

A STUDY ON THE IMPACT OF CUSTOMER RELATIONSHIP MANAGEMENT DIMENSIONS ON SERVICE QUALITY IN TENKASI DISTRICT

Dr. T. Rita Rebekah¹, C.Thanga Lakshmi², Lakshmi.N³

¹Associate Professor and Dean, Xavier's Institute of Business Administration (XIBA),
St.Xaviers college (Autonomous), Palayamkottai, Tirunelveli

²Professor, P.S.N College of Engineering and Technology (Autonomous), Tirunelveli.
Email: gold.lakshmimba@gmail.com

³Ph.D Full Time Research scholar, Xavier's Institute of Business Administration (XIBA),
St.Xaviers college (Autonomous), Palayamkottai, Tirunelveli

Abstract—Customer Relationship Management (CRM) has become an important managerial approach for developing sustainable relationships between service providers and customers. Effective CRM enables organizations to understand customer requirements, communicate with customers, respond to their expectations and use customer information to improve service delivery. The present study examines the impact of selected Customer Relationship Management dimensions on perceived service quality among customers in Tenkasi District, Tamil Nadu. The study considers five CRM dimensions: customer orientation, customer knowledge, customer interaction, customer retention and CRM technology. Service quality is examined through five dimensions: tangibles, reliability, responsiveness, assurance and empathy. A structured questionnaire was designed using a five-point Likert scale. For demonstrating the proposed statistical framework, an illustrative dataset of 150 respondents was used. Percentage analysis, descriptive statistics, Cronbach's alpha, Pearson correlation, chi-square analysis and multiple regressions were employed. The illustrative results indicate that all five CRM dimensions have positive relationships with perceived service quality. CRM technology and customer interaction show comparatively stronger relationships with service quality than the other dimensions. The regression model explains approximately 37.4% of the variation in service-quality scores. The study suggests that service organizations should strengthen customer databases, digital communication, personalized interaction, complaint handling and customer-retention practices. The findings provide a framework for understanding how relationship-oriented managerial practices can contribute to customers' perceptions of service quality in Tenkasi District.

Keywords: Customer Relationship Management, CRM Dimensions, Service Quality, Customer Orientation, Customer Interaction, CRM Technology, Tenkasi District.

1. Introduction

Customer expectations have changed considerably as service organizations increasingly operate in an environment characterized by competition, digital communication and greater customer awareness. Customers evaluate not only the core service received but also the quality of communication, responsiveness, accessibility, reliability and personal attention provided by an organization. Consequently, organizations increasingly use Customer Relationship Management (CRM) as a systematic approach for creating and maintaining valuable customer relationships.

CRM can be understood as a broad organizational approach rather than merely a software application. Payne and Frow (2005) conceptualized CRM as a strategic and cross-functional process involving areas such as strategy development, value creation, multichannel integration, and information management and performance assessment.

Sin, Tse, and Yim (2005) developed and validated a multidimensional CRM measurement approach and identified dimensions including key customer focus, CRM organization, knowledge management and technology-based CRM. Their work demonstrates the importance of considering CRM as a multidimensional construct rather than treating it as a single activity.

Service quality is another important determinant of customer perceptions of an organization. The SERVQUAL tradition introduced by Parasuraman, Zeithaml and Berry identifies five commonly used dimensions of service quality: tangibles, reliability, responsiveness, assurance and empathy. Their 1988 study developed a 22-item instrument for assessing customers' perceptions of service quality.

The relationship between CRM and service quality is particularly relevant in districts such as Tenkasi, where customers interact with a variety of banking, retail, healthcare, transport, hospitality, educational, financial and other service organizations. Tenkasi District was formed in 2019 and currently contains a mixture of rural and urban communities. The official district profile notes that agriculture and related activities are important to the local economy and that the district also has significant tourism and service activity.

The present study therefore investigates whether different CRM practices are associated with customers' perceptions of service quality in Tenkasi District.

2. Background of the Study

CRM seeks to establish a systematic understanding of customers and their interactions with organizations. Instead of focusing exclusively on individual transactions, relationship-oriented organizations attempt to understand customer needs over time.

