a method the researcher employs “to select a subset of respondents from a pre-defined population to aid the research objectives of the study”. There are two types of sampling techniques, namely:

3.9.1 Probability and non-probability sampling

Probability sampling ensures the reliability of the sample, reducing errors, although it does not guarantee the sample will include the entire population (Clow and James 2014). Rahi (2017) quantified that within probability sampling there is an equal likelihood that all the constituents might be selected, adding that this sampling method may be categorised as systematic random sampling, stratified random sampling, cluster sampling, and multi-stage sampling, as well as simple random sampling.

Bacon-Shone (2015) described stratified sampling as consistent within a known sub-group, to produce more accurate results. Lemm (2012) enunciated that stratified random sampling allows the researcher to reduce error by ensuring all related groups are represented in the final sample. Sharma (2017) highlighted that non-probability sampling is purely based on judgement and consists of the following methods: quota sampling, purposive sampling, snowball sampling and self-selection sampling.

A stratified random sampling approach was selected for the purposes of this research study, which according to Sekaran (2003), is most efficient and a good choice when differentiated information is needed regarding various strata within the population, known to differ in their parameters.

3.9.2 Sample Size

Acheson (2012) detailed the sample size as the number of respondents in a study, adding that when a sample size is too small, the probability exists that the population is not truthfully represented and therefore, it will impact the study results. The sample size in quantitative research is dependent on the number of participants. In this research project the sample size is 199, which includes executive leadership, senior managers, middle managers and junior level employees (also known as bargaining unit employees); randomly selected using stratified sampling.

3.10 MEASURING INSTRUMENT

This study aims to gain greater insight into the effect of customer-centricity and whether it can enhance organisational objectives at the selected government parastatal. While data can be collected through a questionnaire, interviews, observations and other instruments, Bolarinwa (2015: 195-201) postulated that “the measurement tool used needs to measure what it is intended to measure and to enumerate consistent responses”. For the purpose of this study, a questionnaire was thus used as measuring instrument.

3.10.1 Questionnaire design

Clow and James (2014) emphasised that a questionnaire is used to obtain superior data that will address the research objectives, highlighting the importance of questionnaire design, focused on questions that will minimise measurement error. In addition, questionnaires are one of the most widely used data collection tools in social science research.

The Likert scale was deemed most appropriate for the purpose of this study. Developed by Rensis Likert in 1932, Likert scales have been employed to elicit responses from fields as varied as social sciences and psychology, business, statistics, and marketing (Robinson 2014), with agreement or disagreement levels indicated to a series of statements, on a symmetric scale of agree-disagree. Responses for this study were measured on a 5-point ordinal scale, with a range of 1= Strongly Agree, 2= Agree, 3= Neutral, 4= Disagree, 5= Strongly Disagree.

3.10.2 Questionnaire format

Closed-ended questions with which to collect primary data from respondents were developed for this study’s measuring instrument. The questionnaire started with Section A requesting biographical data from the participants. Section B was developed into different clusters that sought to explore the perceptions or attitudes of the employees; therefore, a range of closed-ended questions were asked. The aim in dividing the questionnaire into three segments was to collect responses for both independent and dependent variables.

The structure of the questionnaire is illustrated (Table 3.1) with a copy of the questionnaire contained in Annexure 3.

Table 3.1: Questionnaire structure

Section A	Contains the demographical information, such as location, years of service, race group and level in organisation.
Section B	Contains questions about Customer-Centricity
	Contains questions about Organisational objectives
	Contains questions about the CRM system

3.11 DATA COLLECTION

One of the first steps of data collection is to convert raw data into an electronic format in the form of spreadsheets, thereafter, the data is coded and captured into SPSS software programme for further processing. Kabir (2016) defined data collection as a method to collect and measure information in a meticulous manner, to answer the research aims and objectives. Furthermore, quantitative data are statistical and can be statistically calculated through various software packages, such as SPSS, version 27, which was employed in this study.

3.11.1 Data Collection Methods

There are various methods or techniques to collect data, however, the chosen method is generally informed by the research question. However, Canals (2017) specified that the data collection method is informed by the research aims and objectives, stipulating the following as some of the more commonly used data collection methods:

- a questionnaire,
- interviews,
- observations,
- focus groups,
- documents and records.

Although a questionnaire will be used to collect data, this will be accomplished via a web-based survey tool, where the link to the questionnaire will be emailed to research participants with access to email and hand-delivered or couriered to those without access to email. With COVID-19 restrictions, this method circumvented the need to physically interact with respondents, thus adhering to social distancing regulations. As well as working and travel constraints.

Data that has been collected can be categorised into Primary and Secondary data, described below;

3.11.2 Primary data

Primary data is data that has not yet been made available, and as it is collected by the researcher, it is considered more reliable and objective. Since primary data has not been changed by human intervention, the validity is therefore greater than for secondary data (Kabir 2016). In addition, sources of primary data are stated as:

- **Experiments** – natural location to conduct the rational study to collect data;
- **Surveys** – frequent method in marketing or social sciences and can be conducted via different methods;
- **Questionnaires** – repeated method used in surveys, questions may be open- or closed-ended. It may be conducted face-to-face, telephonically or distributed electronically;
- **Interviews** – occurs face-to-face or telephonically with the participant;
- **Observations** – an observation can be performed whereby the researcher observes the behaviour of a participant, without advising the participant that he/she is being observed.

(Kabir 2016)

3.11.3 Secondary data

Secondary data investigate what is already known about a topic, contribute to existing literature by proposing an alternative outlook but remain dependent on existing data (Johnston 2014). Secondary data have thus already been published and reviewing literature is a form of secondary data (Kabir 2016). Other sources of secondary data include, amongst others:

- Journal articles of other researchers
- Internet articles
- Databases
- Records
- Books
- Biographies
- Newspapers

- Published statistical data
- Data archives

In this study, primary data were collected via a questionnaire through the survey method, with a hyperlink to the questionnaire emailed and, in some instances, hand-delivered to participants. When designing this study, the data collected had to answer the problem statement, “Customer Centricity in enhancing Organisational Objectives at a selected Government Parastatal”. Therefore, secondary data were collected through journal articles, published books and articles published on the internet.

An online survey was created by using the web platform Microsoft forms and the hyperlink emailed to participants, with the survey also introducing the researcher and study purpose. The survey was directed to all levels of employees within the government parastatal under study. For the purpose of this study, the researcher also considered the computer literacy level of employees who work in the operational and technical environment and those with no access to email or internet facilities. In addition, those employees who are not customer-facing but working in the field, were included. Therefore, the researcher had to consider these factors when drafting the questionnaire but also when distributing the survey. One of the advantages of using a survey is its propensity to simplify the findings to the population, nevertheless, its disadvantage is that it is unable to gather insights from the view of subject matter experts.

In addition, the survey was also printed and hand-delivered to those who did not have access to email and the internet. Two weeks after the initial survey link was emailed to the participants, a reminder email was sent, with follow-up telephone calls made to participants who received the survey via the mail or hand-delivery. As the researcher is an employee at the government parastatal, employees knew the researcher and were, therefore, willing to participate in the study.

The researcher also hand-delivered the questionnaire to those respondents without internet access, thus reducing any possible costs that could be incurred through

posting the survey. Furthermore, the researcher drove to various other offices of the organisation located within the Durban area, to hand-deliver the questionnaire to those without access to email and internet.

3.12 DATA ANALYSIS

The aim of data analysis is to examine the relationship between the study constructs by employing descriptive and inferential statistics. In the view of Lutabingwa and Auriacombe (2007), suitable statistical tools are required to test the hypotheses in quantitative data.

After all responses had been received and the sample size achieved, the data were sorted electronically. The data collected from the physically distributed surveys were captured in an Excel spreadsheet in the same format as the online survey, to ensure uniformity. The data collected in this study must be able to address the research questions, as highlighted in chapter 1 and 3 of this study, with chapter 2 having covered secondary data collection.

3.12.1 Statistical analysis

The data for analysis in this study were obtained from the questionnaire and coded by means of the statistical analysis software package SPSS version 27 and MS Excel, which compared the results of the different variables used in the questionnaire.

3.12.2 Descriptive statistics

Kremelberg (2011) asserted that descriptive statistics does not seek to test the hypothesis or the relationship between different variables, it only seeks to present the data in a graphical format such as tables, charts and graphs. Marczyk, DeMatteo and Festinger (2005) specified that descriptive statistics summarise the study sample by providing all necessary information for other researchers to replicate; this is done prior to analysis of the hypothesis. Kaushik and Mathur (2014) classified descriptive statistics as a collection of numerical data, presented in a graph format to analyse the data more clearly, while highlighting the following advantages:

- Collects and encapsulates huge amounts of data in a convenient manner;
- Easy to translate results into percentages and averages;
- Forms normal deviation;
- Deals with direct data rather than trying to reach conclusions;
- Promotes further areas for future research; and
- Excellent way to learn about statistical methods

Kaur, Stoltzfus and Yellapu (2018) believe descriptive statistics is an important first step in research as it occurs before inferential statistical disparities can be made. Furthermore, descriptive statistics include different variables such as nominal, ordinal and interval, while summarising data into a simpler manner, making it easily comprehensible and presentable in a meaningful way. Sovacool *et al.* (2018) confirmed that the validity of descriptive statistics depends on the sample quality, since it contains a single or set of variables.

