

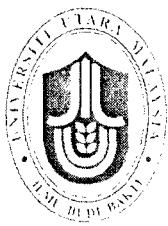
**THE MEDIATING EFFECT OF MARKETING CAPABILITIES ON THE RELATIONSHIP  
BETWEEN CUSTOMER RELATIONSHIP MANAGEMENT (CRM) DIMENSIONS AND  
HOTEL PERFORMANCE**

**By**

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92968

**Thesis Submitted to the Ghazali Shafie Graduate School of Government,  
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in Fulfillment of the Requirements for the Degree of Doctor of Philosophy**



Kolej Undang-Undang, Kerajaan dan Pengajian Antarabangsa  
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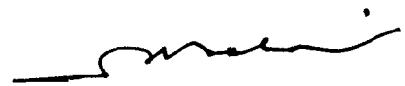
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## Abstrak

Pengurusan Perhubungan Pelanggan (PPP) telah menjadi sebuah topik akademik dan praktikal yang semakin popular dalam bidang perniagaan. Dalam persekitaran yang kompetitif seperti industri perhotelan, PPP telah menjadi satu strategi penting bagi meningkatkan prestasi hotel. Walau bagaimanapun, penyelidikan yang mengkaji perhubungan antara dimensi PPP (orientasi pelanggan, organisasi PPP, pengurusan pengetahuan dan PPP berasaskan teknologi) dengan prestasi hotel masih terbatas. Kajian ini secara empirikal mengkaji hubungan antara dimensi PPP dengan prestasi hotel di Malaysia. Ia juga meneliti kesan pengantara keupayaan perancangan pemasaran dan keupayaan pelaksanaan pemasaran kepada hubungan antara dimensi PPP dan prestasi hotel. Data telah dikumpulkan dengan menggunakan kaedah tinjauan di mana sejumlah 410 borang soal selidik telah diedarkan kepada pengurus hotel dan menghasilkan respon sebanyak 37.1% (152 borang lengkap dikembalikan). Analisis regresi dijalankan untuk menguji hubungan antara dimensi PPP, keupayaan perancangan pemasaran, keupayaan pelaksanaan pemasaran dengan prestasi hotel. Hasil kajian menunjukkan terdapat hubungan yang positif antara dimensi PPP dengan prestasi hotel. Ia juga menunjukkan bahawa keupayaan perancangan pemasaran dan keupayaan pelaksanaan pemasaran memainkan peranan sebagai pengantara kepada hubungan antara dimensi PPP dan prestasi hotel. Kajian ini menunjukkan bahawa organisasi PPP adalah sumber pengaruh utama ke atas keupayaan pemasaran dan prestasi hotel. Secara keseluruhannya, kajian ini memperkaya bahan dalam bidang kajian dengan menyarankan bukti tentang kepentingan dimensi PPP dalam meningkatkan prestasi hotel. Sebagai tambahan, ia juga memberi petunjuk kepada kemungkinan kesan-kesan penting pengantara keupayaan pemasaran (perancangan dan pelaksanaan) terhadap hubungan antara dimensi PPP dengan prestasi hotel. Dari perspektif praktikal, dengan memahami hubungan antara konstruk dalam model kajian, pengurus hotel boleh memaksimumkan penggunaan sumber dalam masing-masing untuk meningkatkan prestasi organisasi. Kajian itu mengesyorkan supaya kajian pada masa akan datang memasukkan faktor-faktor seperti faktor persekitaran luaran dan ciri-ciri hotel yang boleh mempengaruhi hubungan antara dimensi PPP dengan prestasi hotel.

**Kata kunci:** Keupayaan Pelaksanaan Pemasaran, Keupayaan Perancangan Pemasaran, Pengurusan Perhubungan Pelanggan, Prestasi Hotel

## Abstract

Customer Relationship Management (CRM) has become an increasingly popular academic and practical topic in the business field. In competitive environments such as the hotel industry, CRM has become a crucial strategy to increase hotel performance. However, research that investigates the relationships between CRM dimensions (customer orientation, CRM organization, knowledge management and technology-based CRM) and hotel performance is still limited. This study empirically examines the relationship between CRM dimensions and hotel performance in Malaysia. It also investigates the mediating impact of marketing planning capability and marketing implementation capability on the relationship between CRM dimensions and hotel performance. Data was collected using survey method whereby a total of 410 questionnaires were distributed to hotel managers and yields 37.1 % response rate (152 useable questionnaires returned). The regression analysis was conducted to test the relationships among CRM dimensions, marketing planning capability, marketing implementation capability, and hotel performance. The results show a positive relationship between CRM dimensions and hotel performance. They also indicate that marketing planning capability and marketing implementation capability play a mediating role on the relationship between CRM dimensions and hotel performance. This study demonstrated that CRM organization is the main source of influence on marketing capabilities and hotel performance. Overall, this study enriches the literature by providing evidence of the importance of CRM dimensions in improving hotel performance. Additionally, it also points out to the significant mediating effects of marketing capabilities (planning and implementation) on the relationship between CRM dimensions and hotel performance. From the practical perspective, by understanding the relationship among the constructs in the research model, hotel managers could maximize the utilization of their internal resources to improve organizational performance. It is recommended that future studies should include factors such as external environment and hotel attributes that may influence the relationship between CRM dimensions and hotel performance.

**Keywords:** Customer Relationship Management, Hotel Performance, Marketing Implementation Capability, Marketing Planning Capability

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## Table of Contents

Permission to Use	i
Abstrak	ii
Abstract	iii
Acknowledgements	iv
Table of Contents	v
List of Tables	ix
List of Figures	xi
List of Abbreviations	xii
List of Appendices	xiii
CHAPTER ONE - INTRODUCTION	1
1.1 Background of the Study	1
1.2 Malaysia as the Research Context	8
1.3 Problem Statement	12
1.4 Research Objectives	19
1.5 Research Questions	20
1.6 Significance of the Study	21
1.7 Scope of the Study	23
1.8 Operational Definition	24
1.9 Organization of the Study	26
1.10 Summary	27
CHAPTER TWO - LITERATURE REVIEW	28
2.1 Introduction	28
2.2 Definitions of Customer Relationship Management	28
2.3 CRM Components	32
2.3.1 People	33
2.3.2 Technology	34
2.3.3 Business Strategy	35
2.3.4 Process	37
2.4 CRM Implementation	38
2.4.1 Requirements for the Successful Implementation of CRM	40
2.4.2 CRM Implementation and Business Performance	42
2.4.3 CRM Implementation in the Hotel Industry	48

2.4.4 The Need for CRM Implementation in the Hotel Industry	52
<b>2.5 CRM Dimensions</b>	<b>56</b>
2.5.1 Customer Orientation	58
2.5.2 CRM Organization	61
2.5.3 Knowledge Management	64
2.5.4 Technology-Based CRM	68
<b>2.6 Marketing Capabilities</b>	<b>72</b>
2.6.1 Marketing Planning Capability	75
2.6.2 Marketing Implementation Capability	76
<b>2.7 Measuring Hotel Performance</b>	<b>79</b>
2.7.1 Hotel Performance and Balanced Scorecard	81
<b>2.8 Related Theories on CRM</b>	<b>86</b>
<b>2.9 Research Framework</b>	<b>92</b>
<b>2.10 Hypotheses Development</b>	<b>94</b>
2.10.1 CRM Dimensions and Hotel Performance	94
2.10.2 CRM Dimensions and Marketing Capabilities	96
2.10.3 Marketing Capabilities and Hotel Performance	98
2.10.4 CRM Dimensions, Marketing Capabilities and Hotel Performance	99
<b>2.11 Summary</b>	<b>102</b>
<b>CHAPTER THREE - RESEARCH METHODOLOGY</b>	<b>103</b>
<b>3.1 Introduction</b>	<b>103</b>
<b>3.2 Research Philosophy</b>	<b>103</b>
<b>3.3 Research Design</b>	<b>106</b>
<b>3.4 Population and Sampling Procedure</b>	<b>107</b>
<b>3.5 Measurement and Questionnaire Design</b>	<b>109</b>
3.5.1 Measurement of Variables	109
3.5.2 Questionnaire Design	116
<b>3.6. Reliability and Validity of Instrument</b>	<b>116</b>
3.6.1 Reliability	116
3.6.2 Validity	117
<b>3.7 Pilot Study</b>	<b>118</b>

3.8 Data Collection	119
3.9 Techniques of Data Analysis	120
3.9.1 Descriptive Statistics	121
3.9.2 Goodness of Measures	121
3.9.3 Correlation Analysis	121
3.9.4 Regression Analysis	121
3.9.5 Hypothesis Testing	123
3.10 Summary	124
CHAPTER FOUR - RESULTS AND DATA ANALYSIS	125
4.1 Introduction	125
4.2 Overview of Data Collected	125
4.3 Profile of the Respondents	127
4.4 Goodness of Measures	129
4.4.1 Validity	129
4.4.2 Factor Analysis	131
4.4.3 Reliability Test	144
4.5 Correlation Analysis	145
4.6 Hypothesis Testing and Regression Analysis	148
4.6.1 Testing the Assumptions of Regression Analysis	149
4.6.2 Testing of Hypotheses	154
4.6.3 Regression Analysis concerning the Influence of CRM Dimensions on Hotel Performance	157
4.6.4 Regression Analysis on the Influence of CRM Dimensions on the Marketing Planning Capability	158
4.6.5 Regression Analysis on the Influence of CRM Dimensions on Marketing Implementation Capability	159
4.6.6 Regression Analysis on the Influence of Marketing Planning Capability on Hotel Performance	160
4.6.7 Regression Analysis on the Influence of Marketing Implementation Capability on Hotel Performance	160
4.6.8 The Mediating Effect of Marketing Capabilities	161
4.7 Summary	169