For service organizations, CRM can improve the customer experience through:

- understanding individual customer requirements;
- maintaining accurate customer information;
- communicating clearly and consistently;
- providing personalized services;
- handling complaints effectively;
- maintaining long-term customer relationships;
- using technology to improve accessibility; and
- Obtaining customer feedback for service improvement.
- The importance of relationship-oriented service delivery is also relevant to the growing number of digital and public-facing services available to residents. The Tenkasi District administration lists several online and citizen-oriented services, including Aadhaar-related services, land-record services, employment registration, public distribution services and grievance-related services.
- Thus, CRM practices increasingly operate through both interpersonal and technology-enabled channels.

3. Statement of the Problem

Customers frequently encounter differences in the quality of service provided by different organizations. Some organizations respond quickly to customer requirements, maintain customer information accurately and provide convenient communication channels, whereas others may experience difficulties in complaint handling, personalized service and follow-up.

Although CRM has become widely discussed in marketing and service management, there is a need to examine how specific CRM dimensions are associated with service quality from the customer's perspective in a district-level context.

The present study addresses the following central question:

To what extent do different Customer Relationship Management dimensions influence perceived service quality among customers in Tenkasi District?

4. Need for the Study

The study is relevant for the following reasons:

1. Customer expectations regarding service quality are increasing.

2. Organizations increasingly depend on long-term customer relationships.
3. Digital technologies have changed the way customers communicate with service providers.
4. Tenkasi District contains both rural and urban customer groups.
5. Local empirical research connecting CRM dimensions with service quality is relatively limited.
6. Service organizations can use the findings to identify areas requiring improvement.
7. The study provides a structured framework for future researchers investigating CRM and service quality in smaller geographic markets.

5. Objectives of the Study

Primary Objective

To examine the impact of Customer Relationship Management dimensions on service quality in Tenkasi District.

Specific Objectives

1. To examine the level of CRM practices perceived by customers.
2. To identify the major dimensions of CRM relevant to service organizations.
3. To assess customers' perceptions of service quality.
4. To examine the relationship between CRM dimensions and service quality.
5. To determine the influence of individual CRM dimensions on service quality.
6. To identify the relatively stronger CRM predictors of perceived service quality.
7. To provide suggestions for improving CRM practices and service quality.

6. Research Hypotheses

The following hypotheses are proposed:

H01: Customer orientation has no significant relationship with service quality.

H02: Customer knowledge has no significant relationship with service quality.

H03: Customer interaction has no significant relationship with service quality.

H04: Customer retention has no significant relationship with service quality.

H05: CRM technology has no significant relationship with service quality.

H06: The selected CRM dimensions do not significantly explain variations in service quality.

The corresponding alternative hypotheses state that the respective CRM dimensions have significant relationships with service quality and that the overall CRM model significantly explains variations in service quality.

7. Conceptual Framework

The study proposes that CRM dimensions function as independent variables and service quality functions as the dependent variable.

Independent Variables

- Customer Orientation
- Customer Knowledge
- Customer Interaction
- Customer Retention
- CRM Technology

Dependent Variable

Service Quality

Measured through:

- Tangibles
- Reliability
- Responsiveness
- Assurance
- Empathy

The conceptualization is consistent with the multidimensional nature of CRM discussed in the CRM literature and with established service-quality measurement approaches.

8. Research Methodology

8.1 Research Design

The study adopts a **descriptive and analytical research design**. The descriptive component examines customer characteristics and perceptions, while the analytical component examines relationships between CRM dimensions and service quality.

8.2 Study Area

The geographical area of the study is **Tenkasi District, Tamil Nadu**. Tenkasi became a separate district in 2019. The district includes rural and urban areas and has significant agricultural, tourism and service activity.

8.3 Population

The population comprises customers who have experience receiving services from organizations operating in Tenkasi District.

8.4 Sample Size

The study uses a sample size of:

150 respondents

8.5 Sampling Technique

For the model study, **convenience sampling with purposive inclusion criteria** is assumed. Respondents were considered eligible if they had used a service organization in Tenkasi District during the relevant period.

8.6 Sources of Data

Primary Data

Primary data are intended to be collected through a structured questionnaire administered to customers.

Secondary Data

Secondary information is obtained from academic literature, research articles, books and official district information.

8.7 Measurement Scale

A five-point Likert scale is used:

Scale	Response
1	Strongly Disagree
2	Disagree
3	Neutral

4	Agree
5	Strongly Agree

8.8 Statistical Tools

The following statistical techniques are used:

1. Percentage analysis
2. Mean and standard deviation
3. Cronbach's alpha
4. Pearson correlation
5. Chi-square test
6. Multiple regression analysis
8. Operationalization of Variables

9.1 CRM Dimensions

The study operationalizes CRM through five dimensions:

Customer Orientation

The extent to which an organization focuses on understanding and satisfying customer requirements.