3.12.3 Inferential statistics

Coghlan and Brydon-Miller (2014) specified that inferential statistics is deductive in nature and driven by a predetermined hypothesis therefore the sampled data collected is used to gather information about the population investigated. Moreover Marczyk *et al.* (2005) quantified that inferential statistics assists to provide the means to likely identify errors and is mostly effective with a random sampling technique. Inferential statistics uses a sample of descriptive statistics to draw conclusions, based on a set of observations (Sutanapong and Louangrath 2015). The authors further enunciate two types of inferential errors found, namely Type I and Type II errors, with the dissimilarities detailed as follows;

- Type I errors are when the alternative hypothesis is accepted, irrespective of opposing data.
- Type II errors occur when the substitute hypothesis is excluded, regardless of secondary data.

Kremelberg (2011) alluded that inferential statistics seek to test the hypothesis to determine whether a relationship exists between different variables. The author

further explained different theories, such as: Pearson's correlation coefficient (r), which determines whether two variables are related; Chi-square, used to confirm the existence of a connection between two categorical variables; the t -test that examines the variance between two groups in a dependable variable; and the ANOVA, which examines the differences between three or more variables.

For this study, data were analysed by means of descriptive statistics that contained means and frequencies, plus percentages, with these presented in tables and graphs to be easily read.

Further analysis was done through inferential statistics, to present the data in an eloquent and easily understood way. The following tests were used;

- One sample t -test - checks whether the population mean score is different from the known value.
- Kaiser-Meyer-Olkin (KMO) measure of sampling that tests whether the sampling is accurate.
- Cronbach's alpha is employed to test the reliability of the measuring instrument.
- Factory analysis categorises the data in to groupings to reduce the variables to a realistic number.

3.13 VALIDITY AND RELIABILITY

The purpose of validity and reliability is to ensure accuracy of the data collected and that the study can be repeated. Mohajan (2017) accentuated that reliability in research is essential as, the better the reliability of the research instrument, the more accurate the results will be. Although this will impact research recommendations, reliability is, nonetheless, not a condition for validity. Furthermore, in quantitative research a result is considered reliable when consistently presented in different circumstances.

Marczyk *et al.* (2005) indicated that validity relates to the credibility of the research study and the purpose thereof is to increase the reliability of the findings. Heale and

Twycross (2015) stated that in quantitative research, validity is the accuracy of the measurement, whereas reliability refers to the dependability of the measure. The validity and reliability of the data will be measured through Cronbach's alpha.

3.13.1 Questionnaire Validity

Validity is informed by the measurement instrument used and must be context-specific and directly related to the purpose of the research to be undertaken (Philippi 2021). Taherdoost (2016: 28) detailed that validity is applied "to measure what needs to be measured", along with the following types of validity:

- content validity - involves assessment of a new survey instrument to ensure it includes all the items that are crucial;
- construct validity - refers to how well the researcher translates a concept, idea, or behaviour that is a construct into operationalisation;
- face validity - denotes the relevant person being tested; and
- criterion validity - the degree to which a measure is related to a result.

(Taherdoost 2016: 32)

3.13.2 Questionnaire Reliability

Reliability is concerned with repetition and is, furthermore, inadequate unless joined with validity (Taherdoost 2016). The reliability of a questionnaire examines whether the same outcome will be achieved every time (Rootman 2006, cited in Carelse 2017). Usually, the reliability of a questionnaire is verified through pilot-testing (Bolarinwa 2015).

The table below sets out a comparison (Table 3.2) of various types of validity (Engellant *et al.* 2016, cited in Taherdoost 2016):

Table 3.2: Comparison of validities undertaken in this research

Validity Component	Definition	Type	Technique Suggested
Face Validity	The extent that measurement instrument items linguistically and analytically look like what is supposed to be measured	Recommended	Post hoc theory, expert assessment of items; Cohen's Kappa Index (CKI)
Content Validity	The extent that measurement instrument items are relevant and representative of the target construct	Highly recommended	Literature review; expert panels or judges; CVRs; Q-sorting
Construct Discriminant validity	the extent that measures of different constructs diverge or minimally correlate with one another	Mandatory	MTMM; PCA; CFA; PLS AVE; Q-sorting
Construct Convergent validity	The extent that different measures of the same construct converge or strongly correlate with one another	Mandatory	MTMM; PCA; CFA; Q-sorting
Criterion Predictive Validity	the extent that a measure predicts another measure	Mandatory	Regression Analysis, Discriminant Analysis
Criterion Concurrent Validity	the extent that a measure simultaneously relates to another measure that it is supposed to relate	Mandatory	Correlation Analysis
Criterion Postdictive Validity	The extent that a measure is related to the scores on another, already established in past.	Mandatory	Correlation Analysis
Reliability Internal consistency	the extent to which a measurement of a phenomenon provides stable and consist result	Mandatory	Cronbach's α ; correlations; SEM reliability coefficients

3.14 PRE-TESTING OR PILOT STUDIES

Researchers undertake pilot studies to test the questionnaire and ascertain whether there are any pre-existing problems. This is confirmed by In (2017), who reaffirmed the purpose of a pilot study is to improve the value and efficacy of the main study, by minimising concerns prior to undertaking the main study. Bryman *et al* (2017) specified that the role of piloting is to ensure the research instrument functions as intended. According to Draugalis *et al.* (2008), pre-testing is vital as it addresses problems within the questionnaire before disseminating to a wider audience and assists in identifying reliability and validity by detecting problems prior to data collection.

The pilot study was conducted one month before actual questionnaire distribution and was piloted with 10 respondents, with results analysed and problems identified. In the main, the question on customer-centricity required clarity, as most respondents were unaware of what customer-centricity means. The questionnaire

was, therefore, amended and customer-centricity was then fully described prior to the actual question.

3.15 CONFIDENTIALITY AND ANONYMITY

Wiles *et al.* (2008) denoted that confidentiality is the information collected from research participants during research, whereby the researcher indicated that participant information will not be disclosed, moreover, it is directly linked to anonymity where researchers employ pseudonyms to anonymise participants. Marczyk *et al.* (2005) detailed that researchers are responsible to enlighten participants as to how confidentiality will be maintained and in what manner the responses collected will be kept confidential.

3.15.1 Informed consent (covering letter)

A covering email introducing the researcher, nature of the study and requesting respondents to complete the survey was distributed to participants, assuring their participation was completely voluntary. The communication to participants highlighted that the survey is anonymous, and the researcher will not disclose the identity of any respondents, with responses kept confidential.

3.16 LIMITATIONS

When certain aspects of the study are not within the control of the researcher, they are referred to as limitations. The focus of the study was on employees within the selected government parastatal, as well as its customers and available literature, which means non-participation had to be considered as a limitation. The possibility that customers or employees might not want to participate in the study, out of possible fear their honest responses might influence their relationship with the organisation, was addressed. Employees and customers were informed their responses will be kept confidential and responses remain anonymous.

Furthermore, due to the global COVID-19 pandemic restrictions on movement and interactions not allowing the researcher to make use of data collection methods such as face-to-face interviews, observations or focus groups, an online survey was instead used to overcome this access limitation.

3.17 ETHICAL CONSIDERATIONS

According to the CSIR (2013), protecting the anonymity and confidentiality of research participants is another practical component of research ethics. In the view of Welman (2002, cited in Govender 2011), ethical considerations are important at three stages during the study, namely, when participants are recruited, during the intervention and when releasing the results. Permission to conduct the proposed research was sought from the parastatal's Acting CEO. The gate keeper's letter and ethical clearance from Durban University of Technology (DUT) is an important aspect within research and was obtained prior to the study being undertaken, as it denotes that permission was given to the researcher to undertake the research.

3.18 CONCLUSION

This chapter provided a brief overview of the research design, strategy, methods and data analysis employed to achieve the overall aims and objectives of the study. The research paradigm and approach were described, indicating that the study was deductive in nature, using both descriptive and inferential statistics to depict the study findings.

The reliability and validity of the research instrument were also discussed and how it can affect the study results. A stratified random sampling approach was used to obtain the sample size, which consisted of all level of employees within the government parastatal. The achieved sample was found to be satisfactory to simplify the findings of the overall population and the study followed the prescribed ethical standards. Data collected occurred via a questionnaire through a survey method and were analysed using SPSS version 27.

The limitations and ethical considerations were also highlighted in this chapter. The next chapter will concentrate on the discussion, findings and analysis, in order to present the overall study recommendations.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 INTRODUCTION

The previous chapter outlined the research methodology used in this study, whereas this chapter provides the data collected through a questionnaire from employees. The following themes were accentuated in the research questionnaire:

Theme 1 – Customer-Centric Culture

Theme 2 – Organisational Objectives

Theme 3 – CRM system

The findings of this study were deduced from 155 responses received from the sample of 199 employees at the selected government parastatal, thus, a response rate of 78 percent. The questionnaire used a 5-point Likert scale, with responses varying from 1= Strongly Agree, 2= Agree, 3= Neutral, 4= Disagree, 5= Strongly Disagree and comprised closed-ended questions. The data collected from the questionnaire were captured on MS Excel, for analysis using SPSS version 27. The questions were specifically designed in segments that will be discussed in this chapter.