CHAPTER FIVE - DISCUSSION, CONCLUSION AND RECOMMENDATIONS	172
5.1 Introduction	172
5.2 Recapitulation of the Study's Findings	172
5.3 Discussion of Findings	174
5.3.1 Effect of CRM Dimensions on Hotel Performance	174
5.3.2 Effects of CRM dimensions on Marketing Capabilities	181
5.3.3 Effect of Marketing Capabilities on Hotel Performance	185
5.3.4 Marketing Capabilities Mediating the Relationship between CRM Dimensions and Hotel Performance	186
5.4 Research Contributions	190
5.4.1 Theoretical Contribution	190
5.4.2 Managerial Implications	192
5.5 Limitations and Suggestions for Future Research	195
5.6 Conclusion	196
REFERENCES	198

## List of Tables

Table		Page
Table 1.1	Statistics of Key Indicators (2006-2012)	9
Table 2.1	List of Hypotheses	101
Table 3.1	Measurement Items of Customer Orientation	110
Table 3.2	Measurement Items of CRM Organization	111
Table 3.3	Measurement Items of Knowledge Management	111
Table 3.4	Measurement Items of Technology-Based CRM	112
Table 3.5	Measurement Items of Marketing Planning Capability	113
Table 3.6	Measurement Items of Marketing Implementation Capability	114
Table 3.7	Measurement Items of Hotel Performance	114
Table 3.8	Reliability Analysis of Pilot Study	119
Table 3.9	Data Analysis Techniques	122
Table 4.1	Summary of Survey Responses	126
Table 4.2	Profile of Respondents	127
Table 4.3	Results of Factor Analysis for CRM Dimensions	138
Table 4.4	Factor Analysis of Marketing Planning Capability	140
Table 4.5	Factor Analysis on Marketing Implementation Capability	141
Table 4.6	Results of Factor Analysis for Hotel performance	143
Table 4.7	Reliability Analysis	144
Table 4.8	Rules of Thumb of Correlation Strength	146
Table 4.9	Pearson Correlations of Study Variables	146
Table 4.10	Statistic Values of Skewness and Kurtosis Ratios	150

Table 4.11	Tolerance Value and the Variance Inflation Factor (VIF)	153
Table 4.12	Summary of Multiple Regression Analysis for CRM Dimensions Influencing Hotel Performance	157
Table 4.13	Summary of Multiple Regression Analysis for CRM Dimensions Influencing Marketing Planning Capability	158
Table 4.14	Summary of Multiple Regression Analysis for CRM Dimensions Influencing Marketing Implementation Capability	159
Table 4.15	Summary of Regression Analysis for Marketing Planning Capability Influencing Hotel Performance	160
Table 4.16	Summary of Regression Analysis for Marketing Implementation Capability Influencing Hotel Performance	161
Table 4.17	Summary of Multiple Regression Analysis for CRM Dimensions and Marketing Planning Capability Influencing Hotel Performance	164
Table 4.18	Summary of Mediation Test of Marketing Planning Capability on the Relationship between CRM dimensions and Hotel Performance	165
Table 4.19	Summary of Multiple Regression Analysis for CRM Dimensions and Marketing Implementation Capability Influencing Hotel Performance	167
Table 4.20	Summary of Mediation Test of Marketing Implementation Capability on the Relationship between CRM dimensions and Hotel Performance	168
Table 4.21	Summary of All Tested Relationships	169
Table 5.1	Results of The Main Hypotheses	174

## **List of Figures**

Figure	Page
Figure 2.1 Research Framework	93
Figure 4.1 Research Framework after Factor Analysis	154
Figure 4.2 Mediation Effect of Marketing Planning Capability	163
Figure 4.3 Mediation Effect of Marketing Implementation Capability	167

## **List of Abbreviations**

<b>Abbreviation</b>	<b>Full List</b>
BSC	Balanced Scorecard
CO	Customer Orientation
CLV	Customer Lifetime Value
CP	Customer Performance
CRM	Customer Relationship Management
CRMO	Customer Relationship Management Organization
ERP	Enterprise Resource Planning
FP	Financial Performance
HMD	Hotel Performance Dependent variable
ICT	Information Communication Technology
IBP	Internal Business Process
KM	Knowledge Management
LGP	Learning and Growth Perspective
MAH	Malaysian Association of Hotels
MIC	Marketing Implementation Capability
MPC	Marketing Planning Capability
RBV	Resource Based View Theory
RM	Relationship Management
TCRM	Technology-based Customer Relationship Management
UNWTO	United Nations World Tourism Organization
VIF	Variance Inflation Factor

## **List of Appendices**

Appendix		Page
Appendix 1	Questionnaire and Cover Letters	220
Appendix 2	Factor Analysis Results	230
Appendix3	Reliability Results	239
Appendix 4	Histograms and Normal Probability Plots	242
Appendix5	Partial Plots	247
Appendix6	Scatter Plots	253
Appendix7	Regression Analysis Results	257

## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background of the Study

Tourism is fast becoming an important sector in many countries. Globally, as an export category, it has been ranked as the fourth after fuel, chemicals and food (UNWTO, 2012). Moreover, it enables the creation of many jobs and encourages progress in developing countries. International tourism receipts reached approximately US\$ 1,075 billion globally in 2012, up from US\$ 1,042 billion in 2011 (UNWTO, 2013).

With this global growth in tourism, countries have started to pay more attention to the tourism industry. Tourism and the hotel industry have a positive impact on many nations' economies, providing foreign currency, supporting the balance of payments in a positive way and contributing to foreign debt repayments. The hotel industry is considered a core element of the tourism sector, and its performance plays a vital role in enhancing economic growth (Zailani, Omar, & Kopong, 2011). It provides employment opportunities in areas of high unemployment. Although in many cases hotels offer only seasonal jobs, they are still beneficial to citizens. The hotel industry also feeds diverse industries and has a multiplier effect. Thus, governments should give special attention to further development of the hotel industry.

However, highly aggressive competition in the hotel industry is one of the strongest challenges, as high competition is characterized by increasingly narrow margins; hence there is pressure to provide effective service, which in turn leads to increasing costs.

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**APPENDIX 1:**

**QUESTIONNAIRE AND COVER  
LETTERS**



**Attention: Hotel General Manager / senior manager**

Dear participant,

I am Abdul Alem Mohammad, a Ph.D. candidate. I would like to take this opportunity to invite you to participate in a research survey entitled "Assessing the impact of Customer Relationship Management (CRM) Dimensions on Hotel Performance in Malaysia". The purpose of this study is to investigate the relationships between CRM dimensions, marketing capabilities, and hotel performance. It will only take **about 10 minutes** of your valuable time to complete this survey.

Your participation is voluntary and your answers will be kept **anonymous and confidential**. Only the researcher will have the right for data access. If you have any questions regarding the survey, you may contact me directly by email at [S92968@student.uum.edu.my](mailto:S92968@student.uum.edu.my) or by phone at 0147314814.

I would like to thank you in advance for your participation and for volunteering your valuable time.

Sincerely,

ABDUL ALEM MOHAMMAD MOHAMMAD  
Ph.D. Candidate  
School of Tourism, Hospitality and Environmental Management  
College of Law, Government and International Studies  
Universiti Utara Malaysia  
Kedah, 06010.

## PART 1: BACKGROUND

### SECTION A: Your background

1. Please indicate your gender      Male       Female

2. Please indicate your age group

18-25       26-35       36-45       46-55       56-64   
Over 64

3. Your current position:

Hotel Owner       General Manager       Resident Manager

Division Manager       Supervisor       Other (please specify): \_\_\_\_\_

4. How many years have you been working in hotel industry?

.....years

5. How many years have you been working in this hotel?

.....years

### SECTION B: Hotel profile

1. Star rating      3       4       5

2. Category : City hotel       Hill resort       Beach resort

Other (please specify): \_\_\_\_\_

3. Type of your Hotel's affiliation:

Chain       Independent       Other (please specify): \_\_\_\_\_

4. Location of the hotel (State) .....

5. How many years is your hotel in operation?

1. Less than 5years       2. 5-9 years       3. 10-15years

4. More than for 15 years

6. Number of Rooms. 1. 100 and below  2. 101-200  3. 201-300   
 4. 301-400  5. 401 and above

7. Number of employees. 1. 100 and below  2. 101-200  3. 201-300   
 4. 301-400  5. 401-500  6. More than 501

8. Average occupancy rates. 1. 50% and below  2. 51% -60%   
 3. 61%- 70%  4. 71% - 80%   
 5. More than 80%

## PART 2: USING CRM AND ITS DIMENSIONS

### SECTION 1: Using CRM Strategy

CRM is a business strategy that utilizes organization internal resources (i.e. people, technology, and business process) to maintain and update customer information, and build long term relationship with current and potential customers for creating a competitive advantage and improving hotel performance. *Based on this definition please answer the following questions:*

1. Is your hotel using CRM?	1. <input type="checkbox"/> Yes	2. <input type="checkbox"/> No
2. How long has your hotel been using CRM?	1. <input type="checkbox"/> Less than 6 months	2. <input type="checkbox"/> 6-11 months
	3. <input type="checkbox"/> 1-3 years	
	4. <input type="checkbox"/> More than 3 years	( please go to section2)

### SECTION2. Customer Relationship Management (CRM) Dimensions.

**In this section, the researcher is interested in your opinions about the CRM dimensions in your hotel.**

#### Customer Orientation of your hotel

Please mark with “x” one answer that best represents your experiences and opinions for the following statements.

