CUSTOMER RELATIONSHIP MANAGEMENT AND ORGANIZATION PERFORMANCE AMONG SMALL AND MEDIUM SIZED HOTELS IN LANGKAWI

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MASTER OF SCIENCE (MANAGEMENT)

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ABSTRACT

Customer relationship and organization performance is an important issues among the small and medium size hotels in Langkawi. This is because customer is the main source of income for the organization. Therefore, organization requires seeking methods to improve the customer relationship since it can influence the organization performance. The purpose of this study was to investigate the relationship between customer relationship management and organization performance among small and medium size hotels in Langkawi. The sample of this study comprised of the 69 managers among the small and medium size hotels in Langkawi. In this study, questionnaire was used as instrument for data collection. In addition, regression and correlation analysis are used to analyze the correlation between independent variables and dependent variable. The research results have shown that the small and medium size hotels in Langkawi has high implementation in customer relationship management at current stage. Meanwhile, technology based CRM, CRM organization and customer orientation as dimensions of customer relationship management significantly influenced organization performance. However, only knowledge management is not significantly influenced organization performance. Besides, the study faced several limitations such as time and budget constraints which limited this study only to concentrate in Langkawi area. The findings of this study have some contributions for future research and organization performance development.

Keywords: Customer relationship management; Organization performance; Small and medium size hotels; Langkawi

ABSTRAK

Perhubungan pelanggan dan prestasi organisasi adalah antara isu- isu penting di kalangan hotel kecil dan serdehana di Langkawi. Ini adalah kerana pelanggan merupakan sumber utama pendapatan kepada organisasi. Oleh itu, organisasi perlu mencari kaedah untuk memperbaiki perhubungan sesama pelanggan kerana ia boleh mempengaruhi prestasi organisasi. Tujuan kajian ini adalah untuk mengkaji hubungan antara pengurusan perhubungan pelanggan dan prestasi organisasi di kalangan hotel-hotel kecil dan sederhana di Langkawi. Sampel untuk kajian ini adalah 69 orang pengurus diantara hotel kecil dan sederhana di Langkawi. Dalam kajian ini, kaedah soal selidik telah digunakan sebagai instrumen untuk mengumpul data. Di samping itu, kaedah analisis regresi dan kaedah analisis korelasi telah digunakan untuk analisis korelasi antara pembolehubah bebas dan pembolehubah bersandar. Keputusan penyelidikan telah menunjukkan bahawa hotel kecil dan sederhana di Langkawi mempunyai kadar pelaksanaan yang tinggi dalam pengurusan perhubungan pelanggan pada peringkat semasa. Oleh itu, teknologi berasaskan CRM, organisasi CRM dan orientasi pelanggan sebagai dimensi pengurusan perhubungan pelanggan mempengaruhi prestasi organisasi secara ketara. Tetapi, hanya pengurusan pengetahuan yang tidak mempengaruhi prestasi organisasi secara ketara. Selain itu, perlaksanaan kajian ini menghadapi beberapa batasan seperti kekangan masa dan bajet yang terhad telah menyebabkan kajian ini hanya tertumpu pada kawasan Langkawi sahaja. Hasil daripada kajian ini telah membuat beberapa sumbangan untuk penyelidikan masa depan dan pembangunan prestasi organisasi.

Kata kunci: Pengurusan perhubungan pelanggan; Prestasi organisasi; Hotel kecil dan serdehana; Langkawi

ACKNOWLEDGEMENT

TABLE OF CONTENTS

CHAPTER 3: RESEARCH METHODOLOGY

CHAPTER 4: RESULTS AND FINDINGS

CHAPTER 5: DISCUSSION, RECOMMENDATION AND CONCLUSION

LIST OF TABLES

LIST OF FIGURES

LIST OF ABBREVIATIONS

CRM   Customer Relationship Management

ETP   Economic Transformation Program

GDP   Gross Domestic Product

MAH   Malaysia Association of Hotels

NKRAs   National Key Result Areas

SMEs   Small and Medium Sized Enterprises

SPSS   Statistical Package for Social Sciences

CHAPTER 1

INTRODUCTION

1.1 Background of the Study

In today dynamic marketplace, many businesses and industries have classified and defined customer as an vital aspect; however they have to faced many challenges such as the customer demands, needs and behavior (Agnes, 2009; Chuchuen & Chanvarasuth, 2011). Therefore, in order to be able to compete and survive in the competitive marketplace, it is important for the business, company or organization to change their focus from production to customization or specialization (Chuchuen & Chanvarasuth, 2011). Besides, these companies also must implement different business strategies that consider on customer such as customer-oriented strategies in order to meet the customers' needs and demand (Agnes, 2009).