The results of the data collected involved the use of statistical processing methods to address the study objectives, which are to:

- Examine the need for a customer centric culture within the parastatal;
- Evaluate the significance of employee participation in achieving organisational objectives;
- Analyse the CRM system as a tool towards evolving the parastatal as a customer-centric organisation.

4.2 DESCRIPTIVE STATISTICS

SPSS with specific measurement methods was employed to analyse the data from the questionnaire. Section A and B of the questionnaire employed both descriptive

and inferential statistics, using frequencies and percentages to present the data in the form of graphs and figures that are easily read and understood.

4.3 RELIABILITY AND VALIDITY OF MEASURING INSTRUMENT

Cronbach's alpha was employed to test the reliability and validity of the measuring scale. Taber (2018) specified Cronbach's alpha as a statistical tool that measures whether the tests and scales implemented in the research measure what they are intended to measure, therefore, ensuring that reliable results. The author added that a satisfactory Cronbach's alpha value should be 0.70, for the result to be reliable.

4.4 FACTOR ANALYSIS

Factor analysis reduces data by combining many variables that may not be directly measured. Results are, therefore, easily understandable while factor analysis works best with closed-ended questions in a questionnaire. Glen (2016) quantified that factor analysis can only be fulfilled when the KMO test is employed, as it measures the sampling accuracy of each variable in the questionnaire and that a satisfactory KMO value should be between 0.8 and 1.

4.5 THE ONE SAMPLE T-TEST

Gerald (2018) detailed that statistical errors might occur in quantitative research, therefore, various tests are utilised, such as parametric tests, which work with normally distributed data and non-parametric tests that work with ordinal data not normally distributed data. The *t*-test is a parametric test that compares two means, making it easier to understand and report. Gerald also stated that the one sample *t*-test associates the sample mean to a precise value and assumes that the data are independent, meaning that the data score from one respondent does not rely on the score of another respondent.

4.6 DATA ANALYSIS

4.6.1 Analysis of demographical responses

In section A of the questionnaire respondents were requested to provide their demographical information such as gender, age, race group and years of service.

The demographical data of the respondents are contained in Tables 4.1 to 4.3 and Figures 4.1 to 4.4, as outlined below.

4.6.2 Gender

In the questionnaire distributed, question 1 required respondents to indicate their gender, with results depicted (Table 4.1).

Table 4.1: Respondents per Gender

Variable	Variable	Frequency	Percentage
Gender	Female	100	64,5%
	Male	55	35,5%
Grand Total		155	100,0%

The above table shows 100 of the respondents were female, which equates to 64.5 percent and 55 of the respondents were male, equating to 35.5 percent.

4.6.3 Race Group

Question 2 of the questionnaire required respondents to specify their race group, with results illustrated (Figure 4.1).

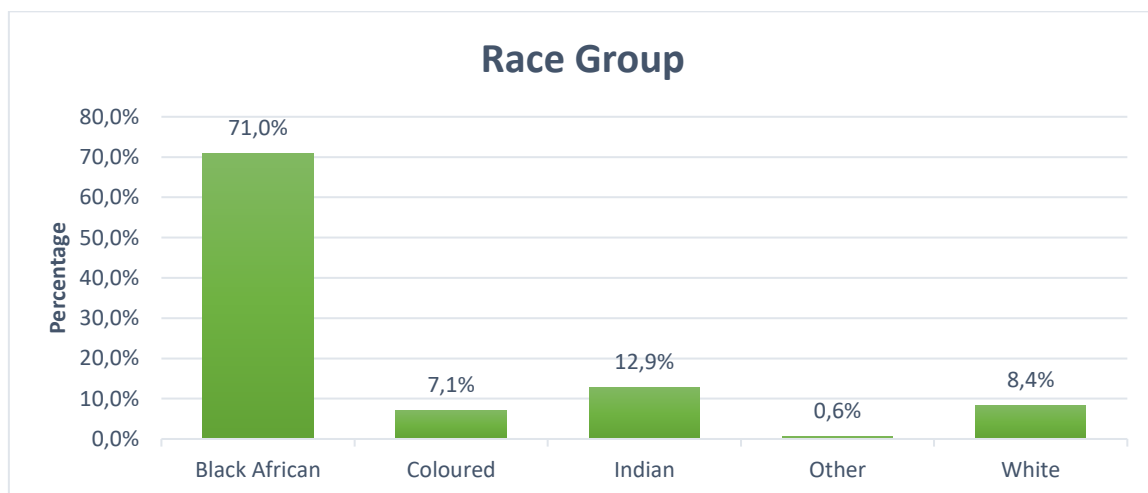


Figure 4.1: Respondents per Race Group

The results indicate (Figure 4.1) that the majority (71 percent) of the respondents are Black African, while seven (one percent) are Coloured, 12 (nine percent) are

Indian, 0,6 percent were shown as other and eight (four percent) are White. The lowest number of respondents were under the category of other.

4.6.4 Age

Question 3 of the questionnaire requested the respondents to indicate their age, with results depicted (Table 4.2).

Table 4.2: Respondents Age

Age Group	No of Employees
Between 31 - 40 years old	61
Between 41 - 50 years old	56
Between 21 - 30 years old	19
51 years and older	14
Unspecified	5
Total	155
Average Age	40,49
Standard Deviation	8,47
Minimum Age	22
Maximum Age	62

Table 4.2 above indicated that the average age for respondents was 40years, with the youngest 22years old and the oldest being 62years of age.

4.6.5 Geographical Location

Question 4 of the questionnaire requested respondents to indicate in which province they are located. The results are depicted (Figure 4.2):

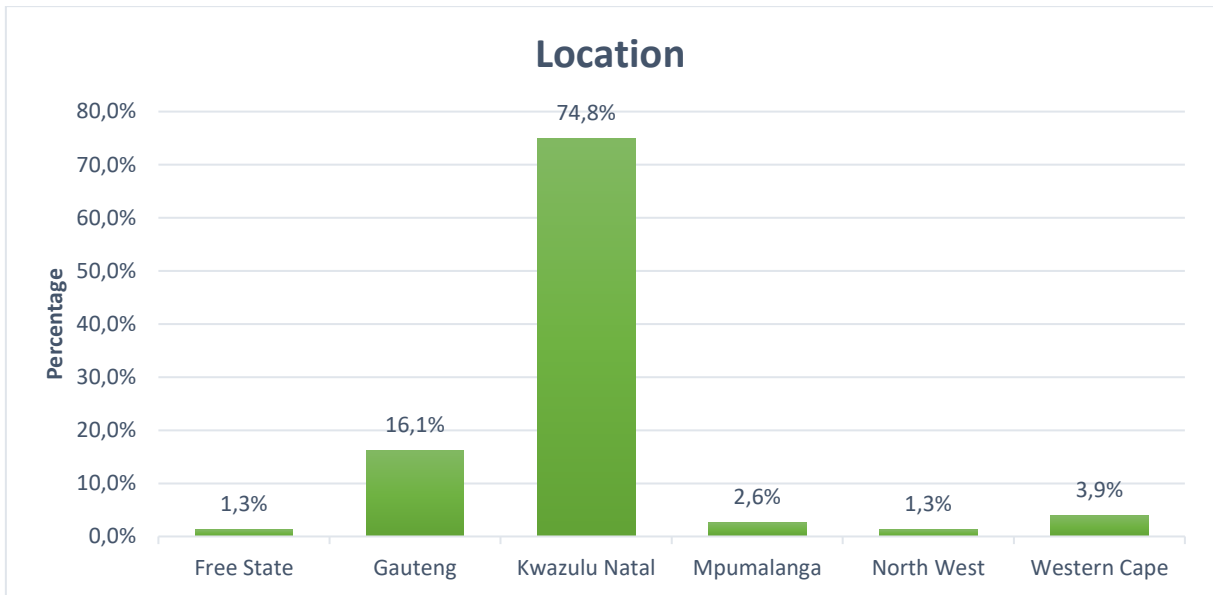


Figure 4.2: Respondents per Location

The results (Figure 4.2) shown above indicate that KZN has the highest number of respondents at 74.8 percent. This was followed by the Gauteng response rate at 16,1 percent, 3,9 percent from the Western Cape, Mpumalanga at 2,6 percent, while both the North West and Free State garnered a response rate of 1,3 percent.

