

THE IMPACT OF CRM ON MARKETING PERFORMANCE THROUGH INNOVATION CAPABILITY

Shadi Altarifi

Marketing Department, University of Petra, Jordan-Amman, Amman 00962, Jordan

E-mail saltarifi@uop.edu.jo

Received: 14 March 2020 Revised and Accepted: 8 July 2020

ABSTRACT: The aim of this study is to scrutinize the impact of customer relationship management (CRM) on marketing performance through innovation capability. Guided by a quantitative descriptive and predictive methodology, a questionnaire-based survey was carried out to collect data on research constructs using a randomly chosen sample consisting of 213 clients of financial small and medium enterprises in Jordan. Data analysis was conducted using a total of 194 questionnaires. The results approved the hypotheses that CRM dimensions exert significant direct effects on marketing performance and significant indirect results on the same endogenous construct through innovation capability. Therefore, managers of financial enterprises would have required a considerable effort in order to ensure that the concepts of relationship marketing theory and resource-based views are effectively and efficiently applied to induce marketing performance in terms of customer satisfaction, retention and loyalty.

KEYWORDS: customer relationship marketing, innovation capability, marketing performance.

I. INTRODUCTION

Marketing performance is an ultimate goal for companies striving to enhance their overall performance. Improving this line of performance requires that companies should keep customers at their center of attention in order to ensure that they are value-linked, engaged, involved, satisfied, retained and loyal customers. In fact, companies can achieve this goal by exploiting their resources on the basis of relationship marketing theory and resource-based view.

Relationship marketing (RM) had been operationalized by Morgan and Hunt (1994) as a concept consisting of four forms, i.e., internal, supplier, lateral and buyer partnerships. The authors indicated that customer relationship management is just one factor of those accounting for relationship marketing. It represents a considerable shift from product-based marketing to customer-oriented marketing (Rao and Gupta, 2019) based on the principles of RM (Rahimi and Kozak, 2017).

Scholars as well as practitioners value relationships with customers due to several reasons. Examples of eventual lucrative goals of such relationships include yielding a superior value for the sake of the customer and the company (Dewnarain et al., 2019) and instilling customer satisfaction, retention and loyalty (Nwankwo and Ajemunigbohun, 2013, Mokhtaruddin et al., 2018, Palmatier and Steinhoff, 2019, Sayil et al., 2019).

Meanwhile, researchers highlight the importance of resource-based view (RBV) as a construct upon which companies can build their organizational success. According to this view, companies' abilities to effectively manage their unique resources in an excellent manner will result in advantageous outcomes (Dewnarain et al., 2019). Uniqueness of companies' resources are needful factors of companies' competitive advantage (Bridoux, 2004).

According to Kozlenkova et al. (2014), RBV has gained great attention as a frame work that can be used to explain performance. Using a sample consisting of 700 small and medium enterprises (SMEs) in Malaysia, Bakar and Ahmad (2010) adopted RBV to identify drivers of product innovation performance and found that enterprises' intangible resources were the most important driver of innovation performance.

Consequently, CRM, as a mix of four dimensions, which are customer orientation, technology, knowledge management and firm competencies (Padmavathy et al., 2012, cited in Dewnarain et al., 2019), is linked to innovation capability. Further, some authors indicate that CRM is positively related to performance through innovation (Battor and Battor, 2010, Ghafari et al., 2011, Baksi and Parida, 2013, Toma et al., 2014, Taherparvar et al., 2014, Shriedeh and Ghani, 2016). Another bundle of research confirmed the positive effect of CRM on performance outcomes such as satisfaction through different mediating constructs like customer empowerment (Aldaihani and Ali, 2018b), or marketing capability (Chang et al., 2010).

Uniqueness of this study can be expressed in terms of its exploitation of relationship marketing theory and resource-based view to understand the effect of CRM on marketing performance through administrative innovation capability.

It is simply structured as follows: the next section contains literature review and hypotheses development. Section three illustrates research methodology, and in Section four results are exhibited and discussed. Finally, section five demonstrates research conclusion, implications and future research dimensions.

II. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

In the light of relationship marketing theory, CRM had been conceptualized as a process that aimed at attracting, retaining and cooperating with customers (Dewnarain et al., 2019). It was also defined as a vital strategy employed by companies to assimilate customer behavior in order to build a well-protected relationship with customers (Kasemsap, 2018).

Researchers in their works on CRM use several dimensions. Examples of these dimensions include complain resolution, customer knowledge, customer empowerment and customer orientation (Bhat and Darzi, 2016), employee behavior, customer service quality, interaction management, and relationship development (Long et al., 2013). The most common dimensions are information sharing, customer involvement, long-term relationship or partnership, joint problem-solving and technology-based CRM (Lin et al., 2010, Al-Hawary and Aldaihani, 2016).

Inevitably, four dimensions of CRM were used in the current study, i.e., information sharing, customer involvement, long-term relationship and social CRM. Information sharing was selected as one component of knowledge management practices, in the light of its positive effect on both innovation and performance (Nawab et al., 2015). Customer involvement was selected on the basis of its positive influence on company innovativeness (Zhang and Xiao, 2019), long-term relationships with customers can be justified via the fact that companies have to track customers' past activities in order to be able to meet their future needs (Das and Mishra, 2019).

Social CRM can be understood using three main pillars, which are social media, customer engagement and brand loyalty (Dewnarain et al., 2019). For Kim and Wang (2019), social CRM constitutes companies' capability in transforming social media marketing resources into profitable relationships with customers. Aldaihani and Ali (2018a) defined social CRM as a combination of social media applications like Facebook as well as CRM strategy.

Regarding innovation capability, it was defined as companies' abilities to create innovation through continuous learning, knowledge transformation, creativity and resources exploitation (Iddris, 2016). On top of that, researchers cited a number of dimensions such as administrative, marketing, technological and aesthetical innovation (Al-Hawary and Aldaihani, 2016), knowledge management, organizational learning, organizational culture, leadership, idea management, and innovation strategy (Iddris, 2016).

In terms of CRM effects on both innovation capability and performance outcomes, mixed results were reported. In their empirical study on CRM and innovation capability as measured by product, process, administrative, marketing, and service innovation, Lin et al. (2010) found that technology-based CRM had a significant effect on all dimensions of innovation capability, which in turn positively affect customer satisfaction (Wikhamn, 2019).

Peculiarly, knowledge management strategies, e.g., information sharing, have a direct effect on innovation and organizational performance (Al-Hakim and Hassan, 2013, Nawab et al., 2015). Aldaihani and Ali (2018b) revealed that social CRM had a positive effect on customer satisfaction. Nevertheless, Becker et al. (2009) indicated that the implementation of CRM by companies has no significant effect on their performance. Nwankwo and Ajemunigbohun (2013) investigated CRM and customer retention in Nigeria's insurance industry and pointed out a significant effect of CRM on customer retention. Using a sample of customers of a financial service company, Verhoef (2003) identified that CRM efforts such as loyalty programs had a significant effect on customer retention.

It was surmised, based on the above literature, that CRM dimensions have significant direct influences on customer satisfaction, retention and loyalty, i.e., marketing performance. On that account, the following hypotheses were introduced:

- H1: Information sharing exerts a statistically significant direct effect on marketing performance.
- H2: Customer involvement exerts a statistically significant direct effect on marketing performance.
- H3: Long-term relationship exerts a statistically significant direct effect on marketing performance.
- H4: Social CRM exerts a statistically significant direct effect on marketing performance

Generally stated, relationship marketing orientation and online relationship marketing are some ways that enrich customer loyalty (Boateng, 2019) and customer retention (Mokhtaruddin et al., 2018). No studies were found on the mediating role of innovation capability on the effect of CRM on marketing performance. However, some researchers identified that CRM is positively related to innovation capability and marketing performance as evaluated by customer satisfaction, customer retention and customer loyalty. Innovation capability, as well, is positively associated to customer outcomes.

For Al-Hawary and Aldaihani (2016), all dimensions of CRM, i.e., information sharing, customer involvement, long-term relationship, joint problem-solving, and technology-based CRM had significant effects on innovation capability.

