

**THE ANTECEDENTS OF CUSTOMER RELATIONSHIP
MANAGEMENT AND ITS IMPACT ON HOTELS
PERFORMANCE IN JORDAN**

SULTAN MAHMOUD ALSHOURAH

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AND ITS IMPACT ON HOTELS PERFORMANCE IN JORDAN**

BY

SULTAN MAHMOUD ALSHOURAH

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ABSTRACT

The last decade has seen the emergence of Customer Relationship Management (CRM) as a technique to underpin organizational performance improvement in improving customer retention, customer satisfaction, and customer value. However, evidence suggests that many CRM initiatives fail to achieve desired results. Furthermore, empirical research is still scarce. In recent years, CRM has been the favored theme for numerous studies and reports. It has also been considered as a way of capturing comparative advantages in the face of the growing competition. However, despite many studies conducted on CRM in various industries in the past 20 years, there is still significant disagreement about its definition and meaning, and the framework for the effective implementation and evaluation of CRM practice. Moreover, there is a lack of systematic empirical evidence regarding the success factors of the CRM performance, and its impact on organizational performance. To address these issues, this study examines the degree of CRM performance of hoteliers as well as the relationship between CRM performance and organizational performance. Furthermore, this research also investigated the influence of organizational and technological factors on CRM performance. In this quantitative study, a total of 98 Jordanian hotels participated by voluntarily completing the survey questionnaire, constituting an overall 49% response rate. From the analysis undertaken, it was found that the CRM performance of the respondents were at moderate degree. The research results indicated that CRM performance has a positive influence on organizational performance. Four major factors were found to have significant influence on CRM performance namely top management, customer data, customer information processing, and CRM functionality. On the other hand, factors such as customer orientation, training orientation, and data integration were not significantly related to CRM performance. Theoretical implications and managerial implications of these findings are discussed.

Keywords: Customer Relationship Management, Organizational Performance, Data Integration, Customer Orientation, Training Orientation.

ABSTRAK

Dekad lalu menyaksikan kemunculan Pengurusan Perhubungan Pelanggan (PPP) sebagai satu teknik yang mendasari penambahbaikan dalam prestasi organisasi bagi meningkatkan pengekalan pelanggan, kepuasan pelanggan, dan nilai pelanggan. Bagaimanapun, bukti menunjukkan bahawa banyak inisiatif PPP gagal mencapai sasarannya. Tambahan pula, kajian empiris masih kurang. Semenjak kebelakangan ini, PPP semakin menjadi topik yang menarik perhatian banyak kajian dan laporan. Ia juga dianggap sebagai satu cara untuk memperoleh kelebihan bersaing dalam konteks persaingan yang semakin sengit. Walaupun banyak kajian tentang PPP di pelbagai industri telah dijalankan semenjak 20 tahun lalu, masih terdapat percanggahan ketara tentang definisi, maksud dan kerangka untuk melaksanakan dan menilai PPP secara berkesan. Selain itu, bukti empiris yang sistematik tentang faktor kejayaan PPP, dan kesannya terhadap prestasi organisasi masih kurang. Bagi menangani isu ini, kajian ini mengkaji darjah prestasi PPP di kalangan pengusaha hotel, dan perkaitan di antara prestasi PPP dan prestasi organisasi. Di samping itu, kajian ini juga menyiasat pengaruh faktor organisasi dan teknologi terhadap prestasi PPP. Sebanyak 98 buah hotel di Jordan telah melibatkan diri dalam kajian kuantitatif ini dengan mengisi borang soal selidik secara suka rela, menghasilkan kadar maklumbalas sebanyak 49%. Daripada analisis yang dijalankan, didapati bahawa darjah PPP di kalangan responden adalah sederhana. Hasil kajian menunjukkan bahawa prestasi PPP mempunyai pengaruh positif terhadap prestasi organisasi. Empat faktor utama didapati mempunyai pengaruh yang signifikan terhadap prestasi PPP iaitu pengurusan atasan, data pelanggan, pemprosesan maklumat pelanggan, dan fungsi PPP. Sebaliknya, faktor seperti orientasi pelanggan, orientasi latihan dan integrasi data tidak berhubung secara signifikan dengan prestasi PPP. Implikasi teori dan pengurusan yang terhasil daripada dapatan ini turut dibincang.

Kata Kunci: Pengurusan Perhubungan Pelanggan, Prestasi Organisasi, Integrasi Data, Orientasi Pelanggan, Orientasi Pelanggan.

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LIST OF ABBREVIATIONS

CRM :	Customer Relationship Management
CS:	Customer Service
E-CRM:	E-CRM Electronic Customer Relationship Management
ERP :	Enterprise Resource Planning
FS	Field Service
MA:	Marketing Automation
M-CRM:	Mobile CRM
POS	Point-of-Sale
SCM	Supply Chain Management
SFA	Sales Force Automation

CHAPTER ONE

INTRODUCTION

1.1 Introduction

This chapter presents a summary of the background of study, statement of problem, objectives of study, research questions, and definition of the key terms. These are followed by a discussion on the contribution of this study. Finally, this chapter ends with a discussion on the organization of the remaining chapters.

1.2 Background of the Study

Jordan is a small (population of six million), landlocked, country with few natural resources. It depends on external sources for the majority of its energy requirements, unlike some of its neighbors. The country is potentially highly vulnerable to external shocks, given its size and natural resource endowment. Despite this fact Jordan ranks well on the Global Competitiveness Index; in 2008 it was ranked 46 out of the 134 countries (Fischer *et al.*, 2009).

International tourism continues to develop worldwide, with the Middle East among the fastest growing regions. Tourism is a key driver of Jordan's economy; currently it is the single largest employer. Jordan is one of the few countries in the Middle East to witness annual growth in the tourism industry. With its regional spread, tourism is an ideal industry to diffuse benefits across Jordan, and during the past few years, tourism has been responsible for generating a significant increase in foreign and domestic investment (Aldehayyat, 2011).

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