4.6.6 Years of Service

Question 5 of the questionnaire required respondents to indicate their years of service within the organisation. The results are demonstrated (Figure 4.3):

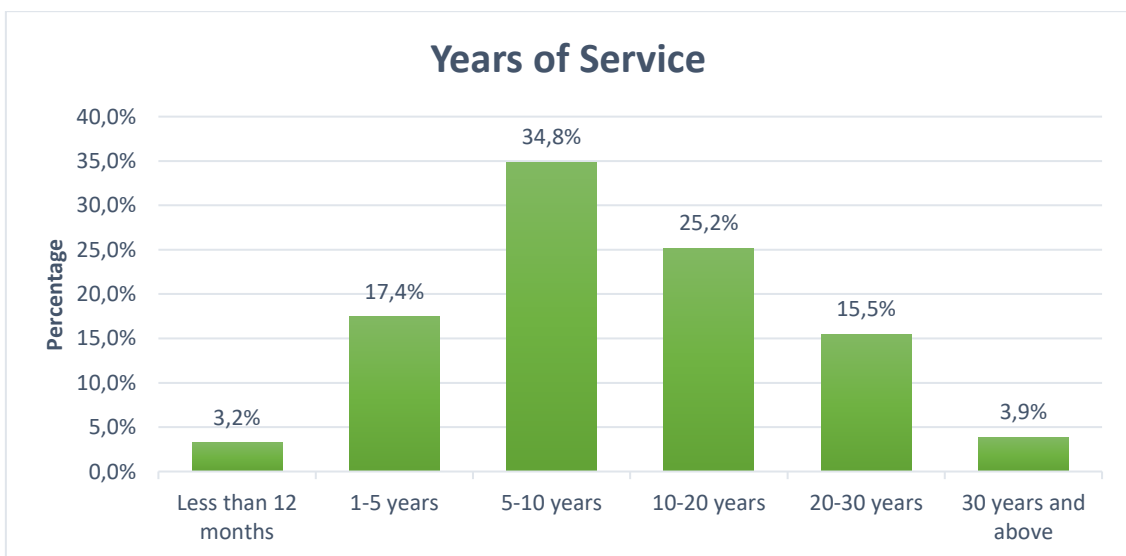


Figure 4.3: Respondents per Years of Service

The study results regarding respondents' years of service (Figure 4.3) demonstrate that less than 12 months of service was indicated by 3,2 percent of respondents, while 1-5 years' service was selected by 17,4 percent of respondents, and the highest number of respondents has 5-10 years of service in the organisation at 34,8 percent, followed by 10-20 years' service constituting 25,2 percent. Years of service between 20-30 years was indicated by 15,5 percent of respondents, with service of 30 years and above at 3,9 percent. The above indicates employees have the necessary years of experience to report on their experience of the organisation.

4.6.7 Grade (Level) within the organisation

Question 6 of the questionnaire required respondents to specify their grade/ level within the organisation and results are reflected (Figure 4.4) below.

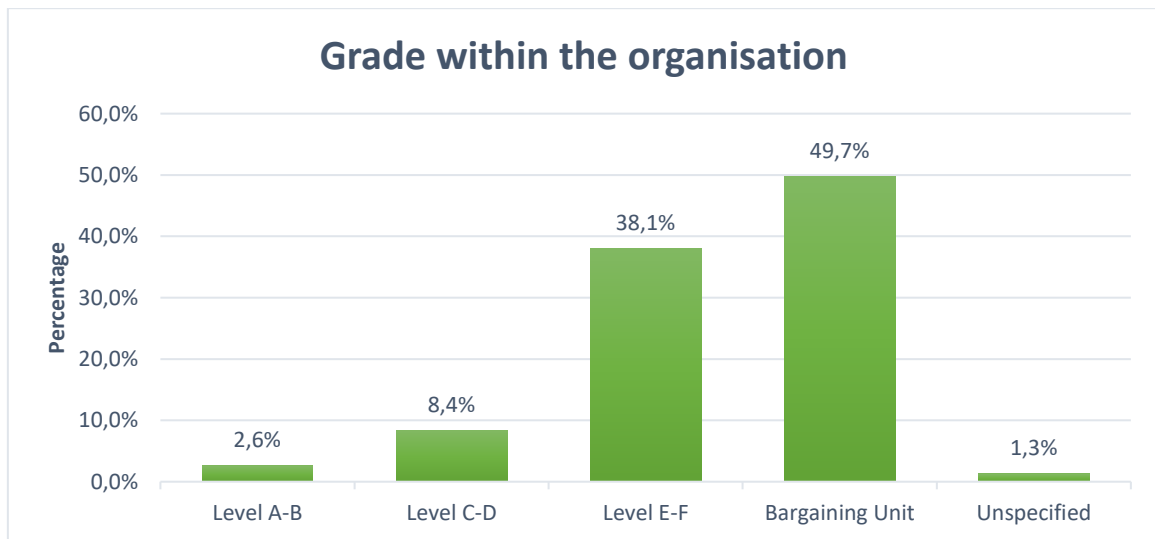


Figure 4.4: Respondents per Grade/Level

The findings on the grade/level at which respondents are employed (Figure 4.4) indicates that 2,6 percent of respondents are Executive Management, known as Level A-B in the organisation. This is followed by the next level, C-D, represented by 8,4 percent of the respondents, while Level E-F had 38,1 percent respondents. However, the highest number of respondents came from the Bargaining unit, with 49,7 percent and 1,3 percent of respondents did not specify their grade within the organisation.

4.6.8 Department

The final question in section A of the questionnaire was question 7, which required respondents to indicate in which department they are located within the organisation, with results highlighted (Table 4.3) below.

Table 4.3: Respondents per Department

Variable	Categories	Frequency	Percentage
Department	Business Development and Customer Engagement	26	16,8%
	Capital Projects	7	4,5%
	Finance	13	8,4%
	Information Technology	6	3,9%
	Legal	9	5,8%
	Operations	45	29,0%
	People Management	12	7,7%
	Procurement	11	7,1%
	Security	1	0,6%
	SHERQ	5	3,2%
	Technical	15	9,7%
	Unspecified	5	3,2%
Grand Total		155	100,0%

Operations had the highest percentage of respondents at 29 percent, with the lowest percentage of respondents from the Security department, while 3,2 percent of respondents did not specify their department.

Section A of the questionnaire contained the demographic data of the respondents and results are depicted in tables and figures as illustrated above.

4.7 ANALYSIS OF THE RESEARCH THEMES

Section B of the questionnaire requested respondents to answer to specific themes, as contained in the questionnaire. The results are presented as per Figures 4.5 to 4.7 and Tables 4.4 to 4.12 below.