1= Strongly Disagree 2= Disagree 3= Neutral 4= Agree 5=Strongly Agree

1	2	3	4	5
---	---	---	---	---

1. The business objectives of this hotel are customer satisfaction oriented.					
2. The hotel closely monitors and assesses its level of commitment in serving customer needs.					
3. The competitive advantage of this hotel is based on understanding customer needs.					
4. The business strategies of this hotel are driven by objective of increasing value for customers.					
5. The hotel frequently measures customer satisfaction.					
6. The hotel pays great attention to after-sales service.					
7. The hotel offers personalized products and services for key customers.					

#### **CRM Organization in your hotel**

Please mark with “ x” one answer that best represents your experiences and opinions for the following statements.

1= Strongly Disagree 2= Disagree 3= Neutral 4= Agree 5=Strongly Agree

	1	2	3	4	5
1. The hotel has the sales and marketing expertise, and resources to succeed in CRM.					
2. Our employee training programs are designed to develop the skills required for acquiring and deepening customer relationships.					
3. The hotel has established clear business goals related to customer acquisition, development, retention, and reactivation.					
4. In this hotel, employee performance is measured and rewarded based on meeting customer needs and on successfully serving the customer.					
5. Our hotel structure is meticulously designed around our customers.					
6. In this hotel, customer-centric performance standards are established and monitored at all customer touch points.					
7. The hotel commits time and resources to managing customer relationship.					

#### **Knowledge Management in your hotel**

Please mark with “ x” one answer that best represents your experiences and opinions for the following statements.

1= Strongly Disagree 2= Disagree 3= Neutral 4= Agree 5=Strongly Agree

	1	2	3	4	5

1. Hotel's employees are willing to help customers in a responsive manner.						
2. The hotel fully understands the needs of our key customers via knowledge leaning.						
3. Our hotel provides channels to enable ongoing and two-way communication with our key customers and us.						
4. Hotel's employees provide customers with prompt service.						

**Technology- based CRM in your hotel**

Please mark with “ x” one answer that best represents your experiences and opinions for the following statements.

1= Strongly Disagree 2= Disagree 3= Neutral 4= Agree 5=Strongly Agree

	1	2	3	4	5
1. The hotel has right technical staff to provide technical support for use of CRM technology in building customer relationships.					
2. The hotel has right hardware to serve its customers.					
3. The hotel has right software to serve its customers.					
4. Hotel's information systems are integrated across the different functional areas.					
5. In this hotel, individualized information about each customer is available at all contact points.					
6. The hotel is able to consolidate all information acquired about customers in comprehensive, centralized and up-to-date database.					

**PART3. MARKETING CAPABILITIES**

**In this section, the researcher is interested in your opinions about the marketing planning capability and marketing implementation capability in your hotel.**

**Marketing planning capability in your hotel**

Please mark with “ x” one answer that best represents your experiences and opinions for the following statements.

1= Strongly Disagree 2= Disagree 3= Neutral 4= Agree 5=Strongly Agree

	1	2	3	4	5
1. The hotel has superior marketing planning skills.					
2. The hotel sets clear marketing goals.					
3. The hotel develops creative marketing strategies.					
4. The hotel segments and targets market effectively.					
5. The hotel makes a thorough marketing planning process.					

**Marketing implementation capability in your hotel**

Please mark with “x” one answer that best represents your experiences and opinions for the following statements.

1= Strongly Disagree 2= Disagree 3= Neutral 4= Agree 5=Strongly Agree

	1	2	3	4	5
1. The hotel allocates marketing resources to implement marketing strategies effectively.					
2. The hotel delivers marketing programs effectively.					
3. The hotel translates marketing strategies into action effectively.					
4. The hotel executes marketing strategies quickly.					
5. The hotel monitors the performance of marketing strategies.					

**PART3. HOTEL PERFORMANCE**

**(If your hotel is less than three years in operation, please don't answer this part)**

**Financial perspective**

Please mark with “x” one answer that indicates the changes in performance of your hotel over the past 3 years.

1= Strongly Disagree 2= Disagree 3= Neutral 4= Agree 5=Strongly Agree

	1	2	3	4	5
1. The total cost of hotel has decreased.					
2. The unexpected losses in hotel have reduced.					
3. The rate of sales growth has increased.					
4. The return on assets of hotel has increased.					
5. The net profit margin of hotel has increased.					

**Customer perspective**

	1	2	3	4	5
1. The needs of various types of customers have satisfied					
2. Customer's repeat to purchase has increased.					
3. Customer satisfaction has increased.					
4. The market share of hotel has increased.					

**Internal process perspective**

	1	2	3	4	5
1. The operating efficiency of hotel has increased.					
2. Customer complaints have been decreased.					
3. The ability to retain old customers has improved.					
4. The ability to confirm target customers has improved.					

<b>Learning and growth perspective</b>	1	2	3	4	5
1. Employees' ability to solve problems has improved.					
2. The quality of employees' service has improved.					
3. The intention of employees to learn has improved.					
4. The corporate culture has promoted effectively.					

***THANK YOU VERY MUCH FOR YOUR TIME AND EFFORT  
USED IN COMPLETING THIS QUESTIONNAIRE.***



## UNIVERSITI UTARA MALAYSIA

06010 UUM Sintok, Kedah Darul Aman, Malaysia. Tel: 604-9284000

*Ghazali Shafie Graduate School of Government*

Tel. : 604-9286613  
Fax : 604-9286602

### "KEDAH SEJAHTERA"

UUM/COLGIS/PEL: 92968

May 27, 2012

### TO WHOM IT MAY CONCERN

Sir / Madam

#### DATA COLLECTION FOR THESIS

This is to certify that Abdul-Alem Mohammad Mohamad (Matric Number : 92968) is a full time Ph.D student at Universiti Utara Malaysia, Sintok, Kedah.

He needs to collect data for his thesis in order to fulfill the requirements of his programme.

We duly hope that your organization will be able to assist him in getting the necessary information for his research.

Thank you.

### "ILMU BUDI BAKTI"

Yours faithfully

**YUS ASMA YUSOFF**

Senior Assistant Registrar

Ghazali Shafie Graduate School of Government

UUM College Of Law, Government and International Studies

Universiti Utara Malaysia, 06010 UUM Sintok, Kedah.

e-mail : [yus1117@uum.edu.my](mailto:yus1117@uum.edu.my)





26 June 2012

**General Manager**  
**MAH Member Hotels**

Dear Sirs / Madam,

**SUPPORT OF RESEARCH ON ASSESSING THE INFLUENCE OF  
CUSTOMER RELATIONSHIP MANAGEMENT (CRM) DIMENSIONS ON  
PERFORMANCE OF HOTELS IN MALAYSIA**

Mr. Abdul Alem Mohammad currently pursuing his Doctor of Philosophy with the School of Tourism, Hospitality, Environmental Management, University Utara Malaysia, is conducting a research to complete his study with the topic mentioned above.

This study is an attempt to provide a value conceptual model that explains the theoretical linkages existing between CRM dimensions and hotel performance. It will also enable hotel managers to know the impact of CRM on hotel performance as well as, which dimension has a high influence on hotel performance. Additionally, the study will help them to utilize hotels' internal resources to implement CRM successfully and consequently improve their performance.

On behalf of the Malaysian Association of Hotels (MAH), we would like to express our support for the research conducted by him. Your kind assistance is required to ensure the success of this research.

All responses will be strictly used for research purposes only and once completed, a copy of the final report will be available with MAH.

Should you have any inquiries, please feel free to contact Mr. Abdul Alem Mohammad at [abd\\_102006@yahoo.com](mailto:abd_102006@yahoo.com).

Thank you.

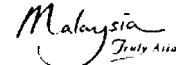
Best regards,  
**MALAYSIAN ASSOCIATION OF HOTELS**

  
REGINALDO T. PEREIRA

Chief Executive Officer



C5-3 Wisma MAH, Jalan Ampang Utama 1/1, One Ampang Avenue, 68000 Ampang, Kuala Lumpur, Malaysia  
Tel: 603 4251 8477 Fax: 603 4252 8477 E-mail: [info@hotels.org.my](mailto:info@hotels.org.my) Website: [www.hotels.org.my](http://www.hotels.org.my)

  
Malaysia  
Truly Asia

## **APPENDIX 2**

### **FACTOR ANALYSIS RESULTS**

## Factor Analysis for CRM Dimensions

### **KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.844
Bartlett's Test of Sphericity	Approx. Chi-Square
	Df
	Sig.

**Total Variance Explained**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings				Rotation Sums of Squared Loadings <sup>a</sup>
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	
1	6.777	28.239	28.239	6.777	28.239	28.239	5.051	
2	2.453	10.220	38.459	2.453	10.220	38.459	4.828	
3	1.830	7.627	46.087	1.830	7.627	46.087	3.969	
4	1.578	6.574	52.661	1.578	6.574	52.661	3.965	
5	0.991	4.130	56.791					
6	0.959	3.937	60.788					
7	0.923	3.845	64.633					
8	0.827	3.448	68.081					
9	0.790	3.233	71.374					
10	0.753	3.137	74.511					
11	0.708	2.950	77.461					
12	0.641	2.671	80.133					
13	0.618	2.573	82.706					
14	0.545	2.272	84.978					
15	0.509	2.121	87.099					
16	0.469	1.955	89.054					
17	0.450	1.874	90.928					
18	0.405	1.639	92.617					
19	0.394	1.641	94.258					
20	0.332	1.333	95.641					
21	0.296	1.235	96.876					
22	0.283	1.131	98.057					
23	0.252	1.048	99.105					
24	0.215	.835	100.000					

Extraction Method: Principal Component Analysis.

a. When components are correlated sums of squared loadings cannot be added to obtain a total variance.