More recently, Cheng and Shiu (2019) found that customer involvement, social CRM, customer information processing and social media networks had significant effects on innovation in companies. Technology-based innovation capability is positively related to other types of innovation such as administrative and marketing innovation as well as to company performance (Atalay et al., 2013).

On the other hand, other studies found that the competitive competencies of companies such as quality and innovation had no significant impact on companies' financial performance (Ho et al., 2016). It was inferred that CRM dimensions are positively linked to marketing performance as gauged by customer outcomes. That being the case, the following hypotheses were suggested:

H5: Information sharing exerts a statistically significant indirect effect on marketing performance through innovation capability.

H6: Customer involvement exerts a statistically significant indirect effect on marketing performance through innovation capability.

H7: Long-term relationship exerts a statistically significant indirect effect on marketing performance through innovation capability.

H8: Social CRM exerts a statistically significant indirect effect on marketing performance through innovation capability.

III. Research methods

3.1 Research sample and data collection

A total of two hundred and thirteen clients of financial enterprises in Jordan were identified using simple random sampling technique. Ergo, 213 questionnaires were administered to research participants and 194 questionnaires were handed back, with a coverage ratio of 91%. Using this technique to select clients is popular among researchers (Akram, 2009, Tariq et al., 2013). In order to understand the effect of CRM efforts on customer retention and customer share development in financial industry, Verhoef (2003) relied on customers' perspectives.

3.2 Research instrument

CRM dimensions were measured using 20 items related to information sharing, customer involvement, long-term relationship, and social CRM adopted from prior research (Verhoef, 2003, Battor and Battor, 2010, Lin et al., 2010, Al-Hawary and Aldaihani, 2016, Bhat and Darzi, 2016, Aldaihani and Ali, 2018a, Kim and Wang, 2019, Rao and Gupta, 2019, Dewnarain et al., 2019). While CRM assumes a long-term relationship with customer, customer satisfaction should be measured on the basis of customers' overall satisfaction (Spiteri and Dion, 2004). Respecting marketing performance measures, Grønholdt and Martensen (2006) indicated that this construct can be assessed using either mental customer outcomes or market outcomes. The first group contains variables such as customer satisfaction, customer brand awareness, customer perceived quality, customer retention and customer loyalty, while the second group includes outcomes such as sales, number of customer, number of new customers, sales from new customers, price elasticity and price premium. For the current study, marketing performance was estimated based on three mental customer outcomes, which are customer satisfaction, customer retention and customer loyalty using 10 items (Afifi and Amini, 2019). On the other hand, innovation capability as measured by administrative innovation was estimated based on previous studies by 5 items (Ghafari et al., 2011, Toma et al., 2014, Al-Hawary and Aldaihani, 2016, Rajapathirana and Hui, 2018).

3.3 Research conceptual model

Figure 1 presents the conceptual model of this study, in which four predictors were arrayed in the presence of one mediator to unveil eight direct and indirect effects of CRM dimensions on marketing performance through innovation capability. According to Preacher and Hayes (2014), the mediator is a variable that accounts for the effect of the independent variable on the dependent variable. A model that consists of one mediator is called a simple mediation model. As the figure spots, four direct effects were assumed between CRM dimensions, i.e., information sharing, customer involvement, long-term relationship and social CRM, and marketing performance (H1, H2, H3 and H4). In addition, four indirect effects of CRM dimensions on marketing performance through innovation capability were postulated (H5, H6, H7 and H8). Solid lines signify direct effects while dotted lines signal indirect effects.