4.7.1 Theme 1: Customer-Centric Culture

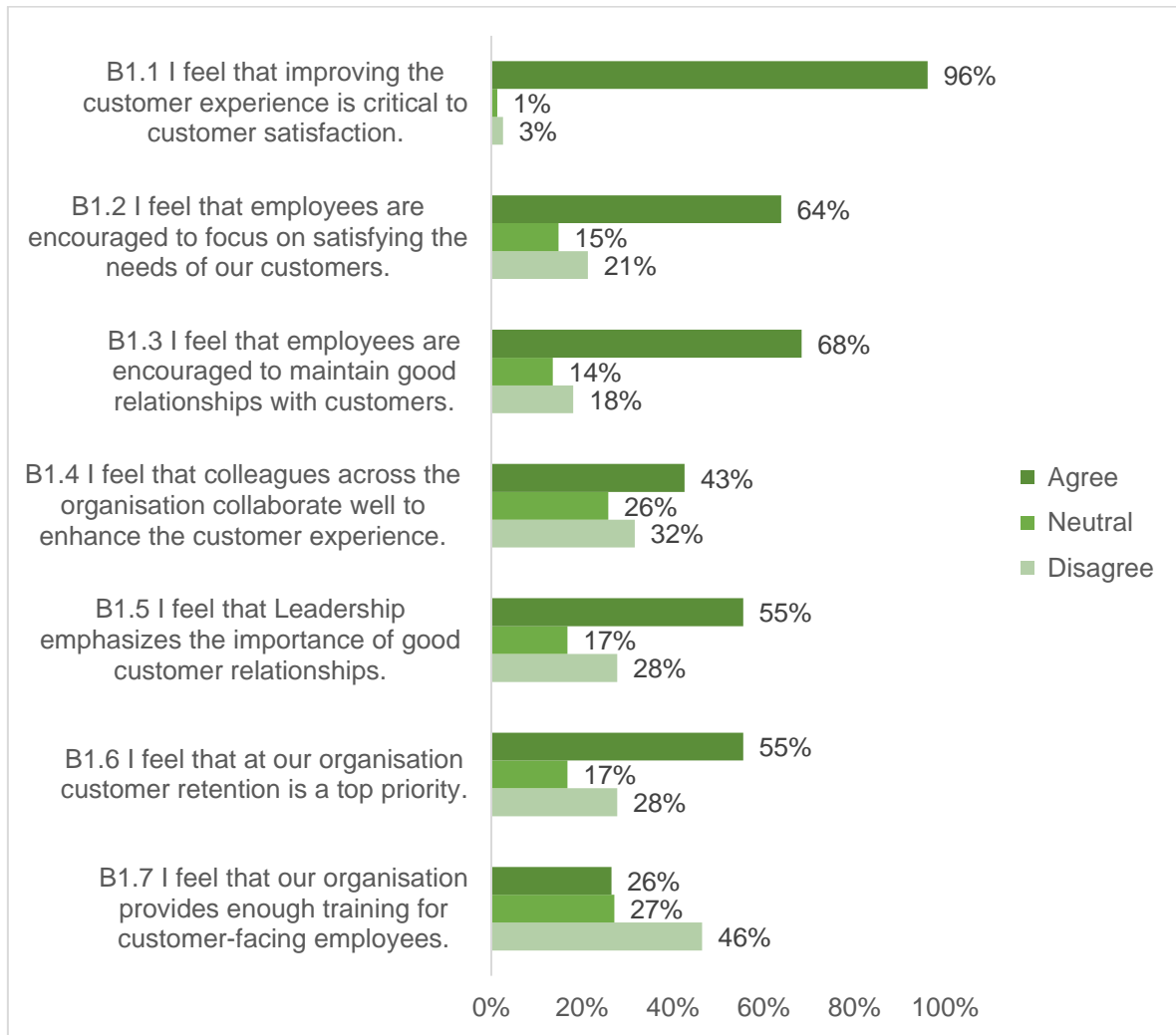


Figure 4.5: Customer-centric culture

Overall, the results (Figure 4.5) indicate significant agreement of 96 percent that improving the customer experience is critical to customer satisfaction and 63 percent of employees indicated they are encouraged to satisfy customer needs. The results further reveal that 68 percent of employees felt they are encouraged to maintain good customer relationships. This implies that employees are well-aware of the impact of customer relationships.

The data revealed that the majority of respondents understand enhancing the customer experience is a collaborative effort. However, 46 percent of respondents indicated the organisation failed to provide adequate training to employees who

interact with customers. This does not reflect well on the organisation, with implications thereof discussed in chapter 5.

Table 4.4 illustrates the responses to each of the questions in more detail employing a one sample *t*-Test and frequency percentage.

Table 4.4: The One sample *t*-Test on Customer Centric Culture

Item	Responses as Frequency (%)					n	Mean (SD)	t	df	p-value
	Strongly disagree	Disagree	Neutral	Agree	Strongly agree					
B1.1 I feel that improving the customer experience is critical to customer satisfaction.	1 (0.6)	3 (1.9)	2 (1.3)	46 (29.7)	103 (66.5)	155	4.59 (0.681)	29 138	154	<.001*
B1.2 I feel that employees are encouraged to focus on satisfying the needs of our customers.	3 (1.9)	30 (19.4)	23 (14.8)	56 (36.1)	43 (27.7)	155	3.68	7.5 18	154	<.001*
B1.3 I feel that employees are encouraged to maintain good relationships with customers.	2 (1.3)	26 (16.8)	21 (13.5)	64 (41.3)	42 (27.1)	155	3.76	8.8 62	154	<.001*
B1.4 I feel that colleagues across the organisation collaborate well to enhance the customer experience.	8 (5.2)	41 (26.5)	40 (25.8)	46 (29.7)	20 (12.9)	155	3.19	2.0 78	154	.039
B1.5 I feel that Leadership emphasizes the	5 (3.2)	38 (24.5)	26 (16.8)	55 (35.5)	31 (20.0)	155	3.45	4.7 89	154	<.001*

importance of good customer relationships.										
B1.6 I feel that at our organisation customer retention is a top priority.	10 (6.5)	33 (21.3)	26 (16.8)	43 (27.7)	43 (27.7)	155	3.49	4.7 84	154	<.001*
B1.7 I feel that our organisation provides enough training for customer-facing employees.	19 (12.3)	53 (34.2)	42 (27.1)	28 (18.1)	13 (8.4)	155	2.76	-2.607	154	.010

**Indicates significance at a 95 percent level*

Table 4.4 illustrates significant agreement by respondents that improving the customer experience is critical to customer satisfaction. The results also indicate significant disagreement that enough training is provided for employees who deal with customers.

Factor analysis was used to explore the structure of these seven items. The KMO Measure of Sampling Adequacy value of .859 and a significant Bartlett's test indicate successful and reliable extraction. It took five iterations to extract one factor, which accounts for 66.03 percent of the variance in the data (Table 4.5). During the process, one item was dropped because it did not load strongly and negatively affected the reliability of the composite measure. Reliability was assessed using Cronbach's alpha and found to be excellent at .919.

Table 4.5: KMO and Cronbach's Alpha on Customer Centric Culture

Construct	Label	Items included	KMO	Percentage variance extracted	Cronbach's alpha
Customer-centric culture	CCC	B1.2 – B1.7	.859	66.03	.919

Table 4.6: Factor Loadings on Customer-Centric Culture

	Factor 1
B1.5 I feel that Leadership emphasizes the importance of good customer relationships.	.902
B1.6 I feel that at our organisation customer retention is a top priority.	.870
B1.2 I feel that employees are encouraged to focus on satisfying the needs of our customers.	.860
B1.3 I feel that employees are encouraged to maintain good relationships with customers.	.798
B1.7 I feel that our organisation provides enough training for customer-facing employees.	.744
B1.4 I feel that colleagues across the organisation collaborate well to enhance the customer experience.	.680

4.7.2 Theme 2: Organizational objectives



Figure 4.6: Organisational objectives

The majority of respondents felt valued for their contribution in the organisation. Moreover, a significant number of employees (76 percent) understood what is needed to achieve organisational goals and objectives. The vast majority of respondents (77 percent) was cognisant of how their role impacts organisational objectives.

It was indicated by 42 percent of respondents that no teamwork exists within the organisation and 23 percent remained neutral, which implies the organisation operates within silos. When questioned on whether the organisational strategy is aligned to the organisational objectives, 46 percent of respondents agreed.

A relatively high number of employees (86 percent) responded that customer satisfaction will lead to increased profits. This highlights that employees understand the value of satisfying customer needs.

The responses to each of the questions are illustrated (Table 4.7) in more detail, employing the one sample *t*-Test and frequency percentage.

Table 4.7: The One sample *t*-Test on Organisational Objectives

Item	Responses as Frequency (%)					n	Mean (SD)	t	df	p-value
	Strongly disagree	Disagree	Neutral	Agree	Strongly agree					
B2.1 I feel valued for my contribution in the organisation.	9 (5.8)	23 (14.8)	46 (29.7)	57 (36.8)	20 (12.9)	155	3.36	4.210	154	<.001*
B2.2 I know what is needed to achieve the goals and objectives of the organisation.	2 (1.3)	15 (9.7)	20 (12.9)	77 (49.7)	41 (26.5)	155	3.90	11.899	154	<.001*
B2.3 I understand how my role impacts the organisational goals and objectives.	6 (3.9)	12 (7.7)	18 (11.6)	56 (36.1)	63 (40.6)	155	4.02	11.644	154	<.001*

B2.4 I feel that there is a culture of teamwork in the organisation	16 (10.3)	49 (31.6)	36 (23.2)	42 (27.1)	12 (7.7)	155	2.90	-1.053	154	.294
B2.5 I feel that our organisational objectives are aligned to our organisational strategy.	7 (4.5)	31 (20.0)	45 (29.0)	54 (34.8)	18 (11.6)	155	3.29	3.421	154	<.001*
B2.6 I feel that customer satisfaction will lead to increased profits.	2 (1.3)	6 (3.9)	13 (8.4)	45 (29.0)	89 (57.4)	155	4.37	19.198	154	<.001*

Table 4.7 shows significant agreement that employees feel valued for their contribution and they understand how their role contributes to organisational goals and objectives. Employees also indicated that customer satisfaction will increase the financial revenue of the organisation. There was, however, no agreement of disagreement that the organisation encompasses a culture of teamwork.

Factor analysis was used to explore the structure of these six items. The KMO Measure of Sampling Adequacy value of .835 and significant Bartlett's test indicate successful and reliable extraction. Five iterations were required to extract one factor, which accounts for 49.36 percent of the data variance. Reliability was assessed using Cronbach's alpha (Table 4.8) and found to be good at .846.