**Pattern Matrix<sup>a</sup>**

	Component			
	1	2	3	4
CO2	.819			
CO5	.774			
CO1	.713			
CO3	.679			
CO4	.644			
CO7	.613			
CO6	.581			
CRM04		.752		
CRM03		.750		
CRM06		.687		
CRM07		.660		
CRM05		.605		
CRM02		.576		
CRM01		.417		
TCRM6			.786	
TCRM5			.720	
TCRM2			.698	
TCRM4			.692	
TCRM3			.645	
TCRM1				
KM3				.820
KM1				.819
KM2				.781
KM4				.683

Extraction Method: Principal Component Analysis.  
Rotation Method: Promax with Kaiser  
Normalization.

a. Rotation converged in 6 iterations.

## Factor Analysis for Marketing Planning Capability

**Correlation Matrix**

		MPC1	MPC2	MPC3	MPC4	MPC5
Correlation	MPC1	1.000	.442	.501	.514	.593
	MPC2	.442	1.000	.576	.509	.533
	MPC3	.501	.576	1.000	.368	.564
	MPC4	.514	.509	.368	1.000	.490
	MPC5	.593	.533	.564	.490	1.000

**KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.817
Bartlett's Test of Sphericity	Approx. Chi-Square	277.993
	df	10
	Sig.	.000

**Total Variance Explained**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.040	60.792	60.792	3.040	60.792	60.792
2	.550	13.007	73.799			
3	.569	11.368	85.168			
4	.392	7.845	93.022			
5	.348	8.968	100.000			

Extraction Method: Principal Component Analysis.

**Component Matrix<sup>a</sup>**

	Component
	1
MPC5	.822
MPC2	.785
MPC1	.784
MPC3	.773
MPC4	.731

Extraction  
Method:  
Principal  
Component  
Analysis.

a. 1  
components  
extracted.

## Factor Analysis for Marketing Implementation Capability

		Correlation Matrix				
		MIC1	MIC2	MIC3	MIC4	MIC5
Correlation	MIC1	1.000	.403	.413	.343	.405
	MIC2	.403	1.000	.496	.508	.466
	MIC3	.413	.496	1.000	.432	.469
	MIC4	.343	.508	.432	1.000	.307
	MIC5	.405	.466	.469	.307	1.000

### KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy	.814
Bartlett's Test of Sphericity	Approx. Chi-Square 192.160
df	10
Sig.	.000

### Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.704	54.081	54.081	2.704	54.081	54.081
2	.723	14.455	68.536			
3	.619	12.373	80.909			
4	.509	10.189	91.098			
5	.445	8.902	100.000			

Extraction Method: Principal Component Analysis.

### Component Matrix<sup>a</sup>

	Component	
	1	
MIC2	.793	
MIC3	.773	
MIC5	.719	
MIC4	.700	
MIC1	.687	

Extraction  
Method:  
Principal  
Component  
Analysis.

a. 1  
components  
extracted.

## Factor Analysis for Hotel Performance

Correlation Matrix

	IP1	IP2	IP3	IP4	PS	CP1	CP2	CP3	CP4	SP1	SP2	SP3	SP4	CP5	CP6	CP7	CP8	CP9	CP10
IP1	1.00	.373	.267	.32	.346	.277	.26	.234	.163	.175	.187	.266	.210	.345	.135	.312	.158		
IP2	.071	1.00	.246	.466	.442	.251	.371	.326	.479	.308	.304	.242	.442	.245	.354	.345	.351		
IP3	.187	.185	1.00	.214	.309	.333	.352	.376	.29	.192	.192	.232	.344	.211	.248	.384	.171		
IP4	.152	.075	.214	1.00	.417	.336	.289	.393	.35	.125	.174	.214	.344	.117	.257	.368	.168		
PS	.145	.142	.339	.417	1.00	.523	.372	.481	.52	.34	.109	.179	.415	.28	.348	.383	.34		
CP1	.077	.191	.248	.25	.503	1.00	.345	.381	.38	.192	.165	.279	.373	.34	.303	.331	.36		
CP2	.113	.371	.356	.29	.372	.315	1.00	.455	.48	.151	.124	.301	.316	.43	.433	.396	.328		
CP3	.194	.323	.216	.23	.421	.332	.465	1.00	.35	.28	.33	.218	.408	.20	.333	.351	.336		
CP4	.055	.473	.251	.356	.37	.315	.32	.397	.110	.362	.37	.261	.515	.01	.420	.552	.301		
SP1	.75	.303	.166	.38	.340	.359	.28	.32	.38	.102	.05	.322	.424	.16	.367	.224	.071		
SP2	.07	.304	.293	.24	.419	.45	.41	.512	.37	.48	.100	.268	.511	.35	.415	.381	.386		
SP3	.193	.352	.322	.24	.179	.219	.301	.218	.29	.33	.33	.180	.297	.28	.199	.352	.30		
SP4	.10	.442	.344	.34	.415	.373	.32	.438	.43	.121	.30	.297	.100	.40	.405	.374	.35		
CP5	.165	.345	.251	.17	.259	.334	.40	.380	.42	.115	.35	.236	.40	.100	.379	.323	.23		
CP6	.35	.391	.218	.27	.348	.303	.438	.393	.40	.36	.115	.159	.415	.39	.400	.402	.40		
CP7	.12	.365	.264	.28	.213	.301	.22	.351	.35	.21	.381	.292	.324	.33	.512	.100	.428		
CP8	.51	.359	.172	.268	.347	.356	.32	.306	.42	.173	.36	.200	.397	.202	.413	.426	.100		

### KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.900
Bartlett's Test of Sphericity	Approx. Chi-Square	843.518
	df	136
	Sig.	.000

**Total Variance Explained**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings <sup>a</sup>
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	
1	6.244	36.730	36.730	6.244	36.730	36.730	4.753
2	1.287	7.572	44.302	1.287	7.572	44.302	4.590
3	1.041	6.121	50.424	1.041	6.121	50.424	4.144
4	1.002	5.896	56.320	1.002	5.896	56.320	3.332
5	.936	5.508	61.828				
6	.853	5.018	66.846				
7	.716	4.209	71.055				
8	.682	4.013	75.068				
9	.647	3.807	78.876				
10	.599	3.521	82.397				
11	.572	3.366	85.763				
12	.500	2.942	88.705				
13	.439	2.584	91.289				
14	.430	2.529	93.817				
15	.387	2.276	96.093				
16	.345	2.030	98.123				
17	.319	1.877	100.000				

Extraction Method: Principal Component Analysis.

a. When components are correlated, sums of squared loadings cannot be added to obtain a total variance.

**Pattern Matrix<sup>a</sup>**

	Component			
	1	2	3	4
LGP4	.852			
LGP3	.822			
LGP2	.735			
LGP1	.535			
IBP1		.935		
IBP3		.721		
IBP2		.549		
IBP4		.439		
CP4		.423		
FP3			.855	
CP1			.607	
CP3			.445	
CP2			.425	
FP1				.746
FP4				.716
FP2				.622
FP5				.498

Extraction Method: Principal Component Analysis.

Rotation Method: Promax with Kaiser  
Normalization.

a. Rotation converged in 5 iterations.

**APPENDIX 3:**

**RELIABILITY RESULTS**

### **Reliability Scale for Customer Orientation.**

<b>Reliability Statistics</b>	
Cronbach's Alpha	N of Items
.843	7

### **Reliability Scale for CRM Organization**

<b>Reliability Statistics</b>	
Cronbach's Alpha	N of Items
.784	7

### **Reliability Scale for Knowledge Management**

<b>Reliability Statistics</b>	
Cronbach's Alpha	N of Items
.838	4

### **Reliability Scale for Technology-based CRM**

<b>Reliability Statistics</b>	
Cronbach's Alpha	N of Items
.765	5

### **Reliability Scale for Marketing Planning Capability**

<b>Reliability Statistics</b>	
Cronbach's Alpha	N of Items
.837	5

### **Reliability Scale for Marketing Implementation Capability**

<b>Reliability Statistics</b>	
Cronbach's Alpha	N of Items
.786	5

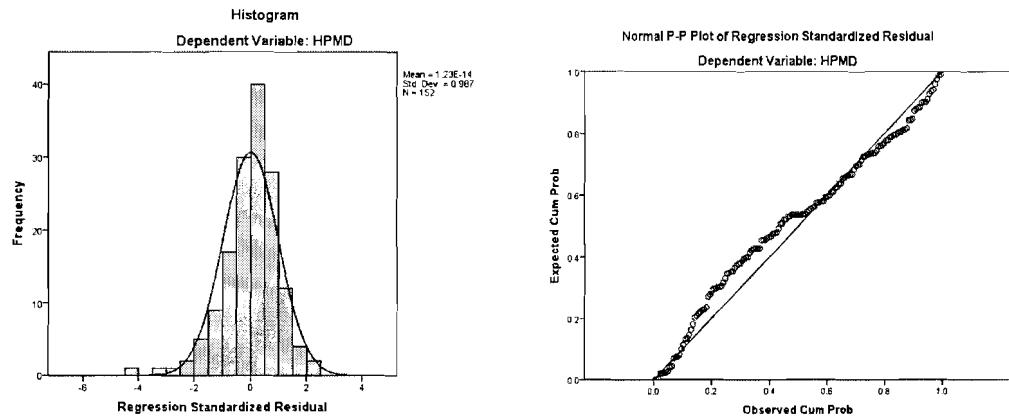
### **Reliability Scale for Hotel Performance**

