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## Research Article

### Customer Relationship Management Practices as Determinants of Business Performance: A Systematic Literature Review

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#### ABSTRACT

Customer relationship management, or CRM, has become a crucial component that affects how well businesses, particularly accounting outsourcing organizations, function globally. This study addresses the gap in literature regarding the influence of Customer Relationship Management (CRM) practices on the business performance of accounting outsourcing firms. This study aims to have a systematic literature review on Customer Relationship Management practices as determinants of Business Performance. Moreover, this study employed a systematic literature review to examine the CRM practice and Business Performance of accounting outsourcing firms. This study draws on 10 studies published within year 2020 to 2025. The literature review highlights the need to further explore the connection between CRM practices and the commercial performance of accounting outsourcing companies. To give practitioners useful information, the study looks at the relationship between CRM dimensions such as customer engagement, client retention, and service customization and financial and non-financial performance. In conclusion, the main findings reveal that CRM dimensions are critical to improving both financial and non-financial performance, particularly for small and medium-sized enterprises (SMEs). The study's implications suggest that accounting outsourcing firms can enhance competitiveness by integrating advanced CRM strategies and leveraging data-driven insights to build stronger client relationships and respond more effectively to evolving client needs.

**Keywords:** *Business Performance, Customer Relationship Management, Literature Review*

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## Background

CRM is widely acknowledged as an enterprise strategy that, via efficient customer contacts and data use, improves customer retention, loyalty, and profitability (Guerola-Navarro et al., 2021). Examining how customer relationship management (CRM) techniques affect the performance of accounting outsourcing companies is the study's challenge. As CRM systems are increasingly integrated into various industries, there is a gap in understanding how these practices contribute to operational effectiveness and client satisfaction within the accounting outsourcing sector.

According to Adiyanto (2021), CRM systems enhance business performance by enabling firms to personalize their services, foster stronger customer relationships, and increase client retention rates. CRM allows businesses to engage with customers more effectively through detailed insights into their behaviors and preferences, increasing customer satisfaction and loyalty. The ability to track customer interactions and predict their needs further helps firms in creating customized services that improve both the client experience and business outcomes. Adopting CRM technology supports operational efficiency and client engagement, which is crucial in the accounting sector, where trust and accuracy are paramount. This aligns with findings that outsourcing firms leveraging CRM technology experience improved customer satisfaction and operational performance (Migdadi, 2021).

Artha & Satriadhi (2023) mentioned that Business performance in accounting outsourcing firms is multidimensional, encompassing financial and non-financial metrics. Financial performance includes profitability, cost reduction, and revenue growth, while non-financial performance focuses on client satisfaction, service quality, and operational effectiveness. In the context of the Philippines, CRM practices have been increasingly recognized as essential for improving business performance, particularly in service-oriented industries such as accounting outsourcing. Growing adoption of CRM systems in Philippine firms, noting that these systems have led to improved customer satisfaction and business efficiency. CRM

practices in the Philippines help firms better manage customer relationships, enhance service quality, and foster customer loyalty, directly correlating with business growth. Additionally, CRM practices in the Philippines have been linked to better decision-making, as firms are able to gather valuable data on client preferences and service trends, thereby improving overall business strategy (Areola & Villar, 2023).

Numerous industries have provided empirical evidence for the relationship between CRM practices and company performance. With relational capital acting as a moderator, CRM dimensions had a beneficial impact on company performance. Despite these revelations, there are still unanswered questions about the precise effect of CRM techniques on accounting outsourcing companies' performance (Li & Xu, 2022).

As the global business landscape rapidly shifts due to digital transformation, accounting outsourcing firms face increasing pressure to enhance their competitiveness and client relationships. This review is particularly timely as it examines how CRM practices can help firms adapt to technological changes and meet evolving client needs, ensuring sustained business performance in a digitally-driven environment. However, there is a lack of comprehensive studies examining the specific impact of Customer Relationship Management (CRM) practices on the business performance of accounting outsourcing firms, particularly in the context of small and medium-sized enterprises (SMEs). This study fills this gap by systematically reviewing 10 studies from 2020 to 2025 to explore the relationship between CRM dimensions such as customer engagement, client retention, and service customization and business performance outcomes.

## Methods

### *Research Design*

This study employs a systematic literature review to assess the customer relationship management as determinants of business performance. A systematic literature review comprises the design and conduct of a coherent and well-documented, comprehensive, systematic

and transparent process to collect, appraise and synthesize evidence for an explicitly formulated question. Central emphasis is placed on predetermined inclusion/exclusion criteria, systematic data extraction, and critical analysis to obtain objective and reproducible results (Van Dinter et al., 2021).