Table 4.8: KMO and Cronbach's alpha on Organisational Objectives

Construct	Label	Items included	KMO	Percentage variance extracted	Cronbach's alpha
Organisational objectives	OO	B2.1 – B2.6	.835	49.36	.846

The results from the factor analysis performed on organisational objectives are set out in Table 4.9 below:

Table 4.9: Factor analysis on Organisational Objectives

	Factor 1
B2.2 I know what is needed to achieve the goals and objectives of the organisation.	.811
B2.3 I understand how my role impacts the organisational goals and objectives.	.802
B2.5 I feel that our organisational objectives are aligned to our organisational strategy.	.780
B2.1 I feel valued for my contribution in the organisation.	.630
B2.4 I feel that there is a culture of teamwork in the organisation	.624
B2.6 I feel that customer satisfaction will lead to increased profits.	.515

4.7.3 Theme 3: Customer Relationship Management (CRM) system

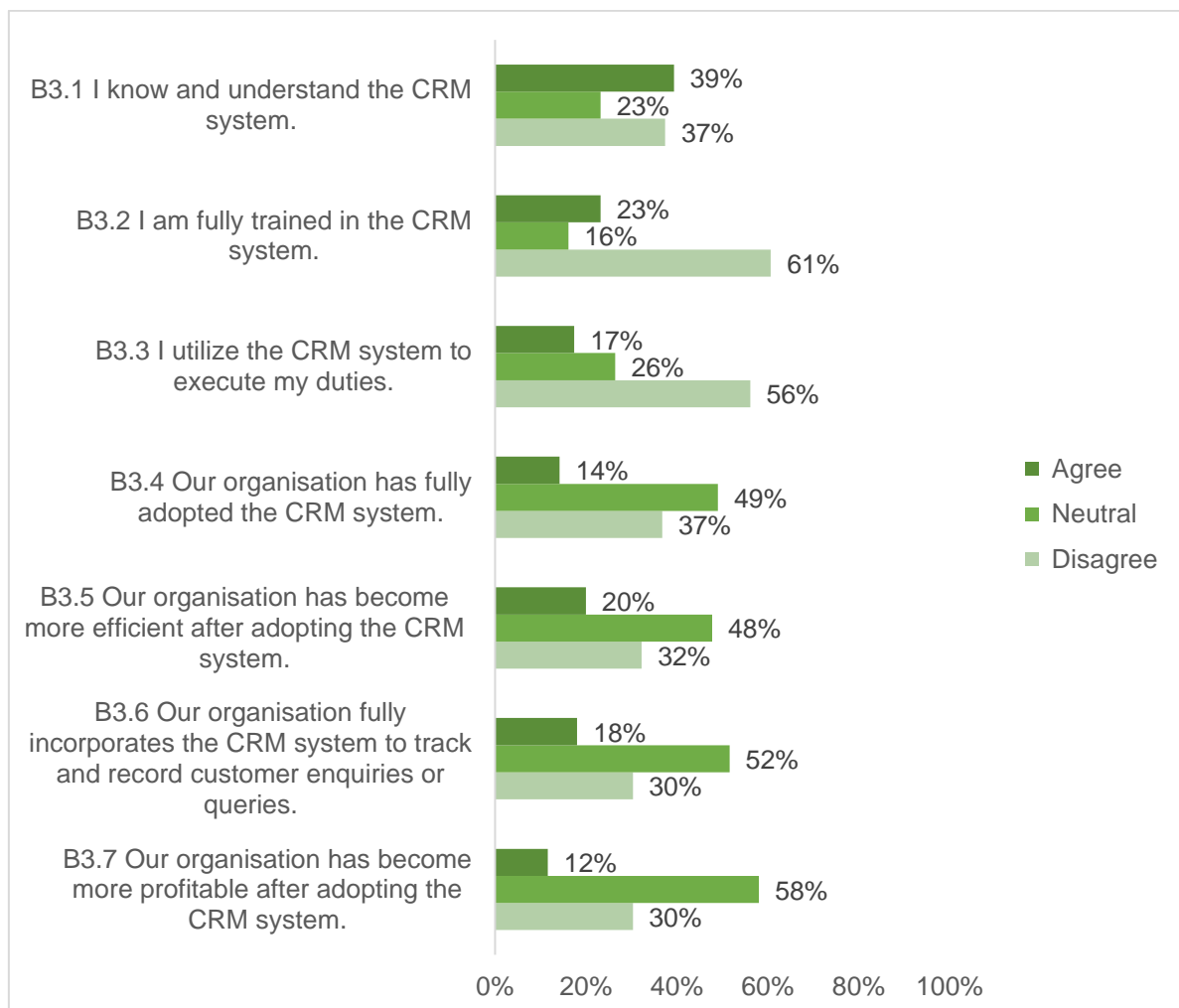


Figure 4.7: CRM System

Many respondents were not aware of what the CRM system entails. The majority of respondents indicated they were not aware whether the organisation has adopted the CRM system. This implies that implementation of the system did follow the correct approach and was not rolled out to all in the organisation.

More than 60 percent of the respondents specified they are not trained on the CRM system, whereas 23 percent agreed they are fully trained. This implies the CRM training programme was no rolled out to everyone in the organisation.

More than half (56 percent) of the respondents indicated they do not currently utilise the CRM system to execute their daily duties. A large majority of respondents also indicated they were not be able to see the benefits of the CRM system, since many were not aware the system was implemented.

Table 4.10 illustrates the responses to each of the questions in more detail, employing the one sample *t*-Test and frequency percentages.

Table 4.10: The One sample *t*-Test on CRM

Item	Responses as Frequency (%)					n	Mean (SD)	t	df	p-value
	Strongly disagree	Disagree	Neutral	Agree	Strongly agree					
B3.1 I know and understand the CRM system.	9 (5.8)	49 (31.6)	36 (23.3)	38 (24.5)	23 (14.8)	155	3.11	1.161	154	.248
B3.2 I am fully trained in the CRM system.	22 (14.2)	72 (46.5)	25 (16.1)	24 (15.5)	12 (7.7)	155	2.56	-4.767	154	<.001*
B3.3 I utilize the CRM system to execute my duties.	24 (15.5)	63 (40.6)	41 (26.5)	19 (12.3)	8 (5.2)	155	2.51	-5.764	154	.101
B3.4 Our organisation has fully adopted the CRM system.	5 (3.2)	52 (33.5)	76 (49.0)	15 (9.70)	7 (4.5)	155	2.88	-1.652	154	.097
B3.5 Our organisation has become more	6 (3.9)	44 (28.4)	74 (47.7)	24 (15.5)	7 (4.5)	155	2.89	-1.669	154	<.001*

efficient after adopting the CRM system.										
B3.6 Our organisation fully incorporates the CRM system to track and record customer enquiries or queries.	4 (2.6)	43 (27.7)	80 (51.6)	22 (14.2)	6 (3.9)	155	2.79	-3.166	154	<.002*
B3.7 Our organisation has become more profitable after adopting the CRM system.	6 (3.9)	41 (26.5)	90 (58.1)	13 (8.4)	5 (3.2)	155	2.81	-3.114	154	<.002*

Table 4.10 details significant disagreement that CRM exists in the organisation. When questioned whether employees are fully trained on the CRM system, the majority of respondents indicated they were not trained on the system, nor do they utilise CRM to perform daily duties. Employees also disagreed that the organisation utilises the CRM system to track and record customer enquiries. nor are they aware of whether the organisation has become profitable since adopting the CRM system.

Factor analysis with promax rotation was used to explore the structure of these seven items. The KMO Measure of Sampling Adequacy value of .859 and significant Bartlett's test indicate successful and reliable extraction. Two factors that account for 69.40 percent of the variance in the data were extracted, with rotation converged in three iterations. Reliability for each factor (Table 4.11) was assessed using Cronbach's alpha and found to be good at .882 and .876 respectively. Results of the factor analysis performed on CRM (Table 4.12) are tabled below.

Table 4.11: KMO and Cronbach's alpha on CRM

Construct	Factors	Items included	KMO	Percentage variance extracted	Cronbach's alpha
Customer Relationship management	Organisational CRM (OCRM)	B3.4 – B3.7	.859	56.27	.882
	Individual CRM (ICRM)	B3.1 – B3.3		13.13	.876

Table 4.12: Factor analysis on CRM

	Factor	
	1	2
B3.4 Our organisation has fully adopted the CRM system.	.844	
B3.7 Our organisation has become more profitable after adopting the CRM system.	.802	
B3.5 Our organisation has become more efficient after adopting the CRM system.	.800	
B3.6 Our organisation fully incorporates the CRM system to track and record customer enquiries or queries.	.761	
B3.2 I am fully trained in the CRM system.		.988
B3.1 I know and understand the CRM system.		.811
B3.3 I utilize the CRM system to execute my duties.		.693

4.8 CONCLUSION

This chapter provided the overall findings of the study and presented the data collected in the form of graphs and tables, so these may be easily read and understood. Descriptive and inferential statistics were employed to outline and analyse the data of the findings. Factor analysis was employed to test the validity of the questionnaire, with Cronbach's alpha to test the reliability of the research instrument.

The findings of the study showed that some of the approaches are consistent with the literature reviewed, while other approaches lack proper direction. Most respondents specified that the customer experience is critical to achieve customer satisfaction. In addition, respondents indicated their awareness of what is needed to achieve organisational objectives. Many respondents also showed they understood their role within the organisation and how their outputs impact the achievement of organisational objectives. Most respondents indicated they are not familiar with CRM as a tool, nor were they aware whether this had been implemented by the organisation. A vast majority of the respondents indicated they did not utilise the CRM tool to execute their daily duties.

The next chapter will focus on the summary, conclusions and recommendations of the study.

CHAPTER 5

CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

The previous chapter explained the results and findings of the study. The inferences are based on responses to the questionnaire, as completed by the employees who participated. This chapter will present the recommendations and conclusion of the study.

5.2 STUDY SUMMARY

The overall purpose of the study was to evaluate the role of customer-centricity and how it can enhance organisational objectives at the selected parastatal. A targeted population of 400 employees was selected at the parastatal.