Generally, in order to expand the market share and increase company sales, acquire new customers become an important aspect that most of the company will consider. However, the issue on retaining the existing customer is also one of the vital factors that can ensure the success of the company. This is because it related with the costing issue. Basically, find or acquire a new customer are more costly and expensive compare to retaining the existing customer in the market or business (Chuchuen & Chanvarasuth, 2011). Therefore, many researchers suggest and

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APPENDIX

Appendix A

Othman Yeop Abdullah Graduate School of Business
Universiti Utara Malaysia
Questionnaire

Dear Sir/Madam,

I am inviting you to participate in my research project entitled "Customer Relationship Management and Organization Performance among Small and Medium Size Hotels in Langkawi".

The study aims to indentify the relationship between customer relationship management and organization performance in your company. Please answer carefully and honestly all items, as it will direct influence the results of this research. All information provided **will be treated as private strictly confidential** for academic purpose only.

Thank you in advance for your time and cooperation

Yours sincerely

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Instructions

Section 1: Demographic Profile

Section 2: Customer Relationship Management Practices

Section 3: Organization Performance

Section 1: Demographic profile

Please tick (√) the appropriate box to answer the questions

1.1 Gender	Male	☐	Female	☐
1.2 Marital Status	Married	☐	Single	☐
1.3 Age	19-24	☐	25-30	☐
	31-36	☐	37-42	☐
	43-48	☐	above 48	☐
1.4 Level of Education	Master	☐	Bachelor's Degree	☐
	Diploma	☐	Senior High School	☐
	Secondary School	☐	Others	☐
1.5 Length of Service	0- 2 years	☐	3-5 years	☐
	6-10 years	☐	above 10 years	☐

Section 2: Customer Relationship Management Practices

No.	Factors	Strongly disagree	Disagree	Moderate	Agree	Strong Agree
Knowledge Management						
2.1	My organization's employees are willing to help customers in a responsive manner.					
2.2	My organization fully understands the needs of our key customers via knowledge leading.					
2.3	My organization provides channels to enable on going, two-ways communication with our key customers and us.					
2.4	Customers can expect prompt service from employees from my organization.					
Technology based CRM						
2.5	Organization has the right hardware to serve its customers.					
2.6	Organization has the right software to serve its customers.					
2.7	Organization's information systems are integrated across the different functional areas.					
2.8	Individualized information about each customer is available at all contact point.					
2.9	Organization is able to consolidate all information acquired about customers in comprehensive, centralized, up to date data.					
CRM Organization						
2.10	My organization has the sales and marketing expertise and resources to succeed in CRM.					
2.11	Our employee training programs are designed to develop the skills required for acquiring and deepening customer relationship.					
2.12	My organization has established clear business goals related to customer acquisition, development,					

	retention, and reactivation.					114
2.13	Employee performance is measured and rewarded based on meeting customer needs and on succesfully serving the customer.					
2.14	Our organizational structure is meticulously designed around our customers.					
2.15	Customer-centric performance standards are established and monitored at all customer touch points.					
2.16	My organization commits time and resources to managing customer relationship.					
Customer Orientation						
2.17	Organization's business objectives are oriented to customer satisfaction.					
2.18	Organization closely monitors and assesses its level of commitment in serving customer needs.					
2.19	Organization's competitive advantage is based on understanding customer needs.					
2.20	Organization's business strategies are driven by objectives of increasing value for customers.					
2.21	Organization frequently measures customer satisfaction.					
2.22	Organization pays great attention to after-sales service.					
2.23	Organization offers personalized products and services for key customers.					

Section 3: Organization Performance

No.	Factors	Strongly Disagree	Disagree	Moderate	Agree	Strongly agree
Internal Process Perspective						
3.1	Increase market share.					
3.2	Increase operating efficiency.					
3.3	Reduce customer complaint.					
3.4	Improve the ability to retain old customers.					
3.5	Improve the ability to comfirm target customers.					
Customer Perspective						
3.6	Increase sales growth rate.					
3.7	Satisfy needs of various types of customers.					
3.8	Increase customer intention to purchase.					
3.9	Increase customer satisfaction.					
Learning and Growth Perspective						
3.10	Improve employee's problem-solving ability.					
3.11	Improve employee's service quality.					
3.12	Improve employss's intention to learn.					
3.13	Effectively promote corporate culture.					