### Research Question

This study aims to determine accounting outsourcing firms' CRM practices and business performance. Specifically, this literature review aims to determine whether existing studies were present in relation to customer management practices as determinants of business performance. Specifically, it aims to address the following questions:

1. What are the customer relationship management practices of the accounting outsourcing firms in terms of:
  - a. customer interaction;
  - b. client retention; and
  - c. service customization?
2. What are the business performance of accounting outsourcing firms in terms of:
  - a. financial performance; and
  - b. non-financial performance?

### Search Strategy

The search strategy for this review included multiple academic databases to gather relevant sources. Databases such as Scopus, Web of Science, and Google Scholar were chosen for their comprehensive academic coverage. Boolean operators (e.g., "AND", "OR") and specific keywords such as "Customer Relationship Management," "CRM practices," "business performance," "accounting outsourcing," and "SMEs" were used to ensure a comprehensive search.

### Inclusion and Exclusion Criteria

This study outlines the inclusion and exclusion criteria applied during the selection of sources for this study. To ensure relevance and academic rigor, only scientific papers published between 2018 and 2025 were considered, including peer-reviewed journal articles, conference papers, and theses. This timeframe captures the most recent developments and discussions in the field. Conversely, sources published before 2018 were excluded, along with non-scientific documents such as book chapters, magazine articles, blog posts, and other materials that lack peer review. These criteria were established to maintain the quality and credibility of the literature reviewed.

Table 1. Inclusion and Exclusion Criteria

Inclusion Criteria	Exclusion Criteria
<ul style="list-style-type: none"> <li>Published between 2018–2025</li> <li>Focused on CRM in accounting outsourcing firms</li> <li>Written in English</li> </ul>	<ul style="list-style-type: none"> <li>Published before 2018</li> <li>Studies not related to CRM practices or business performance</li> <li>Non-English language studies</li> </ul>

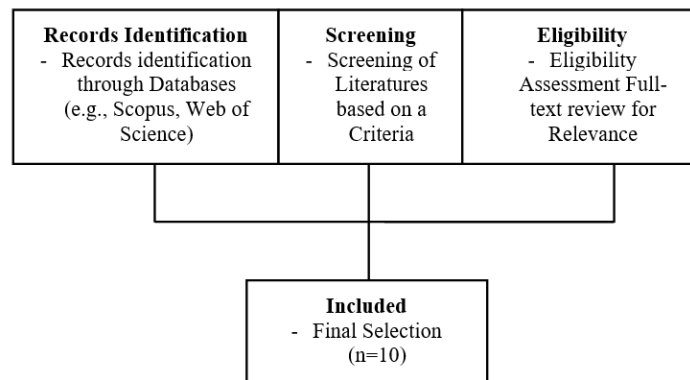


Figure 1. PRISMA Flow Diagram for the Systematic Literature Review on CRM Practices as Determinants of Business Performance

## Result and Discussion

In this systematic literature review, there are 2 headings namely: Customer relationship management practices with its subheadings: Customer interaction, Client retention, and service customization. Meanwhile, the 2<sup>nd</sup> heading is Business performance with its subheadings: Financial Performance and Non-financial performance.

### **Customer Relationship Management Practices**

Customer relationship management practices are the practices, technologies, and procedures that organizations employ to manage and analyze customer interactions and data throughout the customer lifecycle. The point is to create better customer service, keep customers and generate sales growth. The concept of CRM has changed over the years as the potential of advanced technologies and analytics has been integrated into the development of CRM capabilities, resulting in personalized and tailored experiences to customers. (Guerola-Navarro et al., 2022).

#### **Customer interaction**

Customer experience was regarded as a vital antecedent in determining consumer-related outcomes (e.g., customer satisfaction and loyalty) and firm-related outcomes (e.g., firm performance) as in previous studies. Considering the influence of C2C interactions on customers' evaluations of the experience, how their evaluations influence the intention to interact in the future is not well-addressed. To bridge the aforementioned gaps in the research the first objective of the present study is to derive taxonomy of customer-to-customer interactions from a customer value paradigm perspective (Lin et al., 2020). Meena and Sahu (2021) intend to have a review of literature of customer relationship management (CRM) research. Ninety-five percent of the articles were journal articles, the remaining 5 percent conference papers—most of the CRM research was conducted in the USA and the UK. This paper is the first to conduct a review on keywords and variables, and therefore introduces the classification on another ground, which has not been introduced by all previous research.