Customer Knowledge

The organization's ability to understand record and use information about customer needs and preferences.

Customer Interaction

The quality and effectiveness of communication and interaction between employees and customers.

Customer Retention

Organizational efforts to maintain long-term relationships and encourage customers to continue using the service.

CRM Technology

The use of databases, digital communication, customer-management systems and other technologies to support customer relationships.

These dimensions draw conceptually from established CRM measurement literature, while the questionnaire wording has been newly formulated for the present study. Sin et al. (2005), for example, developed a multidimensional CRM scale involving customer focus, organizational CRM, knowledge management and technology-based CRM.

10. Questionnaire Design

Part A – Demographic Profile

1. Gender
2. Age
3. Educational qualification
4. Monthly income
5. Frequency of service usage

Part B – Customer Relationship Management

Customer Orientation

1. The organization gives importance to understanding my needs.

2. The organization attempts to provide services according to customer requirements.
3. Employees show genuine interest in solving customer problems.
4. Customer satisfaction is treated as an important organizational objective.

Customer Knowledge

5. The organization understands my service preferences.
6. Relevant customer information is maintained properly.
7. The organization uses customer information to improve services.
8. Employees appear familiar with my previous service requirements.

Customer Interaction

9. Employees communicate clearly with customers.
10. Employees are approachable when I need assistance.
11. The organization provides adequate opportunities for customer feedback.
12. Customer complaints are communicated to the appropriate personnel.

Customer Retention

13. The organization makes efforts to retain existing customers.
14. Customers are encouraged to continue using the organization's services.
15. The organization follows up after providing important services.
16. The organization attempts to build long-term relationships with customers.

CRM Technology

17. The organization uses technology effectively to manage customer relationships.
18. Digital communication makes it easier to interact with the organization.
19. Customer information is handled efficiently through technology.
20. Technology improves the convenience of receiving services.

Part C – Service Quality

Tangibles

21. The organization has appropriate physical facilities.
22. Employees appear professional and well presented.
23. Service-related materials are clear and useful.
24. The organization's service environment is comfortable.

Reliability

25. The organization provides services as promised.
26. Service information provided by employees is dependable.
27. The organization performs services correctly.
28. Customers can depend on the organization to fulfill its commitments.

Responsiveness

29. Employees respond promptly to customer requests.
30. Customer problems receive timely attention.

31. Employees are willing to assist customers.

32. Waiting time for service is reasonable.

Assurance

33. Employees possess adequate knowledge about the services.

34. Employees behave professionally.

35. I feel confident when dealing with the organization.

36. Employees provide sufficient information before completing services.

Empathy

37. Employees give individual attention to customers.

38. The organization understands customers' specific requirements.

39. Employees demonstrate concern for customer difficulties.

40. Service arrangements are reasonably convenient for customers.

11. Data Analysis and Interpretation

Important note: The following tables use an **illustrative 150-respondent dataset** created for demonstrating the proposed statistical analysis. They should not be represented as actual field-survey results unless the corresponding responses were genuinely collected.

11.1 Demographic Profile

Table 1: Gender of Respondents

Gender	Frequency	Percentage
Male	82	54.7
Female	68	45.3
Total	150	100.0

Interpretation: In the illustrative sample, 54.7% of respondents are male and 45.3% are female.

Table 2: Age of Respondents

Age group	Frequency	Percentage
18–30 years	42	28.0
31–40 years	46	30.7
41–50 years	37	24.7
Above 50 years	25	16.7
Total	150	100.0

Interpretation: The largest illustrative group is the 31–40 age category, representing 30.7% of respondents.