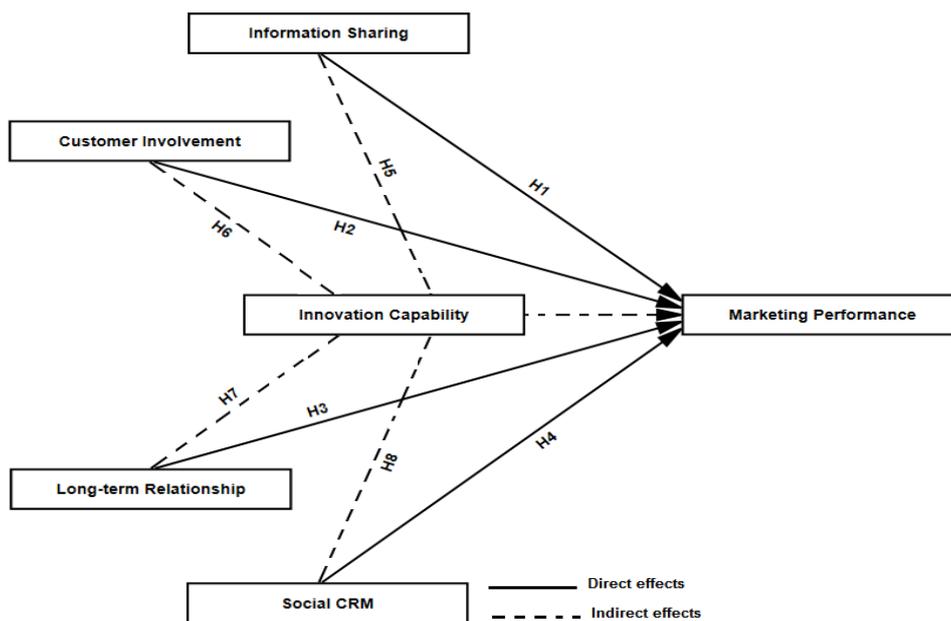


Figure 1. Research conceptual model

3.4 Validity and reliability

Convergent validity to assess data validity and Cronbach’s alpha as a measure of reliability as well as composite reliability (CR) were used by numerous researchers. The standardized value of factor loadings (SFL) should be greater than 0.05 and values of the average variance extracted (AVE) should be greater than 0.50 as a threshold of sufficient validity. The composite reliability and alpha should be higher than 0.70 as reliability cut-off (Al-Hawary, 2013, Al-Hawary and Aldaihani, 2016, Al-Hawary and Al-Smeran, 2016, Aldaihani and Ali, 2018a, Alolayyan et al., 2018, Hoekstra et al., 2019, Huang et al., 2019). The results shown in Table 1 point out that validity and reliability criteria were met.

Table 1. Results of validity and reliability tests

Variables	Items	SFL	AVE	CR	α
Information sharing	IV1	0.79	0.589	0.877	0.869
	IV2	0.82			
	IV3	0.72			
	IV4	0.81			
	IV5	0.69			
Customer involvement	IV6	0.87	0.640	0.898	0.882
	IV7	0.83			
	IV8	0.91			
	IV9	0.72			
	IV10	0.64			
Long-term relationship	IV11	0.77	0.620	0.890	0.878
	IV12	0.84			
	IV13	0.71			
	IV14	0.83			
	IV15	0.78			
Social CRM	IV16	0.88	0.684	0.915	0.896
	IV17	0.75			
	IV18	0.93			
	IV19	0.82			
	IV20	0.74			
Innovation capability	MV1	0.84	0.636	0.897	0.874
	MV2	0.86			
	MV3	0.74			
	MV4	0.75			
	MV5	0.79			

Marketing performance	DV1	0.75	0.590	0.934	0.911
	DV2	0.72			
	DV3	0.64			
	DV4	0.81			
	DV5	0.91			
	DV6	0.64			
	DV7	0.82			
	DV8	0.83			
	DV9	0.73			
	DV10	0.79			
Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy = 0.812					
Bartlett's Test of Sphericity - Approx. Chi-Square = 637.621, df = 509, Sig. = 0.000					

3.5 Research measurement model

Indices used to assess goodness-of-fit of the measurement model are Chi-squared-to-degree of freedom ration ($\chi^2/df < 5.0$), goodness-of-fit index (GFI > 0.90), comparative fit index (CFI > 0.90), and root mean square error of approximation (RMSEA < 0.08) were reported by numerous researchers (Cheung and Rensvold, 2002, Tsang et al., 2004, Mazman and Usluel, 2010, Afthanorhan, 2013, Aldaihani and Ali, 2018, Han et al., 2019). For our default model, the results showed that this model is a well-fit one ($\chi^2/df = 3.17$, GFI = 0.93, CFI = 0.91, and RMSEA = 0.047). On the bases of validity, reliability and measurement goodness-of-fit results, hypotheses testing can be carried out using path analysis.