Chapter two, which consisted of the literature review, sought to provide a brief overview of a government parastatal. The literature review also sought to define and provide an understanding of customer-centricity, organisational objectives and the CRM system.

The chapter that followed (Chapter 3) detailed the research methodology employed in the study and highlighted that the study was conducted using a quantitative research approach. It also detailed how the research was performed.

Chapter four presented the findings and results after the data collection. Three themes were derived from the questionnaire;

Theme one: Customer Centric Culture;

Theme two: Organisational objectives and;

Theme three: CRM System

The questionnaire was distributed to the sample population of the government parastatal and the results of the study indicated that employees understood a customer-centric culture and how their roles impact the organisational objectives.

The analysis also revealed that the vast majority of employees was not aware the organisation had adopted a CRM system.

5.3 CONCLUSION OF RESEARCH OBJECTIVES

The overall aim of the study was to evaluate the role of customer-centricity and how it can enhance organisational objectives at the selected government parastatal. The following presents the conclusions of each research objective, as set out in Chapter one.

Objective one sought to examine the need for a customer-centric culture within the parastatal:

The literature review provided an understanding of customer-centricity and the proposed benefits for the organisation. During the study it was found that employees understood the importance of satisfying the needs of the customer and that leadership encourages good relationships with customers. However, employees also indicated that customer-facing employees do not receive adequate training for customer service and to enhance the customer experience.

Objective two sought to evaluate the significance of employee participation in achieving organisational objectives:

The literature reviewed also provided an in-depth overview of the importance of employee participation in achieving organisational objectives. The role of leadership in ensuring employees understood the goals and objectives of the organisation was also discussed. After analysing the data, it was clear employees understood their role and impact in the organisation. Employees also understood what needs to be done for the organisation to achieve its objectives. However, most employees felt no culture of teamwork exists within the organisation, which implies the organisation operates in silos.

Objective three sought to analyse the CRM system as a tool towards evolving the parastatal as a customer-centric organisation:

Most employees were neither aware of the CRM system's existence within the organisation, nor the supposed benefits of the system. It was clear the system was

not fully adopted within all departments or levels within the parastatal and not everyone had received training on the CRM system. This implies that those responsible for the successful implementation of the system within the organisation did not follow proper processes or relied on change management to assist.

5.4 RECOMMENDATIONS

Based on the findings of this study, the following recommendations can be made:

Recommendation 1:

- The study revealed that employees understood customer satisfaction is important to achieve financial objectives. The recommendation is that all employees within the organisation understand the needs and importance of the customer and that keeping the customer happy is a necessity for the longevity of the organisation.
- The parastatal should provide adequate training to employees who are customer-facing to ensure the customer receives the best service.

Recommendation 2:

- The study revealed that employees understood their role and how it impacts the organisation to achieve its objectives, but also showed employees felt there is no teamwork.
- It is, therefore, recommended that to be customer centric, an organisation needs to be employee centric, as it is ultimately the employee that will satisfy customer needs.
- The organisation should ensure the BSC is clearly aligned to the expected goals and objectives.
- Regular (either bi-weekly or monthly) communication should provide employees with the status of organisational objectives.
- Consistent engagements should be held to gain insights from employees that could possibly assist in achieving organisational objectives.
- Routine team-building should be held with all departments in the organisation, to embed a culture of teamwork.

- Regular inter-departmental engagements should be held to break down silo mentality (us and them) within the organisation.
- It is recommended the change should start from the top; therefore, unified leadership will set the tone of teamwork for employees.

Recommendation 3:

- It was found that employees did not know of the existence of the CRM system within the organisation.
- It is recommended the CRM system should be rolled out to the entire organisation but only if it is financially feasible.
- All employees who are customer-facing should receive training on the CRM system.
- The organisation should also conduct a study as to whether there have been any benefits after implementing the system.

5.5 RECOMMENDATIONS FOR FUTURE RESEARCH

Further research should be conducted at other government parastatals using a similar research method, to ascertain whether customer-centricity exists within South African government parastatals. Furthermore, research should also focus on the impact of employee participation overall within the organisation, not just on sales or marketing, in ensuring organisations become customer-centric.

5.6 CONCLUSION

This study sought to understand whether customer-centricity can enhance organisational objectives at a selected government parastatal. The importance of customer satisfaction in customer-centricity was revealed in this study.

It also highlighted that employees should understand their impact in achieving organisational objectives. In addition, the study showed that CRM cannot yield any financial benefits when it is not successfully implemented in the organisation. The data collected uncovered that not everyone in the organisation was aware the parastatal had implemented a CRM system, which means the information was not

satisfactorily cascaded within the organisation. This also indicates that the CRM system could possibly be efficacious when adequately implemented.

The recommendations and conclusions in the study discussed in this chapter provided actions that could possibly assist the government parastatal to become more customer-centric, therefore, increasing customer satisfaction and meeting the overall goals and objectives of the organisation. It should also be noted that none of these recommendations can be implemented in isolation, as it requires the support of leadership and accurate cascading throughout the organisation. Should the parastatal seek to become customer-centric, it should ensure employees focus on satisfying customer needs throughout the value chain.

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ANNEXURES

ANNEXURE 1: PERMISSION TO CONDUCT RESEARCH AT THE SELECTED GOVERNMENT PARASTATAL

01 July 2019

Dear Ms. Blanckenberg

Request to undertake research study at [REDACTED]

This letter serves to confirm that employee Angelique Blanckenberg has been granted permission to conduct research as part of her dissertation, **Evaluating the role of Customer Centricity in enhancing organisational objectives at [REDACTED]** to meet the requirements for a Master of Management Sciences in Business Administration. The research will be conducted by distribution of surveys to [REDACTED] employees.

This permission is granted to Angelique Blanckenberg subject to her obtaining ethical clearance to conduct the research from the Durban University of Technology and under the following conditions;

- [REDACTED] reserves the right to have access to any data collected and the results of the study;
- [REDACTED] reserves the right to withhold permission to have sensitive data published;
- The research will be done on a voluntarily basis by [REDACTED] employees.

Kind Regards

[REDACTED]

Sibongiseni Khathi
Acting Chief Executive: [REDACTED]

Date: 02/07/2019.

ANNEXURE 2: INFORMED CONSENT



Faculty of Management Sciences
Department of Public Management & Economics

3 August 2021

Dear Participant

RE: Request for permission to conduct research

I currently studying towards my degree in Master of Management Sciences: Business Administration. The research I will be undertaking is to evaluate the role of Customer Centricity and how it can enhance organisational objectives at a selected Government Parastatal. The findings of the research will be available to Leadership to use should it be deemed helpful to the organisation.

I am thus seeking your consent to participate in a 10-minute survey to be completed by yourself.

Your response will be kept anonymous if you wish to partake in the study, please kindly answer the questionnaire as honestly as possible. Your valuable participation is entirely voluntarily, and should you wish to withdraw at any stage you may do so without proving any reasons. A link will be emailed to you whereby you will be required to complete the questionnaire.

Thank you for your co-operation and time it is highly appreciated.

Kind Regards

A solid black rectangular box used to redact the signature of the sender.

Angelique Swartboo
Email: Angelique0801@gmail.com

Professor M.S Bayat

Supervisor

Email: mbmsaheed@gmail.com

ANNEXURE 3: QUESTIONNAIRE

INSTRUCTIONS TO RESPONDENTS

1. Please answer all questions.
2. Please indicate your response by marking **(x)** one response only.
3. Please do not leave any question/statement blank.

SECTION A: DEMOGRAPHIC PROFILE

Please provide information about yourself by marking **(x)** the appropriate response.

1. Please specify your gender.

Male		Female	
------	--	--------	--

2. Please specify your race group

Black African		Coloured		White		Indian/ Asian	
---------------	--	----------	--	-------	--	---------------	--

3. Please indicate your age

Age	
------------	--

4. Please advise your work location

KwaZulu-Natal	
Eastern Cape	
Western Cape	
Gauteng	
Limpopo	
North West	
Northern Cape	
Free State	
Mpumalanga	
If Other, please specify	

5. How long have you been working at the organisation?

Less than 12 months	
1 – 5 years	
5 – 10 years	
10 – 20 years	
20 – 30 years	
30 years and above	

6. Please specify your Grade/ Level within the organisation.

Executive Member Level A-B		Managemen t Level C-D		Managemen t Level E-F		Bargainin g Unit	
----------------------------------	--	--------------------------	--	--------------------------	--	---------------------	--

7. Please indicate which department do you work in, in the organisation?

Operations	
Finance	
Business Development and Customer Engagement	
Technical /	
Projects	
People Management (HR)	
SHERQ	
Legal and Compliance	
Information Technology	
Security	
Procurement	
Other please specify:	

SECTION B

1. A **customer centric culture** is where the organisation aligns itself around providing exceptional customer service and customer experience therefore including how employees execute their day-to-day duties.