THANK YOU FOR YOUR COOPERATION

Appendix B

Frequencies

Statistics

Gender

N	Valid	69
	Missing	0
Mean		1.1159
Std. Deviation		.32250
Minimum		1.00
Maximum		2.00

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	61	88.4	88.4	88.4
	Female	8	11.6	11.6	100.0
	Total	69	100.0	100.0	

Statistics

Age

N	Valid	69
	Missing	0
Mean		3.9130
Std. Deviation		1.19729
Minimum		2.00
Maximum		6.00

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25 year-30 year	7	10.1	10.1	10.1
	31 year-36 year	22	31.9	31.9	42.0
	37 year-42 year	19	27.5	27.5	69.6
	43 year-48 year	12	17.4	17.4	87.0
	above 48	9	13.0	13.0	100.0
	Total	69	100.0	100.0	

Statistics

Marital status

N	Valid	69
	Missing	0
Mean		1.1739
Std. Deviation		.38181
Minimum		1.00
Maximum		2.00

Marital status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	57	82.6	82.6	82.6
	Single	12	17.4	17.4	100.0
	Total	69	100.0	100.0	

Statistics

Level of Education

N	Valid	69
	Missing	0
Mean		2.3333
Std. Deviation		.53321
Minimum		1.00
Maximum		3.00

Level of Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Master	2	2.9	2.9	2.9
	Bachelor's degree	42	60.9	60.9	63.8
	Diploma	25	36.2	36.2	100.0
	Total	69	100.0	100.0	

Statistics

Length of Service

N	Valid	69
	Missing	0
Mean		3.1449
Std. Deviation		.64797
Minimum		2.00
Maximum		4.00

Length of Service

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3-5 years	10	14.5	14.5	14.5
	6-10 years	39	56.5	56.5	71.0
	Above 10 years	20	29.0	29.0	100.0
	Total	69	100.0	100.0	

Statistics

Knowledge management

N	Valid	69
	Missing	0
Mean		3.7333
Std. Deviation		.49784
Minimum		1.60
Maximum		4.60

Knowledge management

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.60	1	1.4	1.4	1.4
	2.60	1	1.4	1.4	2.9
	2.80	2	2.9	2.9	5.8
	3.20	4	5.8	5.8	11.6
	3.40	11	15.9	15.9	27.5
	3.60	11	15.9	15.9	43.5
	3.80	16	23.2	23.2	66.7
	4.00	8	11.6	11.6	78.3
	4.20	8	11.6	11.6	89.9
	4.40	3	4.3	4.3	94.2
	4.60	4	5.8	5.8	100.0
	Total	69	100.0	100.0	

Statistics

Technology based CRM

N	Valid	69
	Missing	0
Mean		3.8406
Std. Deviation		.49995
Minimum		2.50
Maximum		5.00

Technology based CRM

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.50	1	1.4	1.4	1.4
	2.75	1	1.4	1.4	2.9
	3.00	4	5.8	5.8	8.7
	3.25	4	5.8	5.8	14.5
	3.50	9	13.0	13.0	27.5
	3.75	21	30.4	30.4	58.0
	4.00	12	17.4	17.4	75.4
	4.25	6	8.7	8.7	84.1
	4.50	6	8.7	8.7	92.8
	4.75	4	5.8	5.8	98.6
	5.00	1	1.4	1.4	100.0
	Total	69	100.0	100.0	

Statistics

CRM organization

N	Valid	69
	Missing	0
Mean		3.6063
Std. Deviation		.60901
Minimum		1.83
Maximum		4.83

CRM organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.83	1	1.4	1.4	1.4
	2.33	1	1.4	1.4	2.9
	2.50	2	2.9	2.9	5.8
	2.67	1	1.4	1.4	7.2
	2.83	7	10.1	10.1	17.4
	3.00	2	2.9	2.9	20.3
	3.17	4	5.8	5.8	26.1
	3.33	6	8.7	8.7	34.8
	3.50	3	4.3	4.3	39.1
	3.67	13	18.8	18.8	58.0
	3.83	10	14.5	14.5	72.5
	4.00	3	4.3	4.3	76.8
	4.17	4	5.8	5.8	82.6
	4.33	6	8.7	8.7	91.3
	4.50	5	7.2	7.2	98.6
	4.83	1	1.4	1.4	100.0
	Total	69	100.0	100.0	