IV. RESEARCH RESULTS AND DISCUSSION

Figure 2 displays the path diagram that resulted from the path analysis conducted to test research hypotheses. According to Bacon (1997), path diagrams are clear ways used to summarize structural equation modeling. The diagram shows that CRM dimensions; information sharing, customer involvement, long-term relationship and social CRM have significant direct effects on marketing performance. These dimensions also have significant effects on innovation capability. Total, direct and indirect effects of CRM dimensions on marketing performance are recapitulated in Table 2.

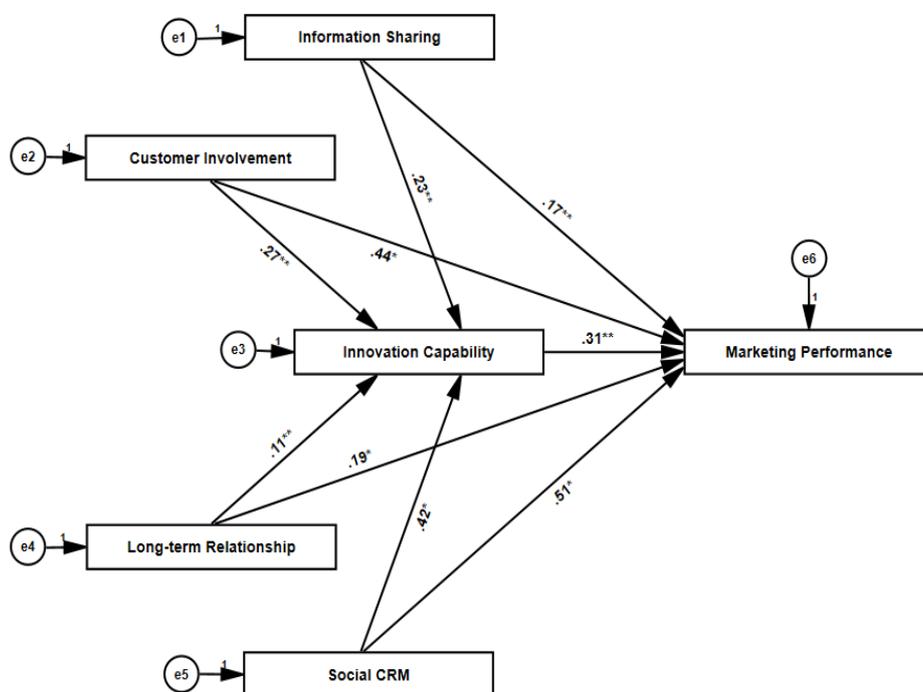


Figure 2. Research path model

The results in Table 2 parade the effects of CRM dimensions on marketing performance either through innovation capability or otherwise. It was revealed that H1, H2, H3 and H4 were supported by the current data. Information sharing ($\beta = 0.17$, $P < 0.05$), customer involvement ($\beta = 0.44$, $P < 0.05$), long-term relationship ($\beta = 0.19$, $P < 0.05$)

and social CRM ($\beta = 0.51, P < 0.05$) exerted statistically significant direct effects on marketing performance. Further, H5, H6, H7 and H8 were also accepted. Information sharing ($\beta = 0.071, P < 0.05$), customer involvement ($\beta = 0.084, P < 0.05$), long-term relationship ($\beta = 0.034, P < 0.05$) and social CRM ($\beta = 0.130, P < 0.05$) exerted statistically significant indirect effects on marketing performance through innovation capability. All in all, the results showed that the effects of CRM dimensions on marketing performance were mediated by innovation capability.