Moreover, Abidin et al. (2025) inferred that Investigation the impact that customer's experience, satisfaction and word of mouth have on loyalty of customers. The results of the study reveal that customer experience, word of mouth has direct relationship with the customer loyalty, but customer satisfaction does not have the significant influence. And customer feeling and customer satisfaction, word of mouth have the influence on customer loyalty.

#### **Client Retention**

In the study by Alshamsi (2021) titled "The Influence of Service Quality on Customer Retention: A Systematic Review in Higher Education," the aim was to identify how service quality impacts customer retention and the factors influencing this relationship using systematic review and meta-analysis methods. The key findings revealed that factors related to service quality were the most prevalent, followed by customer satisfaction, trust, commitment, and loyalty. Additionally, Khan et al. (2022) in their study titled "The Impact of Customer Relationship Management and Company Reputation on Customer Loyalty: The Mediating Role of Customer Satisfaction" examined how customer relationship management (CRM) and company reputation influence customer loyalty, with customer satisfaction acting as a mediator among small and medium-sized enterprises.

Customer retention is one of the issues that is widely discussed, therefore it is necessary to have a study that explores it, to find out developments up to now. the goal of this literature review is to find out the relationship between customer retention with other variables so that you know the development from time to time (Becker & Jaakkola, 2020).

#### **Service Customization**

Xu (2024) propose that an important customer value strategy for business development, customer customization is very helpful to customer satisfaction and enterprise revenue growth. Since the 1980s, scholars have conducted a series of in-depth studies on the concept and research structure of client customization. At present, in the era of digital innovation such as big data, artificial intelligence,

and cloud computing, customer-oriented customization is facing new opportunities and challenges.

Moreover, Bouchard et al. (2023) indicate that as the fourth industrial revolution, market globalization, and increasing customer expectations advance, companies have no choice but to rewrite their rulebooks to keep up with the pace. This means that companies are being compelled to move more towards mass customization. The literature recommends various service customization strategies but provides no road map for implementing service customization in an SME in such a way that it is capable of working.

### ***Business performance***

In general, business performance can be classified as financial and non-financial, and it is important that these two types of performance be managed and integrated together in start-up development. According to the classification, it is a measure to evaluate whether a firm has made profits, from looking at the money that was put into the business, and the money taken out of the business. On the other hand, non-financial performances include measure of business performances, not based on money value, which includes brand reputation, customer satisfaction and employee performance and innovation activities (Artha & Satriadhi, 2023).

### ***Financial Performance***

Corporate financial performance is a summary of the financial status of the company over time to determine how successful and profitable a company is in generating revenue. Meanwhile, reports indicate that the internal factors of the financial system may be the leading factor driving the slow-down of the national economy over the past few years. Nearly all industries felt the blows, and telecommunications was among the victims (Kusumawardani et.al 2021).

Winata and Sukarno (2024) research is “to present a summary of digitalization and focus on its influence on financial performance”. It also indicates relevant methodology from recent researches in different areas of the study represented here. In recent years, digitalization

research has been spreading rapidly across several areas, using qualitative and quantitative methods. Recent studies have focused on the factors influencing IT-enabled digitalization, under which an organization’s financial performance is influenced by the deployment of big data analytics, cloud computing, artificial intelligence, process automation, IOT, computer simulations, and online technology.

Baby et al. (2024) describes state financial performance as an important management goal that is the foundation of creating a strong firm and achieving growth. But a number of factors always suppress the reaching of that goal with negative impacts on company performance and financial health.

### ***Non-Financial Performance***

According to Lisi et al. (2023) policymakers, academics and practitioners are increasingly having debates about non-financial reporting (NFR) initiatives, i.e., reporting initiatives which are related to environmental and social issues. NFR initiatives for small and medium-sized enterprises (SMEs) have been a focus. Applying a systematical review of the literature, the article consolidates results on how NFR initiatives are conducted within the scope of SMEs. A thematic analysis resulted in the identification and discussion of drivers, enablers, and barriers of NFR efforts.

Haryanto et al. (2025) investigates how management accounting can play a role in soundness of managing burnout via non-financial performance indicators (NFPis) utilization, strategic budgeting for employee’s wellbeing and workload optimizing models. Based on a narrative-review approach, this study amalgamates insights from the academic literature in the field of management accounting, corporate governance and occupational well-being.