<b>Reliability Statistics</b>	
Cronbach's Alpha	N of Items
.890	17

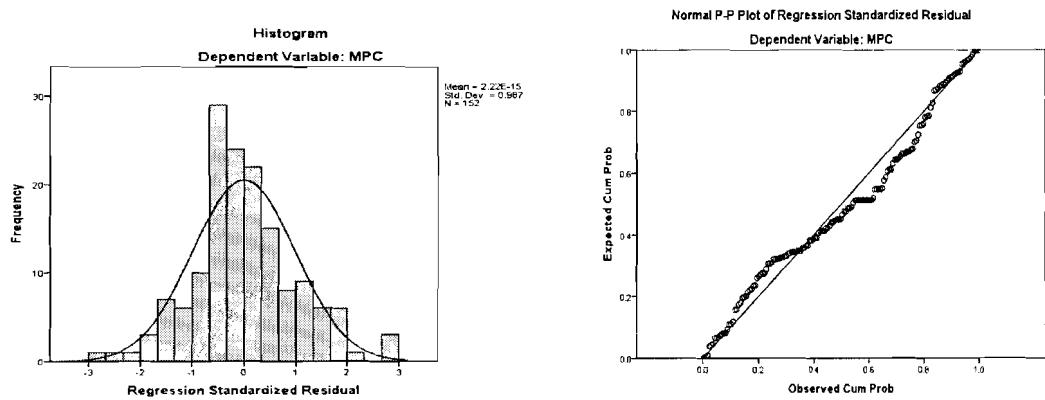
**APPENDIX4:**

**HISTOGRAMS AND NORMAL PROBABILITY PLOTS**

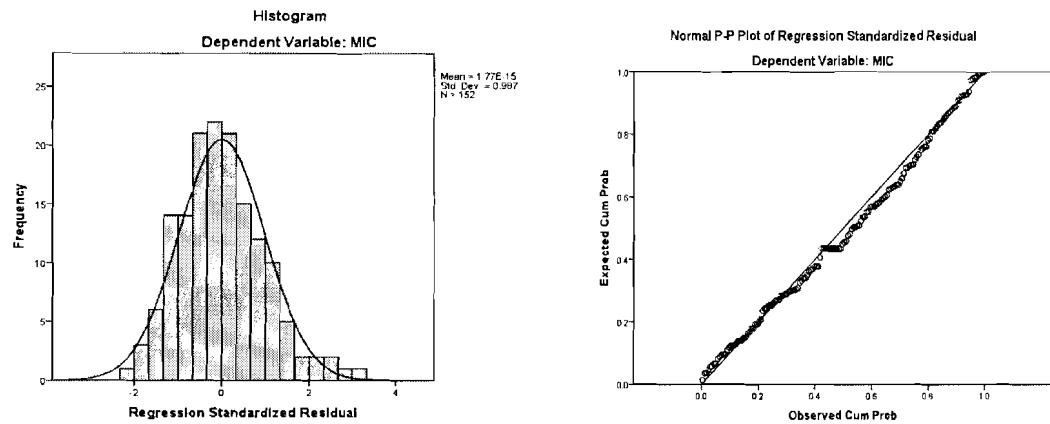
## Relationship between CRM dimensions (IV) and hotel performance (DV)



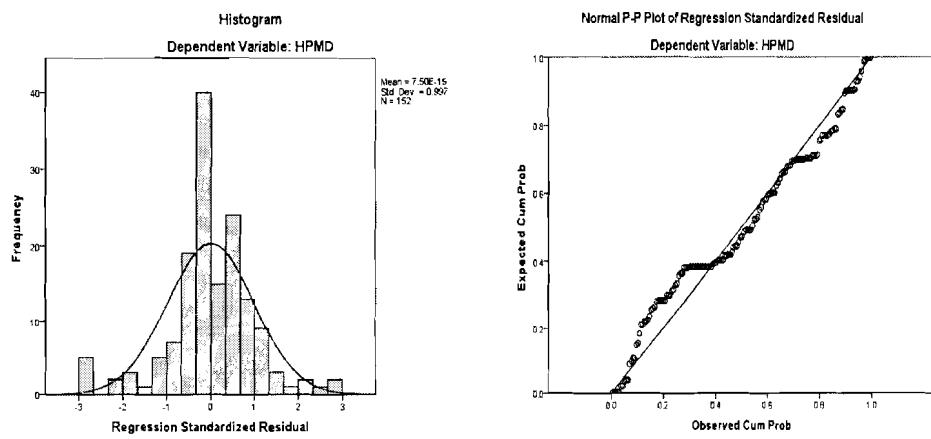
## Relationship between CRM dimensions (IV) and marketing planning capability (DV)



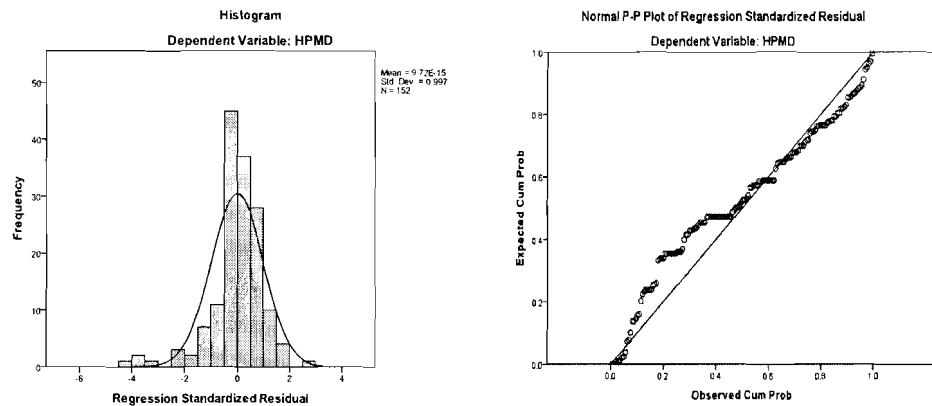
## Relationship between CRM dimensions (IV) and marketing implementation capability (DV)



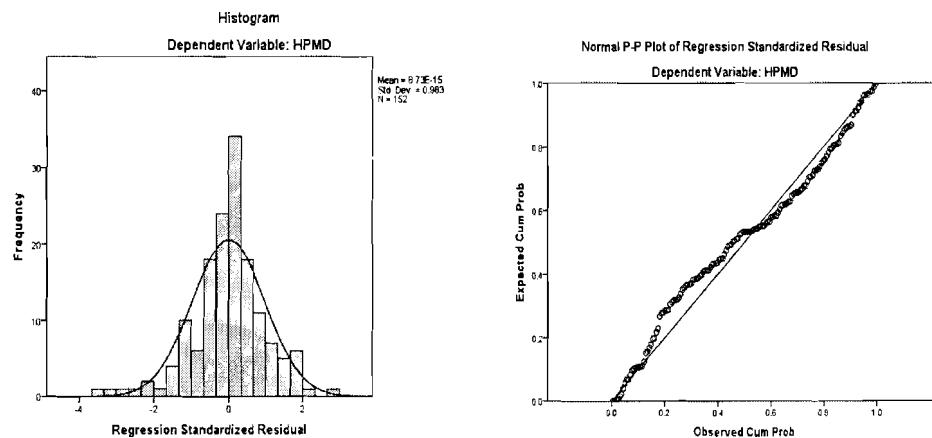
## Relationship between marketing planning capability (IV) and hotel performance (DV)



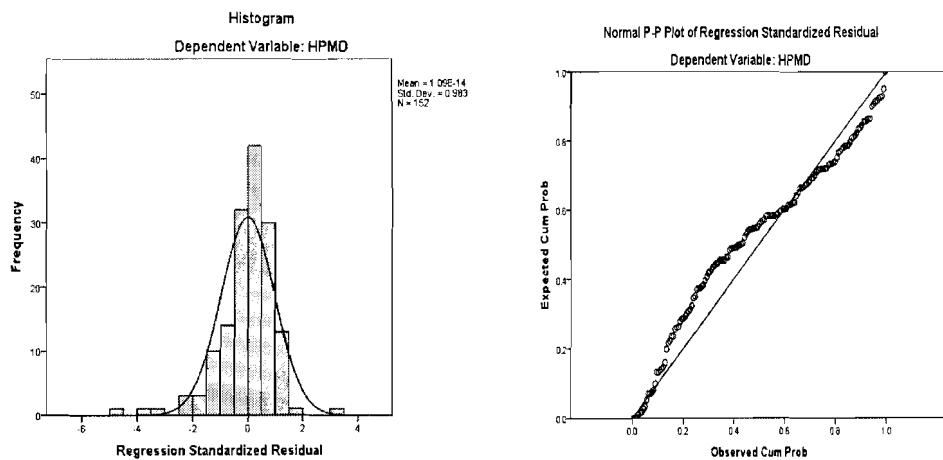
## Relationship between marketing implementation capability (IV) and hotel performance (DV)