Table 2. Results of hypotheses testing

Default Paths			Direct effects		Indirect effects		Total effects	
			β *	P **	β *	P **	β *	P **
Info.Share	→	Innov.Cap.	0.23	0.001	-	-	0.23	0.001
Innov.Cap.	→	Marktng.Perf	0.31	0.002	-	-	0.31	0.002
Info.Share	→	Marktng.Perf	0.17	0.000	0.071	0.002	0.241	0.003
Cust.Involv.	→	Innov.Cap.	0.27	0.003	-	-	0.27	0.003
Innov.Cap.	→	Marktng.Perf	0.31	0.002	-	-	0.31	0.002
Cust.Involv.	→	Marktng.Perf	0.44	0.004	0.084	0.003	0.524	0.004
Lng.Rltion	→	Innov.Cap.	0.11	0.007	-	-	0.11	0.070
Innov.Cap.	→	Marktng.Perf	0.31	0.002	-	-	0.31	0.002
Lng.Rltion	→	Marktng.Perf	0.19	0.001	0.034	0.031	0.224	0.002
SocialCRM	→	Innov.Cap.	0.42	0.001	-	-	0.42	0.001
Innov.Cap.	→	Marktng.Perf	0.31	0.002	-	-	0.31	0.002
SocialCRM	→	Marktng.Perf	0.51	0.000	0.130	0.000	0.640	0.000

* Standardized effects. ** Significant at (α) = 0.05

Actually, these results are echoed in prior works. Richards and Jones (2008) reviewed the literature to identify the core benefits of CRM. The results of the review indicate that CRM results in a number of benefits such as customer elevated satisfaction, improved long-term profitability, increased retention, enhanced loyalty, enriched commitment and intensified attraction. CRM in general was found to affect customer satisfaction and customer loyalty (Binsar, 2014, Ntale and Ngoma, 2019). Lee et al. (2018) underlined CRM as a key driver of customer loyalty.

In particular, information sharing has several positive influences like customer loyalty (Erdoğan and Cicek, 2012), customer satisfaction (Steward, 2008), and customer performance (Carr, 2007). Chiang (2019) added that data-guided CRM improves company growth rate. Social CRM leads to enhanced levels of innovation activities in hotels, which in turn improve customer performance and then financial performance (Diffley et al., 2018). Heirati et al. (2019) asserted the importance of social drivers in customer relationship performance and customer willingness to cooperate with companies. According to Sánchez-Gutiérrez et al. (2019), companies' abilities to use knowledge to meet customer needs activate customer value and company performance. On the other hand, the results of this study are in agreement with some other studies that highlighted the positive effect of CRM dimensions on innovation capability (Atalay et al., 2013, Al-Hawary and Aldaihani, 2016, Cheng and Shiu (2019). In relation to the mediating role of innovation capability, e.g., administrative innovation, in the effect of CRM dimensions on marketing performance, the results of the current study were consistent with previous studies (Battor and Battor, 2010, Baksi and Parida, 2013, Ghafari et al., 2011 Toma et al., 2014, Taherparvar et al., 2014, Shriedeh and Ghani, 2016).

V. RESEARCH CONCLUSION, IMPLICATIONS AND FUTURE WORK DIRECTIONS

The aim of this study was to examine both direct and indirect effects of CRM dimensions on marketing performance. The results supported the hypotheses that information sharing, customer involvement, long-term relationship and

social CRM have significant direct effects on marketing performance, i.e., in the absence of innovation capability as a mediator variable. Likewise, the results pointed out that administrative capability significantly mediated the effect of CRM dimensions on marketing performance.

Correspondingly, three implications were derived from these results. Firstly, managers of financial service enterprises are required to increase their investment in customer relationship management activities such as information sharing, customer involvement, long-term relations and social CRM in order to maintain strong relationships with their customer ;i.e, to meet their needs and wants to enhance marketing performance as measured by customer satisfaction, customer retention and customer loyalty. Secondly, CRM activities should be implemented in line with innovativeness capability in its administrative part, due to the fact that these activities are well encouraged in the presence of innovation. Thirdly, researchers are invited to explore the effects of CRM dimensions on marketing performance using other mediators such customer relationship trust. Brown et al. (2019) indicate that trust as well as commitment is basic mediators in relationship marketing theory.