Table 3: Educational Qualification

Qualification	Frequency	Percentage
School/Diploma	34	22.7
Undergraduate	55	36.7
Postgraduate	41	27.3

Other	20	13.3
Total	150	100.0

Table 4: Monthly Income

Monthly income	Frequency	Percentage
Below ₹20,000	46	30.7
₹20,000–₹40,000	58	38.7
₹40,000–₹60,000	31	20.7
Above ₹60,000	15	10.0
Total	150	100.0

Table 5: Frequency of Service Usage

Frequency	Frequency	Percentage
Monthly	59	39.3
Quarterly	49	32.7
Occasionally	42	28.0
Total	150	100.0

12. Descriptive Analysis of CRM Dimensions

Table 6: Mean Scores of CRM Dimensions

CRM Dimension	Mean	Standard Deviation
Customer Orientation	3.285	0.729
Customer Knowledge	3.282	0.736
Customer Interaction	3.297	0.721
Customer Retention	3.302	0.729
CRM Technology	3.278	0.736
Overall CRM	3.289	—

Interpretation:

All five CRM dimensions have mean scores above the neutral midpoint of 3.00 in the illustrative dataset. Customer retention has the highest mean score (3.302), while CRM technology has a mean of 3.278.

13. Descriptive Analysis of Service Quality

Table 7: Mean Scores of Service Quality Dimensions

Service Quality Dimension	Mean	Standard Deviation
Tangibles	3.320	0.742
Reliability	3.280	0.764
Responsiveness	3.287	0.758

Assurance	3.288	0.753
Empathy	3.297	0.748
Overall Service Quality	3.294	0.718

Interpretation: Tangibles record the highest illustrative mean score at 3.320, followed by empathy at 3.297. Overall service quality has a mean of 3.294.

14. Reliability Analysis

Cronbach's alpha was used to assess the internal consistency of the questionnaire.

Table 8: Reliability Statistics

Construct	Number of Items	Cronbach's Alpha
Customer Orientation	4	0.823
Customer Knowledge	4	0.845
Customer Interaction	4	0.839
Customer Retention	4	0.847
CRM Technology	4	0.853
Overall CRM Scale	20	0.903
Overall Service Quality Scale	20	0.973

Interpretation: The illustrative Cronbach's alpha coefficients exceed 0.80 for all individual CRM dimensions. The overall CRM scale has an alpha of 0.903, while the service-quality scale has an alpha of 0.973. These values indicate strong internal consistency for the illustrative dataset.

15. Correlation Analysis

Pearson's correlation coefficient was used to determine the direction and strength of relationships between CRM dimensions and overall service quality.

Table 9: Correlation between CRM Dimensions and Service Quality

CRM Dimension	Pearson's r	p-value
Customer Orientation	0.307	<0.001
Customer Knowledge	0.337	<0.001
Customer Interaction	0.503	<0.001
Customer Retention	0.390	<0.001
CRM Technology	0.551	<0.001

Interpretation: Each CRM dimension shows a positive association with service quality in the illustrative data. CRM technology demonstrates the largest bivariate correlation ($r = 0.551$), followed by customer interaction ($r = 0.503$).

These correlations indicate association, not proof of causation.

16. Chi-Square Analysis

To demonstrate an additional categorical analysis, respondents were classified into low, moderate and high perceived service-quality groups.

Table 10: Service Quality Category

Service Quality Level	Frequency	Percentage
Low	22	14.7
Moderate	72	48.0
High	56	37.3
Total	150	100.0

Table 11: Age and Service Quality – Chi-Square Test

Test	Value	df	p-value
Pearson Chi-square	3.506	6	0.743

Interpretation:

The illustrative chi-square result is not statistically significant at the 5% level ($p = 0.743$). Therefore, the illustrative data do not provide evidence of an association between age category and service-quality category.

17. Multiple Regression Analysis

Multiple regressions was conducted to determine whether the five CRM dimensions collectively explain variations in service quality.

Regression Model

Service Quality = $\beta_0 + \beta_1$ Customer Orientation + β_2 Customer Knowledge + β_3 Customer Interaction + β_4 Customer Retention + β_5 CRM Technology + ε

Table 12: Model Summary

R	R ²	Adjusted R ²	F-value	p-value
0.612	0.374	0.353	17.23	<0.001

Interpretation:

The illustrative R² of 0.374 indicates that approximately **37.4% of the variation in perceived service quality** is statistically explained by the five CRM dimensions included in the model. The overall regression model is statistically significant.

Table 13: Regression Coefficients

CRM Dimension	B	Std. Error	t-value	p-value
Constant	0.771	0.303	2.543	0.012
Customer Orientation	0.102	0.070	1.454	0.148
Customer Knowledge	0.019	0.078	0.248	0.805
Customer Interaction	0.234	0.088	2.669	0.008
Customer Retention	0.089	0.078	1.134	0.259
CRM Technology	0.323	0.084	3.869	<0.001

Interpretation: In the illustrative regression model, customer interaction and CRM technology have statistically significant positive coefficients. CRM technology has the largest coefficient among the five predictors. Customer orientation, customer knowledge and customer retention are positive but are not statistically significant after the other CRM dimensions are simultaneously included in the model.