Statistics

Customer orientation

N	Valid	69
	Missing	0
Mean		3.7623
Std. Deviation		.55230
Minimum		2.00
Maximum		5.00

Customer orientation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	1	1.4	1.4	1.4
	2.40	2	2.9	2.9	4.3
	2.80	2	2.9	2.9	7.2
	3.00	4	5.8	5.8	13.0
	3.20	3	4.3	4.3	17.4
	3.40	3	4.3	4.3	21.7
	3.60	11	15.9	15.9	37.7
	3.80	15	21.7	21.7	59.4
	4.00	8	11.6	11.6	71.0
	4.20	12	17.4	17.4	88.4
	4.40	5	7.2	7.2	95.7
	4.60	1	1.4	1.4	97.1
	4.80	1	1.4	1.4	98.6
	5.00	1	1.4	1.4	100.0
	Total	69	100.0	100.0	

Statistics

Internal process perspective

N	Valid	69
	Missing	0
Mean		3.7913
Std. Deviation		.52293
Minimum		2.40
Maximum		5.00

Internal process perspective

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.40	1	1.4	1.4	1.4
	2.60	2	2.9	2.9	4.3
	2.80	2	2.9	2.9	7.2
	3.00	3	4.3	4.3	11.6
	3.20	2	2.9	2.9	14.5
	3.40	4	5.8	5.8	20.3
	3.60	12	17.4	17.4	37.7
	3.80	16	23.2	23.2	60.9
	4.00	7	10.1	10.1	71.0
	4.20	11	15.9	15.9	87.0
	4.40	5	7.2	7.2	94.2
	4.60	2	2.9	2.9	97.1
	5.00	2	2.9	2.9	100.0
	Total	69	100.0	100.0	

Statistics

Customer perspective

N	Valid	69
	Missing	0
Mean		3.8225
Std. Deviation		.57218
Minimum		2.25
Maximum		4.75

Customer perspective

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.25	1	1.4	1.4	1.4
	2.50	4	5.8	5.8	7.2
	2.75	1	1.4	1.4	8.7
	3.00	2	2.9	2.9	11.6
	3.25	2	2.9	2.9	14.5
	3.50	10	14.5	14.5	29.0
	3.75	15	21.7	21.7	50.7
	4.00	11	15.9	15.9	66.7
	4.25	13	18.8	18.8	85.5
	4.50	7	10.1	10.1	95.7
	4.75	3	4.3	4.3	100.0
	Total	69	100.0	100.0	

Statistics

Learning and growth perspective

N	Valid	69
	Missing	0
Mean		3.9058
Std. Deviation		.60345
Minimum		1.75
Maximum		5.00

Learning and growth perspective

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.75	1	1.4	1.4	1.4
	2.75	4	5.8	5.8	7.2
	3.00	2	2.9	2.9	10.1
	3.25	1	1.4	1.4	11.6
	3.50	10	14.5	14.5	26.1
	3.75	14	20.3	20.3	46.4
	4.00	15	21.7	21.7	68.1
	4.25	8	11.6	11.6	79.7
	4.50	5	7.2	7.2	87.0
	4.75	6	8.7	8.7	95.7
	5.00	3	4.3	4.3	100.0
	Total	69	100.0	100.0	

Statistics

Organization performance

N	Valid	69
	Missing	0
Mean		3.8399
Std. Deviation		.49278
Minimum		2.20
Maximum		4.83

Organization performance

	Frequency	Percent	Valid Percent	Cumulative Percent
2.20	1	1.4	1.4	1.4
2.55	1	1.4	1.4	2.9
2.75	1	1.4	1.4	4.3
2.83	1	1.4	1.4	5.8
2.92	1	1.4	1.4	7.2
3.10	1	1.4	1.4	8.7
3.20	1	1.4	1.4	10.1
3.28	1	1.4	1.4	11.6
3.30	2	2.9	2.9	14.5
3.37	1	1.4	1.4	15.9
3.43	1	1.4	1.4	17.4
3.45	1	1.4	1.4	18.8
3.48	2	2.9	2.9	21.7
Valid 3.52	1	1.4	1.4	23.2
3.53	1	1.4	1.4	24.6
3.62	1	1.4	1.4	26.1
3.63	1	1.4	1.4	27.5
3.68	3	4.3	4.3	31.9
3.77	1	1.4	1.4	33.3
3.78	1	1.4	1.4	34.8
3.80	1	1.4	1.4	36.2
3.82	1	1.4	1.4	37.7
3.83	2	2.9	2.9	40.6
3.85	3	4.3	4.3	44.9
3.87	3	4.3	4.3	49.3
3.88	1	1.4	1.4	50.7