## Relationship between CRM dimensions, marketing planning capability and hotel performance



## Relationship between CRM dimensions, marketing implementation capability and hotel performance

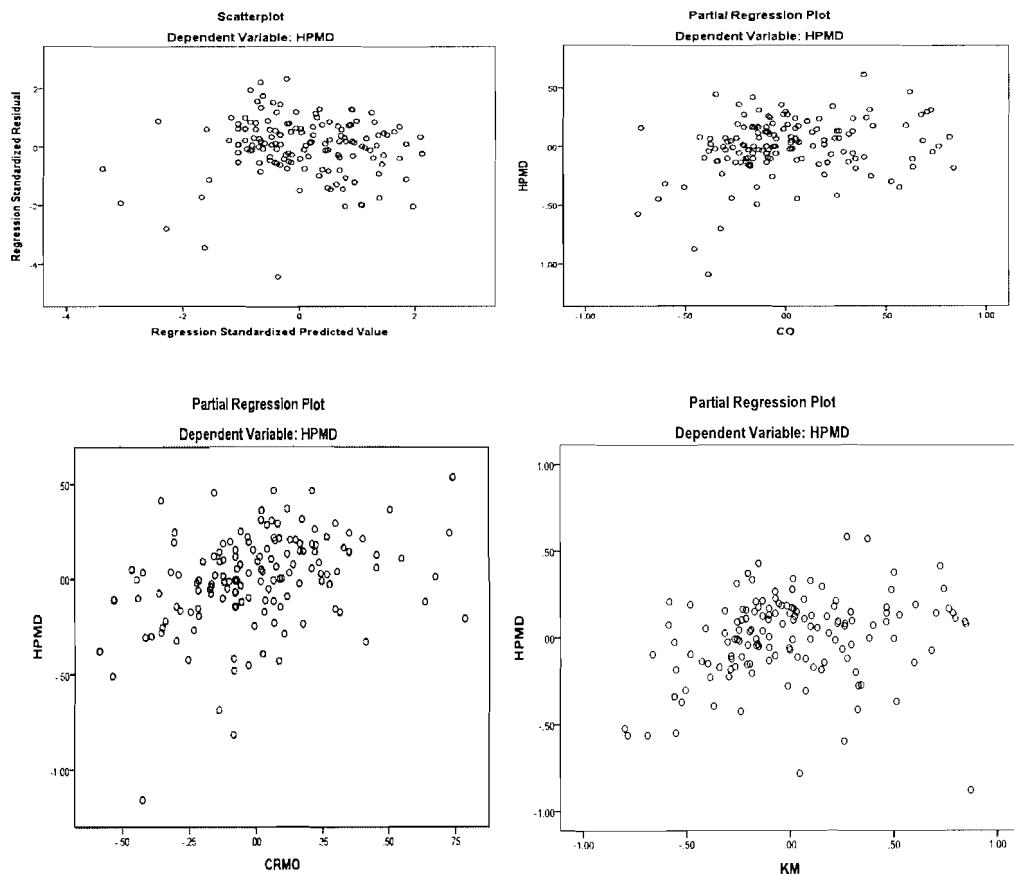


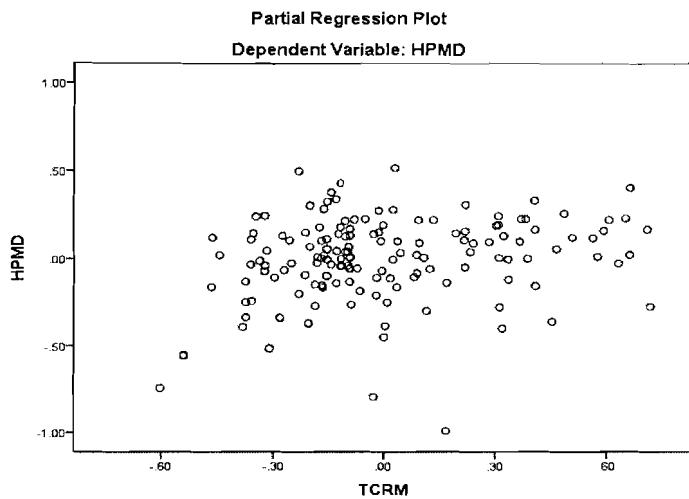
**APPENDIX5:**

**PARTIAL PLOTS**

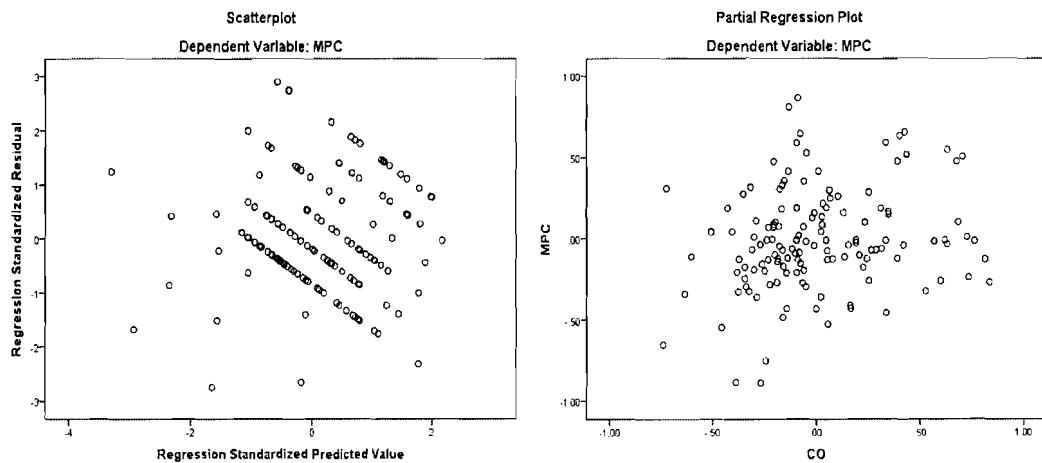
## SCATTER PLOTS

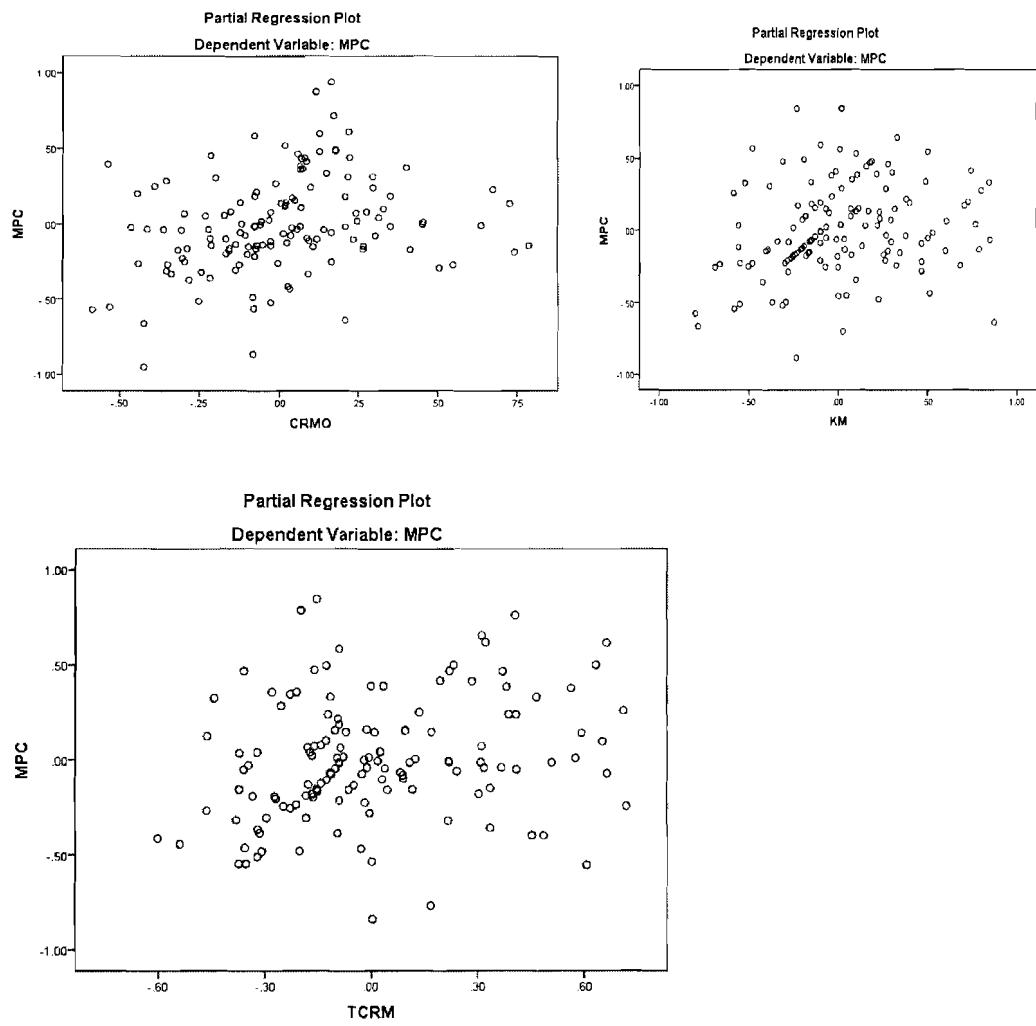
Relationship between CRM dimensions (customer orientation (CO), CRM organization (CRMO), knowledge management (KM) and Technology-based CRM (TCRM)) (IV) and hotel performance (HPMD) (DV).