This illustrates an important statistical distinction: a variable may have a significant bivariate correlation with service quality but become non-significant in a multiple-regression model because the predictors overlap in the information they explain.

18. Hypothesis Testing

Table 14: Hypothesis Results

Hypothesis	Statistical Result	Decision in Dataset
H01: Customer orientation has no significant relationship with service quality	$r = 0.307, p < 0.001$	Rejected
H02: Customer knowledge has no significant relationship with service quality	$r = 0.337, p < 0.001$	Rejected
H03: Customer interaction has no significant relationship with service quality	$r = 0.503, p < 0.001$	Rejected
H04: Customer retention has no significant relationship with service quality	$r = 0.390, p < 0.001$	Rejected
H05: CRM technology has no significant relationship with service quality	$r = 0.551, p < 0.001$	Rejected
H06: CRM dimensions do not collectively explain service quality	$F = 17.23, p < 0.001$	Rejected

Note: For H01–H05, the decisions are based on Pearson correlations. For H06, the decision is based on the overall regression F-test. The regression coefficients should not be interpreted as identical to the individual correlation tests.

19. Major Findings

Based on the illustrative analysis, the following findings emerge:

1. Male respondents constitute 54.7% of the illustrative sample, while female respondents constitute 45.3%.
2. The largest age category is 31–40 years, accounting for 30.7% of respondents.
3. Undergraduate respondents form the largest educational category at 36.7%.
4. Respondents earning ₹20,000–₹40,000 per month constitute 38.7% of the illustrative sample.
5. Monthly service users represent 39.3% of respondents.
6. Among the CRM dimensions, customer retention has the highest mean score (3.302), closely followed by customer interaction (3.297).
7. Among service-quality dimensions, tangibles record the highest mean score (3.320).
8. The overall CRM scale demonstrates strong internal consistency with an illustrative Cronbach's alpha of 0.903.
9. The overall service-quality scale produces an illustrative Cronbach's alpha of 0.973.
10. All five CRM dimensions demonstrate positive and statistically significant bivariate relationships with service quality in the illustrative dataset.
11. CRM technology has the strongest bivariate relationship with service quality ($r = 0.551$).
12. Customer interaction also shows a relatively strong positive relationship with service quality ($r = 0.503$).
13. The multiple-regression model is statistically significant.
14. The five CRM dimensions collectively explain approximately 37.4% of the variation in service quality.
15. After controlling for the other CRM dimensions, customer interaction and CRM technology remain statistically significant predictors in the illustrative regression model.

20. Suggestions

Based on the analytical framework and illustrative findings, the following suggestions are proposed for service organizations in Tenkasi District.

20.1 Strengthen CRM Technology

Organizations should use customer-management databases and digital communication channels more effectively. Technology should be used not merely for transactions but also for recording customer preferences, complaints, and feedback and service history.

20.2 Improve Customer Interaction

Employees should receive training in communication, active listening and problem-solving. Effective interaction can make customers feel understood and can reduce misunderstandings during service delivery.

20.3 Develop Customer Knowledge

Organizations should periodically collect customer feedback and analyze customer requirements. Customer information should be used responsibly to improve service delivery.

20.4 Improve Complaint Management

A clearly defined complaint-management system should be established. Customers should receive acknowledgement, status updates and appropriate follow-up when complaints are submitted.

20.5 Personalize Service Delivery

Where appropriate, organizations should provide services according to customer requirements rather than applying an entirely uniform approach.

20.6 Strengthen Retention Activities

Customer retention should focus on service value and relationship quality rather than only on promotional incentives. Follow-up communication and customer appreciation can contribute to long-term relationships.

20.7 Improve Employee Training

Frontline employees should be trained in CRM principles, service recovery, communication skills, technology use and customer complaint handling.

20.8 Integrate Online and Offline Channels

Organizations should ensure that customers receive consistent information through physical offices, telephone communication, websites, mobile applications and other digital channels.

21. Managerial Implications

The findings have implications for managers of service organizations in Tenkasi District.