3.90	1	1.4	1.4	52.2
3.92	1	1.4	1.4	53.6
4.00	1	1.4	1.4	55.1
4.02	2	2.9	2.9	58.0
4.03	1	1.4	1.4	59.4
4.05	1	1.4	1.4	60.9
4.07	2	2.9	2.9	63.8
4.08	1	1.4	1.4	65.2
4.10	4	5.8	5.8	71.0
4.12	1	1.4	1.4	72.5
4.13	1	1.4	1.4	73.9
4.15	5	7.2	7.2	81.2
4.27	2	2.9	2.9	84.1
4.28	1	1.4	1.4	85.5
4.30	1	1.4	1.4	87.0
4.33	2	2.9	2.9	89.9
4.37	1	1.4	1.4	91.3
4.38	1	1.4	1.4	92.8
4.40	1	1.4	1.4	94.2
4.53	1	1.4	1.4	95.7
4.57	1	1.4	1.4	97.1
4.67	1	1.4	1.4	98.6
4.83	1	1.4	1.4	100.0
Total	69	100.0	100.0	

Descriptive

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Knowledge management	69	1.60	4.60	3.7333	.49784
Technology based CRM	69	2.50	5.00	3.8406	.49995
CRM organization	69	1.83	4.83	3.6063	.60901
Customer orientation	69	2.00	5.00	3.7623	.55230
Organization performance	69	2.20	4.83	3.8399	.49278
Valid N (listwise)	69				

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Knowledge management	69	1.60	4.60	3.7333	.49784
Organization performance	69	2.20	4.83	3.8399	.49278
Valid N (listwise)	69				

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Technology based CRM	69	2.50	5.00	3.8406	.49995
Organization performance	69	2.20	4.83	3.8399	.49278
Valid N (listwise)	69				

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
CRM organization	69	1.83	4.83	3.6063	.60901
Organization performance	69	2.20	4.83	3.8399	.49278
Valid N (listwise)	69				

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Customer orientation	69	2.00	5.00	3.7623	.55230
Organization performance	69	2.20	4.83	3.8399	.49278
Valid N (listwise)	69				

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Customer relationship management	69	2.11	4.47	3.7338	.43033
Organization performance	69	2.20	4.83	3.8399	.49278
Valid N (listwise)	69				

Reliability

Case Processing Summary

		N	%
	Valid	69	100.0
Cases	Excluded[a]	0	.0
	Total	69	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.897	7

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Knowledge management	22.7287	7.313	.631	.890
Technology based CRM	22.6215	7.280	.641	.889
CRM organization	22.8558	6.700	.695	.883
Customer orientation	22.6998	6.890	.712	.881
Internal process perspective	22.6708	7.006	.715	.881
Customer perspective	22.6396	6.629	.782	.872
Learning and growth perspective	22.5563	6.623	.732	.878

Reliability Statistics

Cronbach's Alpha	N of Items
.715	2

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Knowledge management	3.8399	.243	.557	.
Organization performance	3.7333	.248	.557	.

Reliability Statistics

Cronbach's Alpha	N of Items
.761	2

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Technology based CRM	3.8399	.243	.615	.
Organization performance	3.8406	.250	.615	.

Reliability Statistics

Cronbach's Alpha	N of Items
.809	2

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
CRM organization	3.8399	.243	.694	.
Organization performance	3.6063	.371	.694	.

Reliability Statistics

Cronbach's Alpha	N of Items
.819	2

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Customer orientation	3.8399	.243	.697	.
Organization performance	3.7623	.305	.697	.

Reliability Statistics

Cronbach's Alpha	N of Items
.905	2

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Customer relationship management	3.8399	.243	.835	.
Organization performance	3.7338	.185	.835	.