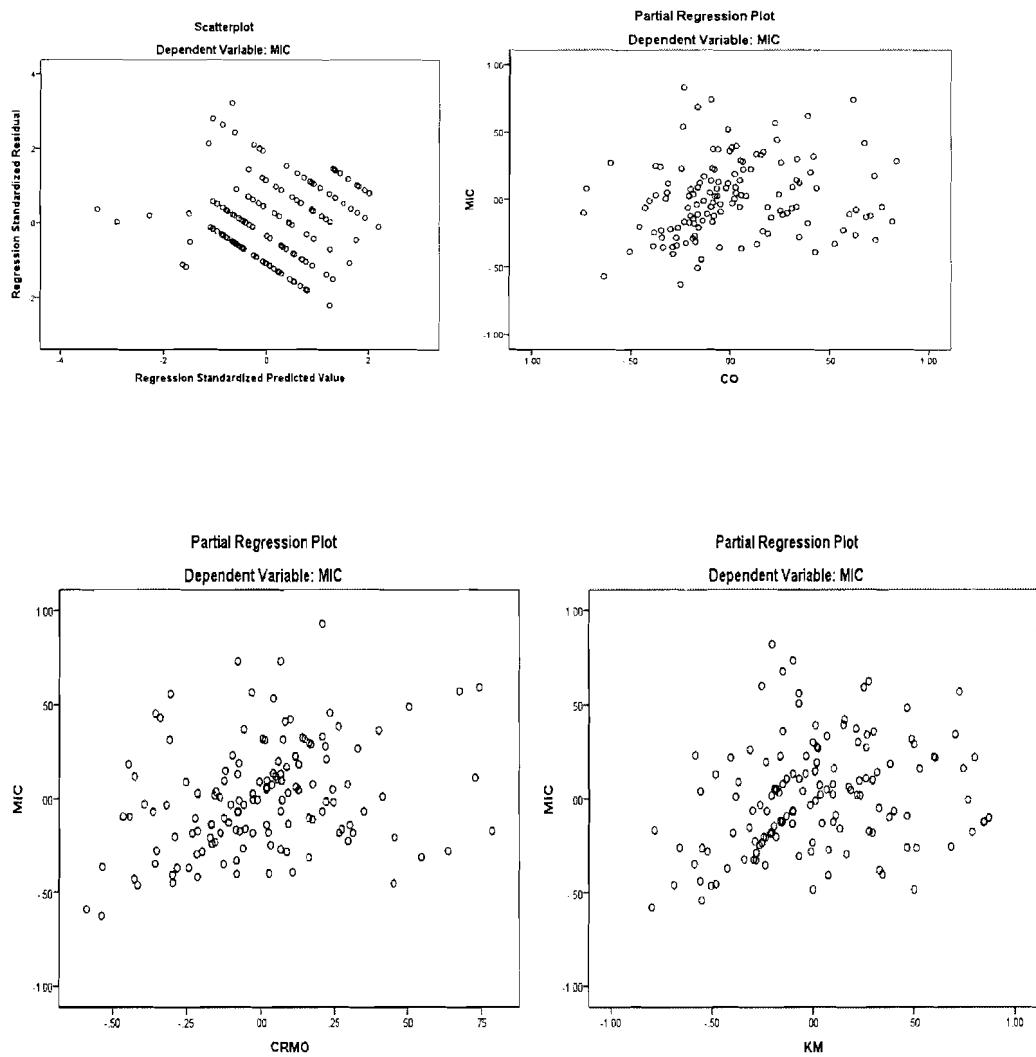


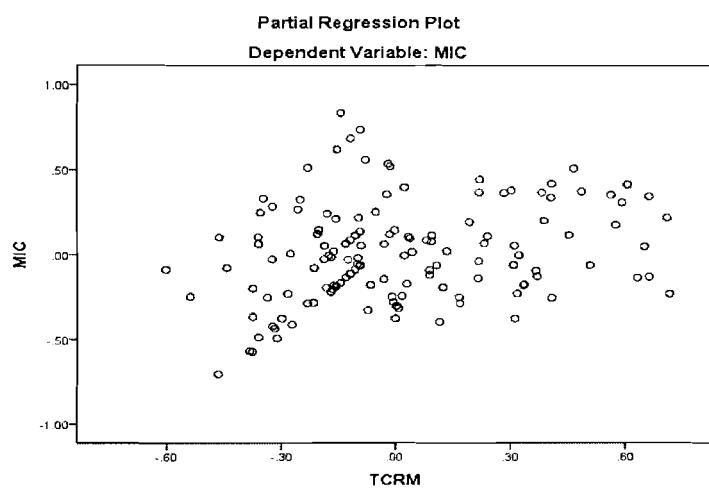
Relationship between CRM dimensions (customer orientation (CO), CRM organization (CRMO), knowledge management (KM) and Technology-based CRM (TCRM)) (IV) and marketing planning capability (MPC) (DV).





Relationship between CRM dimensions (customer orientation (CO), CRM organization (CRMO), knowledge management (KM) and Technology-based CRM (TCRM)) (IV) and marketing implementation capability (MIC) (DV).

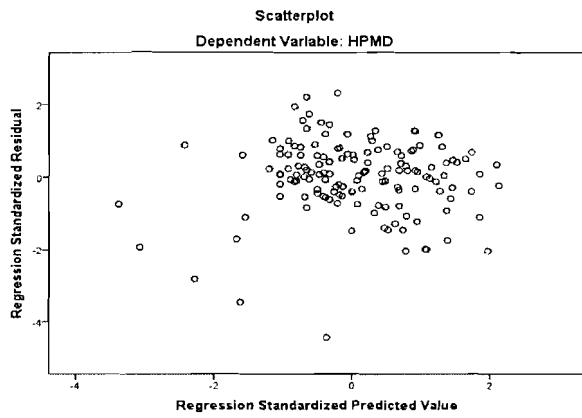




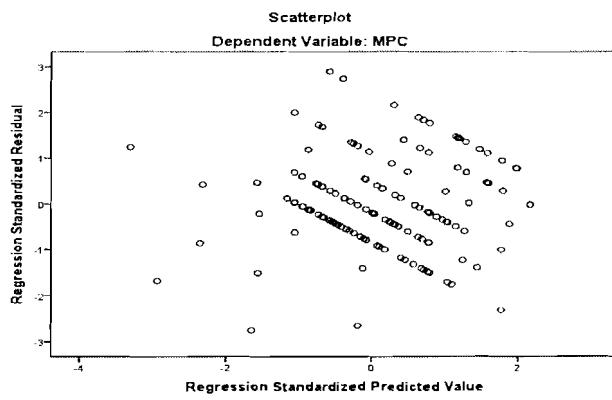
## APPENDIX 6

### SCATTER PLOTS

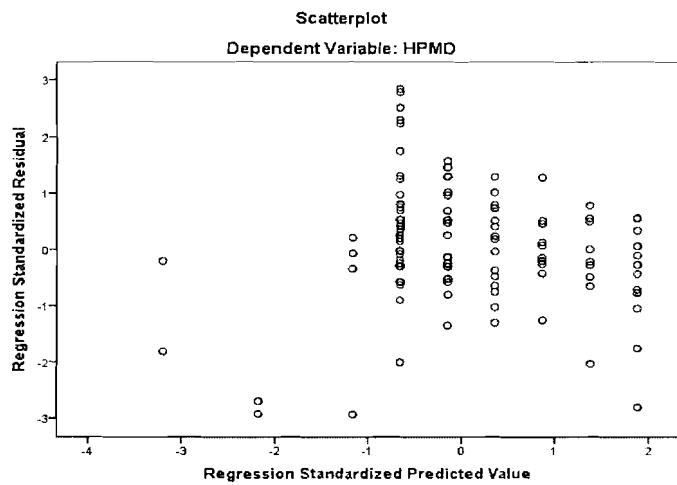
Relationship between CRM dimensions (IV) and hotel performance (DV).



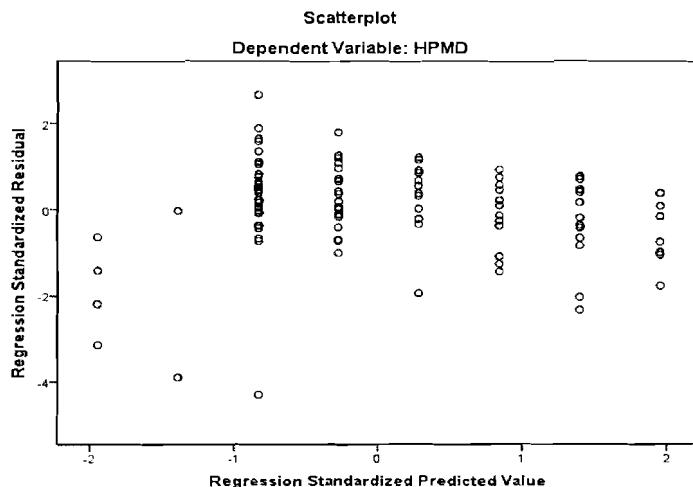
Relationship between CRM dimensions (IV) and marketing planning capability (DV).



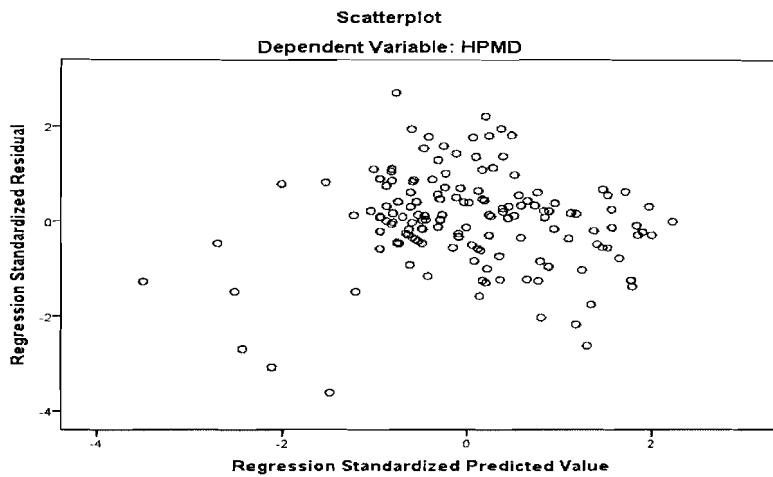
Relationship between marketing planning capability (IV) and hotel performance (DV).