First, CRM should be treated as an organization-wide process rather than merely a software investment. Payne and Frow emphasize a cross-functional and process-oriented approach to CRM involving strategy, value creation, multichannel integration, information management and performance assessment.

Second, technology should support employee–customer interaction rather than replace the human element of service delivery.

Third, organizations should establish measurable service-quality indicators, such as response time, complaint resolution time, repeat usage, customer feedback and service reliability.

Finally, managers should periodically assess whether CRM investments are actually improving customer experiences.

22. Conclusion

Customer Relationship Management has become an important component of contemporary service management. Organizations that understand customer requirements, maintain meaningful interactions, retain useful customer information and use technology effectively can create stronger foundations for service delivery.

The present study developed a framework for examining the relationship between five CRM dimensions—customer orientation, customer knowledge, customer interaction, customer retention and CRM technology—and service quality among customers in Tenkasi District.

The illustrative analysis involving 150 respondents demonstrates positive relationships between all five CRM dimensions and perceived service quality. The multiple-regression analysis further demonstrates that the combined CRM dimensions can explain a meaningful proportion of variation in service-quality perceptions. In the illustrative model, customer interaction and CRM technology emerge as statistically significant individual predictors after controlling for the other dimensions.

The results should, however, be interpreted as a **model statistical analysis rather than verified field evidence**, because the numerical dataset presented in this paper is illustrative. For an actual journal submission, the researcher should administer the questionnaire to 150 genuine respondents and replace the illustrative tables with results calculated from the collected data.

Overall, the study provides a structured research framework suggesting that CRM and service quality should be considered interconnected aspects of customer-focused service management. Service organizations operating in Tenkasi District can potentially improve customer experiences by combining effective interpersonal relationship practices with responsible use of customer-management technologies.

23. Limitations of the Study

1. The proposed study is geographically restricted to Tenkasi District.
2. The sample size is limited to 150 respondents.
3. Convenience sampling may limit generalization.
4. Customer perceptions may change over time.
5. Service quality is measured through self-reported responses.
6. Different service sectors may have different CRM requirements.
7. The illustrative statistical results cannot be treated as actual field findings until validated using genuine respondent data.

24. Scope for Further Research

Future researchers may:

1. increase the sample size;
2. compare rural and urban customers;
3. compare banking, healthcare, retail, hospitality and other service sectors;
4. examine CRM and customer loyalty;
5. examine CRM and customer satisfaction;
6. use structural equation modelling;
7. conduct longitudinal studies;
8. compare digital CRM with traditional relationship practices; and
9. investigate the mediating role of customer satisfaction between CRM and service quality.

References

- [1] Babakus, E., & Boller, G. W. (1992). An empirical assessment of the SERVQUAL scale. *Journal of Business Research*, 24(3), 253–268. [https://doi.org/10.1016/0148-2963\(92\)90022-4](https://doi.org/10.1016/0148-2963(92)90022-4)
- [2] Lages, C. R., Lages, L. F., & Lages, C. R. (2005). The RELQUAL scale: A measure of relationship quality in export market ventures. *Journal of Business Research*, 58(8), 1040–1048. <https://doi.org/10.1016/j.jbusres.2004.03.001>
- [3] Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1988). SERVQUAL: A multiple-item scale for measuring consumer perceptions of service quality. *Journal of Retailing*, 64(1), 12–40.
- [4] Payne, A., & Frow, P. (2005). A strategic framework for customer relationship management. *Journal of Marketing*, 69(4), 167–176. <https://doi.org/10.1509/jmkg.2005.69.4.167>
- [5] Payne, A., & Frow, P. (2006). Customer relationship management: From strategy to implementation. *Journal of Marketing Management*, 22(1–2), 135–168. <https://doi.org/10.1362/026725706776022272>
- [6] Rauyruen, P., & Miller, K. E. (2007). Relationship quality as a predictor of B2B customer loyalty. *Journal of Business Research*, 60(1), 21–31. <https://doi.org/10.1016/j.jbusres.2005.11.006>

- [7] Sin, L. Y. M., Tse, A. C. B., & Yim, F. H. K. (2005). CRM: Conceptualization and scale development. *European Journal of Marketing*, 39(11–12), 1264–1290. <https://doi.org/10.1108/03090560510623253>
- [8] Tenkasi District Administration. (2026). About district. Government of Tamil Nadu.
- [9] Tenkasi District Administration. (2026). Services. Government of Tamil Nadu.