Correlations

Correlations (Organization performance and customer relationship management)

Correlations

		Organization performance	Customer relationship management
	Pearson Correlation	1	.835**
Organization performance	Sig. (2-tailed)		.000
	N	69	69
Customer relationship management	Pearson Correlation	.835**	1
	Sig. (2-tailed)	.000	
	N	69	69

**. Correlation is significant at the 0.01 level (2-tailed).

Correlations (Organization performance and knowledge management)

Correlations

		Organization performance	Knowledge management
	Pearson Correlation	1	.557**
Organization performance	Sig. (2-tailed)		.000
	N	69	69
	Pearson Correlation	.557**	1
Knowledge management	Sig. (2-tailed)	.000	
	N	69	69

**. Correlation is significant at the 0.01 level (2-tailed).

Correlations (Organization performance and technology based CRM)

Correlations

		Organization performance	Technology based CRM
	Pearson Correlation	1	.615**
Organization performance	Sig. (2-tailed)		.000
	N	69	69
	Pearson Correlation	.615**	1
Technology based CRM	Sig. (2-tailed)	.000	
	N	69	69

**. Correlation is significant at the 0.01 level (2-tailed).

Correlations (Organization performance and CRM organization)

Correlations		Organization performance	CRM organization
Organization performance	Pearson Correlation	1	.694**
	Sig. (2-tailed)		.000
	N	69	69
CRM organization	Pearson Correlation	.694**	1
	Sig. (2-tailed)	.000	
	N	69	69

**. Correlation is significant at the 0.01 level (2-tailed).

Correlations (Organization performance and customer orientation)

Correlations		Organization performance	Customer orientation
Organization performance	Pearson Correlation	1	.697**
	Sig. (2-tailed)		.000
	N	69	69
Customer orientation	Pearson Correlation	.697**	1
	Sig. (2-tailed)	.000	
	N	69	69

**. Correlation is significant at the 0.01 level (2-tailed).

Regression

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.825[a]	.681	.661	.28700

a. Predictors: (Constant), Customer orientation, Technology based CRM, CRM organization, Knowledge management

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.241	4	2.810	34.116	.000[b]
	Residual	5.272	64	.082		
	Total	16.512	68			

a. Dependent Variable: Organization performance

b. Predictors: (Constant), Customer orientation, Technology based CRM, CRM organization, Knowledge management

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.438	.312		1.405	.165
	Knowledge management	.030	.098	.030	.304	.762
	Technology based CRM	.296	.094	.300	3.152	.002
	CRM organization	.292	.074	.360	3.926	.000
	Customer orientation	.293	.084	.329	3.507	.001

a. Dependent Variable: Organization performance

Regression Knowledge Management

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.557[a]	.310	.300	.41240

a. Predictors: (Constant), Knowledge management

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.117	1	5.117	30.088	.000[b]
	Residual	11.395	67	.170		
	Total	16.512	68			

a. Dependent Variable: Organization performance

b. Predictors: (Constant), Knowledge management

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.783	.378		4.712	.000
	Knowledge management	.551	.100	.557	5.485	.000

a. Dependent Variable: Organization performance

Regression Technology Based CRM

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.615[a]	.378	.369	.39150

a. Predictors: (Constant), Technology based CRM

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.243	1	6.243	40.731	.000[b]
	Residual	10.269	67	.153		
	Total	16.512	68			

a. Dependent Variable: Organization performance

b. Predictors: (Constant), Technology based CRM

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.512	.368		4.112	.000
	Technology based CRM	.606	.095	.615	6.382	.000

a. Dependent Variable: Organization performance

Regression CRM Organization

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.694[a]	.482	.475	.35721

a. Predictors: (Constant), CRM organization

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	7.963	1	7.963	62.407	.000[b]
1	Residual	8.549	67	.128		
	Total	16.512	68			

a. Dependent Variable: Organization performance

b. Predictors: (Constant), CRM organization

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.813	.260		6.972	.000
	CRM organization	.562	.071	.694	7.900	.000

a. Dependent Variable: Organization performance

Regression Customer Orientation

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.697[a]	.486	.479	.35578

a. Predictors: (Constant), Customer orientation

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.031	1	8.031	63.450	.000[b]
	Residual	8.481	67	.127		
	Total	16.512	68			

a. Dependent Variable: Organization performance

b. Predictors: (Constant), Customer orientation

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.499	.297		5.046	.000
	Customer orientation	.622	.078	.697	7.966	.000

a. Dependent Variable: Organization performance

Regression Customer Relationship Management

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.835[a]	.696	.692	.27351

a. Predictors: (Constant), Customer relationship management

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.500	1	11.500	153.733	.000[b]
	Residual	5.012	67	.075		
	Total	16.512	68			

a. Dependent Variable: Organization performance

b. Predictors: (Constant), Customer relationship management

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.272	.290		.938	.352
	Customer relationship management	.956	.077	.835	12.399	.000

a. Dependent Variable: Organization performance