Moreover, Crous et.al (2021) explore various factors to non-financial reporting, and whether such factors matter in relation to firm financial performance. Specifically, the features contribute to and the authors offer an integrated set of these features with significant implications for the financial viability of all firms for scholars to advance to various futures and to conceptually extend the frontiers of the literature. The review concentrates on integrated

reporting disclosures, sustainability disclosures (referred to also as corporate social responsibility (CSR) disclosures) and corporate-governance disclosures in the literature. The interpretation of the findings has been guided by a synthesized inter-textual coherence approach.

### Comparative Discussion across Studies

In examining the relationship between CRM practices and business performance, several key trends emerge. Customer interaction, particularly through personalized experiences, has been shown to improve both financial and non-financial performance consistently. For example, customer satisfaction and loyalty are direct outcomes of positive customer experiences, which in turn lead to improved business outcomes (Meena & Sahu, 2021). Abidin et al. (2025) also supported the notion that customer experience has a strong correlation with loyalty, which enhances business performance.

However, the impact of client retention and service customization is more nuanced. While client retention strategies have been found to affect customer loyalty and satisfaction positively (Alshamsi, 2021; Khan et al., 2022), the direct link to financial performance is less clear. Service customization, on the other hand, has proven to be a critical factor in increasing customer satisfaction and loyalty (Xu, 2024), yet

the financial benefits of mass customization strategies remain underexplored in SMEs. Bouchard et al. (2023) indicated that while firms recognize the importance of service customization, the ability to implement these strategies effectively remains a challenge, especially for SMEs.

### Gaps, Contradictions, and Areas of Disagreement in Literature

Despite the widespread recognition of the importance of CRM practices in business performance, several gaps and contradictions remain. While customer interaction, particularly through personalized experiences, is consistently linked to enhanced performance outcomes, the direct financial impact of client retention strategies is less conclusive. Some studies, like those by Khan et al. (2022) and Alshamsi (2021), emphasize the role of service quality and satisfaction in driving customer loyalty, but the financial benefits are not always clear. Moreover, while service customization is identified as a key factor for customer satisfaction, Xu (2024) and Bouchard et al. (2023) highlight that its successful implementation, particularly in SMEs, remains a challenge. Additionally, the impact of non-financial performance measures, such as brand reputation and employee performance.

Table 2. Comparison of Findings across the 10 Studies

Study	CRM Dimension	Key Findings
Guerola-Navarro et al. (2022)	Customer Interaction	Personalized CRM improves customer service and satisfaction.
Lin et al. (2020)	Customer Interaction	C2C interactions influence customer satisfaction and loyalty, but are not fully explored in previous studies.
Meena & Sahu (2021)	Customer Interaction	Review of CRM literature reveals evolving CRM strategies, including the role of customer-to-customer interactions.
Abidin et al. (2025)	Customer Interaction	Customer experience and word of mouth directly affect customer loyalty; customer satisfaction is less impactful.
Alshamsi (2021)	Client Retention	Service quality positively impacts customer retention, with trust and satisfaction as mediators.
Khan et al. (2022)	Client Retention	CRM and company reputation influence loyalty; customer satisfaction mediates the relationship.

Study	CRM Dimension	Key Findings
Becker & Jaakkola (2020)	Client Retention	Literature review on client retention trends, emphasizing its importance in long-term sustainability.
Xu (2024)	Service Customization	Customization improves customer satisfaction and revenue growth, especially in the digital era.
Bouchard et al. (2023)	Service Customization	Market globalization forces companies to adopt mass customization strategies.
Lisi et al. (2023)	Non-Financial Performance	Focus on non-financial reporting (NFR) initiatives for SMEs, linking to sustainability efforts.

## Conclusion

In conclusion, this study emphasizes the critical role of Customer Relationship Management (CRM) practices in boosting the performance and competitiveness of accounting outsourcing firms, especially those catering to small and medium-sized enterprises (SMEs). Accounting firms are encouraged to invest in advanced CRM technologies, prioritize service customization, and leverage data-driven strategies to foster stronger client relationships, enhance satisfaction, and improve both financial and non-financial outcomes. CRM developers should focus on integrating AI-driven solutions to further personalize client interactions and streamline operations. Future research should explore longitudinal studies to assess the long-term impact of CRM on business performance, the integration of AI with CRM systems, and the development of client trust metrics to better understand the evolving dynamics of customer loyalty in the digital age.

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