PLEASE TICK (☐) THE APPROPRIATE RESPONSE		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1.1	I feel that improving the customer experience is critical to customer satisfaction.	1	2	3	4	5
1.2	I feel that employees are encouraged to focus on satisfying the needs of our customers.	1	2	3	4	5
1.3	I feel that employees are encouraged to maintain good relationships with customers.	1	2	3	4	5
1.4	I feel that colleagues across the organisation collaborate well to enhance the customer experience.	1	2	3	4	5
1.5	I feel that Leadership emphasizes the importance of good customer relationships.	1	2	3	4	5
1.6	I feel that at our organisation customer retention is a top priority.	1	2	3	4	5
1.7	I feel that our organisation provides enough training for customer-facing employees.	1	2	3	4	5

2. In relation to **Organisational Objectives**, which of the following best describes your response

PLEASE TICK (☐) THE APPROPRIATE RESPONSE		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
2.1	I feel valued for my contribution in the organisation.	1	2	3	4	5
2.2	I know what is needed to achieve the goals and objectives of the organisation.	1	2	3	4	5
2.3	I understand how my role impacts the organisational goals and objectives.	1	2	3	4	5
2.4	I feel that there is a culture of teamwork in the organisation	1	2	3	4	5
2.5	I feel that our organisational objectives are aligned to our organisational strategy.	1	2	3	4	5
2.6	I feel that customer satisfaction will lead to increased profits.	1	2	3	4	5

3. In relation to Customer Relationship Management (CRM) system, which of the following best describes your response.

PLEASE TICK (☐) THE APPROPRIATE RESPONSE		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
3.1	I know and understand the CRM system.	1	2	3	4	5
3.2	I am fully trained in the CRM system.	1	2	3	4	5

3.3	I utilize the CRM system to execute my duties.	1	2	3	4	5
3.4	Our organisation has fully adopted the CRM system.	1	2	3	4	5
3.5	Our organisation has become more efficient after adopting the CRM system.	1	2	3	4	5
3.6	Our organisation fully incorporates the CRM system to track and record customer enquiries or queries.	1	2	3	4	5
3.7	Our organisation has become more profitable after adopting the CRM system.	1	2	3	4	5

ANNEXURE 4: ETHICS CLEARANCE LETTER FROM DURBAN UNIVERSITY OF TECHNOLOGY



MANAGEMENT SCIENCES: FACULTY RESEARCH ETHICS COMMITTEE (FREC)

27 July 2020

Student Name: **Ms A Blanckenberg**
Student No: 21751756

Dear Ms A Blanckenberg

MASTER OF MANAGEMENT SCIENCES: BUSINESS ADMINISTRATION

TITLE: Customer centricity in enhancing organisational objectives at a selected Government parastatal.

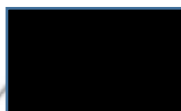
Please be advised that the FREC Committee has reviewed your proposal and the following decision was made: **Approved – Ethics Level 2**

Date of FRC Approval: 27 July 2020

Approval has been granted for a period of two years from the above FRC date, after which you are required to apply for safety monitoring and annual recertification. Please use the form located at the Faculty. This form must be submitted to the FREC at least 3 months before the ethics approval for the study expires.

Any adverse events [serious or minor] which occur in connection with this study and/or which may alter its ethical consideration must be reported to the FREC according to the FREC SOP's. Please note that ANY amendments in the approved proposal require the approval of the FREC as outlined in the FREC SOP's.

Yours sincerely



Prof JP Govender
Chairperson: Faculty Research Ethics Committee

ANNEXURE 5: SPSS RUNS FOR 4.7.1

T-TEST: CUSTOMER-CENTRIC CULTURE

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
B1.1 I feel that improving the customer experience is critical to customer satisfaction.	155	4.59	.681	.055
B1.2 I feel that employees are encouraged to focus on satisfying the needs of our customers.	155	3.68	1.132	.091
B1.3 I feel that employees are encouraged to maintain good relationships with customers.	155	3.76	1.070	.086
B1.4 I feel that colleagues across the organisation collaborate well to enhance the customer experience.	155	3.19	1.121	.090
B1.5 I feel that Leadership emphasizes the importance of good customer relationships.	155	3.45	1.157	.093
B1.6 I feel that at our organisation customer retention is a top priority.	155	3.49	1.276	.102
B1.7 I feel that our organisation provides enough training for customer-facing employees.	155	2.76	1.140	.092

One-Sample Test

	Test Value = 3					
					95% Confidence Interval of the Difference	
	t	df	Sig. (2-tailed)	Mean Difference	Lower	Upper
B1.1 I feel that improving the customer experience is critical to customer satisfaction.	29.138	154	.000	1.594	1.49	1.70
B1.2 I feel that employees are encouraged to focus on satisfying the needs of our customers.	7.518	154	.000	.684	.50	.86
B1.3 I feel that employees are encouraged to maintain good relationships with customers.	8.862	154	.000	.761	.59	.93
B1.4 I feel that colleagues across the organisation collaborate well to enhance the customer experience.	2.078	154	.039	.187	.01	.36
B1.5 I feel that Leadership emphasizes the importance of good customer relationships.	4.789	154	.000	.445	.26	.63
B1.6 I feel that at our organisation customer retention is a top priority.	4.784	154	.000	.490	.29	.69
B1.7 I feel that our organisation provides enough training for customer-facing employees.	-2.607	154	.010	-.239	-.42	-.06

ANNEXURE 6: SPSS RUNS FOR 4.7.2

T-TEST: ORGANISATIONAL OBJECTIVES

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
B2.1 I feel valued for my contribution in the organisation.	155	3.36	1.068	.086
B2.2 I know what is needed to achieve the goals and objectives of the organisation.	155	3.90	.945	.076
B2.3 I understand how my role impacts the organisational goals and objectives.	155	4.02	1.090	.088
B2.4 I feel that there is a culture of teamwork in the organisation	155	2.90	1.144	.092
B2.5 I feel that our organisational objectives are aligned to our organisational strategy.	155	3.29	1.057	.085
B2.6 I feel that customer satisfaction will lead to increased profits.	155	4.37	.891	.072

One-Sample Test

	Test Value = 3					
					95% Confidence Interval of the Difference	
	t	df	Sig. (2-tailed)	Mean Difference	Lower	Upper
B2.1 I feel valued for my contribution in the organisation.	4.210	154	.000	.361	.19	.53
B2.2 I know what is needed to achieve the goals and objectives of the organisation.	11.899	154	.000	.903	.75	1.05
B2.3 I understand how my role impacts the organisational goals and objectives.	11.644	154	.000	1.019	.85	1.19
B2.4 I feel that there is a culture of teamwork in the organisation	-1.053	154	.294	-.097	-.28	.08
B2.5 I feel that our organisational objectives are aligned to our organisational strategy.	3.421	154	.001	.290	.12	.46
B2.6 I feel that customer satisfaction will lead to increased profits.	19.198	154	.000	1.374	1.23	1.52

ANNEXURE 7: SPSS RUNS FOR 4.7.3

T TEST: CUSTOMER RELATIONSHIP MANAGEMENT

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
B3.1 I know and understand the CRM system.	155	3.11	1.176	.094
B3.2 I am fully trained in the CRM system.	155	2.56	1.146	.092
B3.3 I utilize the CRM system to execute my duties.	155	2.51	1.059	.085
B3.4 Our organisation has fully adopted the CRM system.	155	2.88	.875	.070
B3.5 Our organisation has become more efficient after adopting the CRM system.	155	2.89	.818	.066
B3.6 Our organisation fully incorporates the CRM system to track and record customer enquiries or queries.	155	2.79	.837	.067
B3.7 Our organisation has become more profitable after adopting the CRM system.	155	2.81	.774	.062

One-Sample Test

	Test Value = 3					
					95% Confidence Interval of the Difference	
	t	df	Sig. (2-tailed)	Mean Difference	Lower	Upper
B3.1 I know and understand the CRM system.	1.161	154	.248	.110	-.08	.30
B3.2 I am fully trained in the CRM system.	-4.767	154	.000	-.439	-.62	-.26
B3.3 I utilize the CRM system to execute my duties.	-5.764	154	.000	-.490	-.66	-.32
B3.4 Our organisation has fully adopted the CRM system.	-1.652	154	.101	-.116	-.25	.02
B3.5 Our organisation has become more efficient after adopting the CRM system.	-1.669	154	.097	-.110	-.24	.02
B3.6 Our organisation fully incorporates the CRM system to track and record customer enquiries or queries.	-3.166	154	.002	-.213	-.35	-.08
B3.7 Our organisation has become more profitable after adopting the CRM system.	-3.114	154	.002	-.194	-.32	-.07

ANNEXURE 7: TURNITIN REPORT

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Professor M.S Bayat

Supervisor

ANNEXURE 8: EDITOR'S LETTER

Helen Richter

Advanced Editing, Proofreading
& Copy writing

feetjedng@gmail.com
072 9538169

13 November 2021

To whom it may concern:

CERTIFICATE OF EDITING & AUTHENTICATION

I have proofread and language edited the following Master's thesis titled:

**"CUSTOMER CENTRICITY IN ENHANCING ORGANISATIONAL OBJECTIVES AT
A SELECTED GOVERNMENT PARASTATAL"**

by

Angelique Swartbooi

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With thanks.



H. S. Richter (Ms)