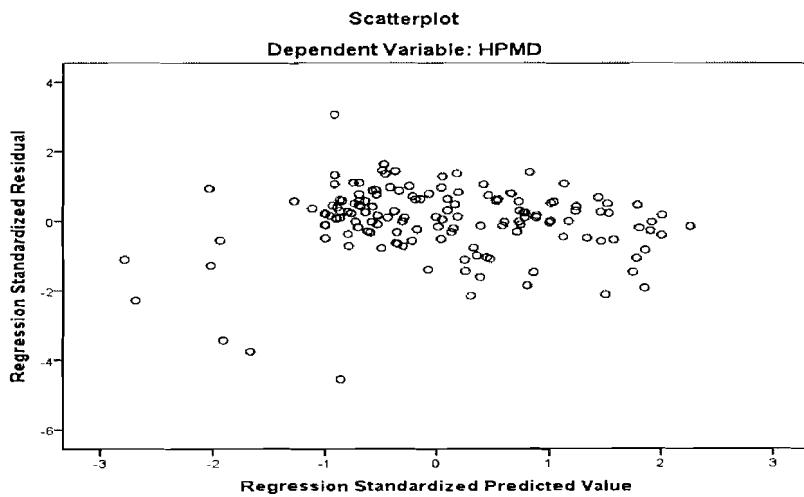
Relationship between marketing implementation capability (IV) and hotel performance (DV).



Relationship between CRM dimensions, marketing planning capability and hotel performance



Relationship between CRM dimensions, marketing implementation capability and hotel performance



**APPENDIX 7:**

**REGRESSION ANALYSIS RESULTS**

## Multiple Regressions for the Relationship between CRM Dimensions and Hotel Performance

**Variables Entered/Removed<sup>b</sup>**

Model	Variables Entered	Variables Removed	Method
1	TCRM, CO, KM, CRMO		Enter

a. All requested variables entered.

b. Dependent Variable: HPMD

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sq. F Change	
1	.703 <sup>a</sup>	.494	.481	21837	.494	35.930	4	147	.000	1.751

a. Predictors: (Constant), TCRM, CO, KM, CRMO

b. Dependent Variable: HPMD

**ANOVA<sup>b</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.561	4	1.890	35.930
	Residual	7.734	147	.053	
	Total	15.295	151		

a. Predictors: (Constant), TCRM, CO, KM, CRMO

b. Dependent Variable: HPMD

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	Collinearity Statistics	
		B	Std. Error				Tolerance	VIF
1	(Constant)	.808	.314		2.580	.055		
	CO	.137	.059	.224	2.359	.002	.807	1.455
	CRMO	.330	.072	.333	4.555	.000	.842	1.568
	KM	.157	.053	.206	2.979	.003	.719	1.391
	TCRM	.158	.066	.157	2.373	.011	.818	1.223

a. Dependent Variable: HPMD

## Multiple Regressions for the Relationship between CRM Dimensions and Marketing Planning Capability

### Variables Entered/Removed<sup>b</sup>

Model	Variables Entered	Variables Removed	Method
1	TCRM, CO, KM, CRMO		Enter

a. All requested variables entered.

b. Dependent Variable: MPC

### Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	d'1	d'2	Sig. F Change	
1	.644 <sup>a</sup>	.414	.398	.30533	.414	26.004	1	147	.000	1.640

a. Predictors: (Constant), TCRM, CO, KM, CRMO

b. Dependent Variable: MPC

### ANOVA<sup>b</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.701	4	2.425	26.004	.000 <sup>a</sup>
	Residual	13.710	147	.093		
	Total	23.411	151			

a. Predictors: (Constant), TCRM, CO, KM, CRMO

b. Dependent Variable: MPC

### Coefficients<sup>a</sup>

Model	Unstandardized Coefficients			Standardized Coefficients Beta	1	Sig.	Collinearity Statistics	
	B	S: d. Error					Tolerance	VIF
'	(Constant)	.113	.419		.269	.788		
	CO	.191	.079	.185	2.424	.017	.897	1.256
	CRMO	.332	.036	.272	3.446	.001	.642	1.558
	KM	.194	.070	.205	2.755	.007	.719	1.391
	TCRM	.252	.037	.202	2.894	.004	.818	1.223

a. Dependent Variable: MPC

## Multiple Regressions for the Relationship between CRM Dimensions and Marketing Implementation Capability

**Variables Entered/Removed<sup>b</sup>**

Model	Variables Entered	Variables Removed	Method
1	TCRM, CO, KM, CRMO		Enter

a. All requested variables entered.

b. Dependent Variable: MIC

**Model Summary<sup>b</sup>**

Mode	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.673 <sup>a</sup>	.453	.438	.26982	.453	30.401	4	147	.000	1.637

a. Predictors: (Constant), TCRM, CO, KM, CRMO

b. Dependent Variable: MIC

**ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.801	4	2.200	30.401	.000 <sup>a</sup>
	Residual	10.638	147	.072		
	Total	19.439	151			

a. Predictors: (Constant), TCRM, CO, KM, CRMO

b. Dependent Variable: MIC

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	Collinearity Statistics	
		B	Std. Error				Tolerance	VIF
1	(Constant)	.374	.339		1.014	.312		
	CO	.142	.039	.150	2.043	.043	.687	1.455
	CRMO	.316	.035	.284	3.725	.000	.842	1.558
	KM	.219	.032	.255	3.538	.001	.719	1.391
	TCRM	.240	.077	.211	3.126	.002	.818	1.223

a. Dependent Variable: MIC

## Simple Regression for the Relationship between Marketing Planning Capability and Hotel Performance

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.705 <sup>a</sup>	.497	.493	.22654	1.618

a. Predictors: (Constant), MPC  
b. Dependent Variable: HPMD

**ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.597	1	7.597	148.026	.000 <sup>a</sup>
	Residual	7.698	150	.051		
	Total	15.295	151			

a. Predictors: (Constant), MPC  
b. Dependent Variable: HPMD

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Beta	t	Sig.
	B	Std. Error			
1	(Constant)	1.788	.200	8.932	.000
	MPC	.570	.047	12.167	.000

a. Dependent Variable: HPMD

## Simple Regression for the Relationship between Marketing Implementation Capability and Hotel Performance

### Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.754 <sup>a</sup>	.568	.565	.20993	1.596

a. Predictors: (Constant), MIC

b. Dependent Variable: HPMD

### ANOVA<sup>b</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.685	1	8.685	197.063	.000 <sup>a</sup>
	Residual	6.610	150	.044		
	Total	15.295	151			

a. Predictors: (Constant), MIC

b. Dependent Variable: HPMD

### Coefficients<sup>a</sup>

Model	Unstandardized Coefficients			Standardized Coefficients	t	Sig.
	B	Std. Error	Beta			
1	(Constant)	1.341	.205		6.533	.000
	MIC	.668	.048	.754	14.038	.000

a. Dependent Variable: HPMD

## Multiple Regressions for the Relationship between CRM Dimensions, Marketing Planning Capability, and Hotel Performance.

**Variables Entered/Removed<sup>b</sup>**

Model	Variables Entered	Variables Removed	Method
1	MPC, TCRM, CO, KM, CRMO		Enter

a. All requested variables entered.

b. Dependent Variable: HPMD

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.777 <sup>a</sup>	.604	.591	.20359

a. Predictors: (Constant), MPC, TCRM, CO, KM, CRMO

**ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.244	5	1.849	44.603	.000 <sup>a</sup>
	Residual	6.051	146	.041		
	Total	15.295	151			

a. Predictors: (Constant), MPC, TCRM, CO, KM, CRMO

b. Dependent Variable: HPMD

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error			
1	(Constant)	.569	.279		2.040	.043
	CO	.120	.054	.144	2.241	.027
	CRMO	.213	.067	.216	3.194	.002
	KM	.089	.048	.117	1.861	.065
	TCRM	.080	.060	.079	1.341	.182
	MPC	.350	.055	.433	6.371	.000

a. Dependent Variable: HPMD

## Multiple Regressions for the Relationship between CRM Dimensions, Marketing Implementation Capability, and Hotel Performance.

**Variables Entered/Removed<sup>b</sup>**

Model	Variables Entered	Variables Removed	Method
1	MIC, TCRM, CO, KM, CRMO		Enter

a. All requested variables entered.

b. Dependent Variable: HPMD

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.801 <sup>a</sup>	.642	.630	.19360

a. Predictors: (Constant), MIC, TCRM, CO, KM, CRMO

**ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.823	5	1.965	52.415	.000 <sup>a</sup>
	Residual	5.472	146	.037		
	Total	15.295	151			

a. Predictors: (Constant), MIC, TCRM, CO, KM, CRMO

b. Dependent Variable: HPMD

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error			
1	(Constant)	.436	.266		1.639	.103
	CO	.121	.051	.145	2.400	.018
	CRMO	.184	.064	.186	2.878	.005
	KM	.056	.046	.074	1.212	.228
	TCRM	.058	.057	.057	1.013	.313
	MIC	.461	.059	.520	7.768	.000

a. Dependent Variable: HPMD