The impact of CRM (customer orientation and technology based CRM) implementations on call center employee’s job performance:

Evidence from Malaysia Call Centers

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ACKNOWLEDGMENT

All praises go to Allah, the most Gracious and most Merciful. May peace and blessing of Allah be upon our Prophet Muhammad (SAW), and his family and his companions.

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ABSTRACT

Customer Relationship Management (CRM) is a strategy used to learn more about customers' needs and behaviors in order to develop stronger relationships with them. Good customer relationships are at the heart of business success (Thomas Wailgum 2007). Nowadays, the importance of service industries growing every day through its impact on the product and the consumer. From this point, while there has been some research on job performance in call centers, there is a lack of research on this particular topic particularly Malaysia call center context. The aim of the present study is to prove that a correlation exists between job satisfaction and the levels of (customer orientation and technology based CRM). The sample consisted of 105 participants from different call centers in Malaysia. Data were collected using the job performance survey which is a self-administered questionnaire (Cleo R. Jenkins & Don A. Dillman, 1995) to measure the influence of customer orientation and technology based CRM on job performance in Malaysia call center. Furthermore, the study found a relationship between CRM dimension (customer orientation and technology based CRM) and employee job performance in call center. Moreover, the research findings indicated that the two of hypothesized positive relationship between customer orientation and technology based CRM with employee job performance. Key benefits for practitioners and academics were finally discussed under the theoretical and practical implications.
DECLARATION

I, the undersigned, hereby to declare that job performance of call center is my own work, that it has not been submitted for any degree or examination in any other university, and that all the sources I have used or quoted have been indicated and acknowledged by complete references.

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LIST OF ABBREVIATIONS

CRM: customer relationship management

CO: customer orientation

TBCRM: technology based CRM

EJP: employee job performance

MCO: measurement customer orientation

M TBCRM: measurement technology based CRM

M EJP: measurement employee job performance

EFA: exploratory factors analysis

CFA: confirmatory factory analysis

KMO: Kaiser- Meyer- Olkin

VE: variance extracted
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CHAPTER 1

1.0 Introduction

A wide variety of industries are seeking alternative means of operation because of the changing approaches to business and consumers’ needs (Holdsworth & Cartwright, 2003). Call centers have become an integral part of most organizations today, playing a pivotal role in the service delivery chain. (Michelle, 2006) More studies on job satisfaction of call center representatives are necessary because motivated employees provide better customer service than unmotivated employees (Levin, 2004).

Nowadays employees job performance is one of the most important key of success any business especially in call center industry because many researchers consider that job performance will directly influence work productivity, trends can affect labor market behavior, work effort, staff turnover, and employee absenteeism (European Foundation for the Improvement of Living and Working Conditions, 200).

1.1 Background of CRM and employee job performance in call center

Some of the researchers like (Kotler & Armstrong, 2004) define CRM as “the general process of building and maintaining profitable customer relationships by delivering superior customer value and satisfaction. As we can see here these researchers focus on building profitable relation in the same time creating value to their customer. Furthermore, CRM offers great potential for improving long-term customer relationships and enhancing profitability (Rigby & Ledingham, 2004; Zikmund, McLeod & Gilbert, 2003).
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References