However, the results of this study are limited in terms of constructs, such as innovation capability that studied using one aspect, which was administrative innovation capability. Therefore, other innovation capabilities should be introduced in future studies. As for study design, this study is limited to its cross-sectional design as well as its sample that are drawn from financial service enterprises.

VI. REFERENCES

- [1] Afifi, I. and Amini, A. (2019). Factors Affect to Relationship Marketing for Creating Customer Loyalty in Hospital Services Business. *ASEAN Marketing Journal*, x(2), 91-108.
- [2] Afthanorhan, W. (2013). A comparison of partial least square structural equation modeling (PLS-SEM) and covariance based structural equation modeling (CB-SEM) for confirmatory factor analysis. *International Journal of Engineering Science and Innovative Technology*, 2(5), 198-205.
- [3] Akram, A. (2009). Service Quality and its impact on Customer Satisfaction: An empirical evidence from the Pakistani banking sector. *International Business & Economics Research Journal*, 8(12), 99-104
- [4] Aldaihani, F. M. and Ali, N. A. (2018a). Effect of Electronic Customer Relationship Management on Electronic Service Quality Provided by the Commercial Banks in Kuwait. *International Journal of Academic Research in Accounting, Finance and Management Sciences*, 8(2), 143-154.
- [5] Aldaihani, F. M. F. and Ali, N. A. B. (2018b). Impact of Social Customer Relationship Management on Customer Satisfaction through Customer Empowerment: A Study of Islamic Banks in Kuwait. *International Research Journal of Finance and Economics*, 170, 41-53.
- [6] Al-Hawary, S. I. S. and Aldaihani, F. M. (2016). Customer Relationship Management and Innovation Capabilities of Kuwait Airways. *International Journal of Academic Research in Economics and Management Sciences*, 5(4), 201-226.
- [7] Al-Hawary, S.I.S. (2013). The role of perceived quality and satisfaction in explaining customer brand loyalty: mobile phone service in Jordan. *International Journal of Business Innovation and Research*. 7(4), 393-413.
- [8] Al-Hawary, S.I.S. and Al-Smeran, W.F. (2016). Impact of Electronic Service Quality on Customers Satisfaction of Islamic Banks in Jordan. *International Journal of Academic Research in Accounting, Finance and Management Sciences*, 7(1), 170-188.
- [9] Alolayyan, M.N., Al-Hawary, S.I.S., Mohammad, A.A. and Al-Nady, B. A. (2018). Banking service quality provided by commercial banks and customer satisfaction. A structural equation modeling approaches. *Int. J. Productivity and Quality Management*, Vol. 24, No. 4, pp.543–565.
- [10] Atalay, M., Anafarta, N. and Sarvan, F. (2013). The relationship between innovation and firm performance: An empirical evidence from Turkish automotive supplier industry. *Procedia-Social and Behavioral Sciences*, 75, 226-235.
- [11] Bacon, L.D. (1997), *Using Amos for Structural Equation Modeling in Market Research*, SPSS, Chicago, IL.
- [12] Bakar, L. J. A. and Ahmad, H. (2010). Assessing the relationship between firm resources and product innovation performance: A resource-based view. *Business Process Management Journal*, 16(3), 420-435.
- [13] Baksi, A. K. and Parida, B. B. (2013). Exploring the moderating effects of relationship inertia and switching cost on CRM performance-customer satisfaction-retention link: Empirical evidence from Indian banking industry. *Abhigyan*, 30(4), 13-29.
- [14] Battor, M. and Battor, M. (2010). The impact of customer relationship management capability on innovation and performance advantages: testing a mediated model. *Journal of marketing management*, 26(9-10), 842-857.
- [15] Becker, J. U., Greve, G. and Albers, S. (2009). The impact of technological and organizational implementation of CRM on customer acquisition, maintenance, and retention. *International Journal of Research in Marketing*, 26(3), 207-215.

- [16] Bhat, S. A. and Darzi, M. A. (2016). Customer relationship management: An approach to competitive advantage in the banking sector by exploring the mediational role of loyalty. *International Journal of Bank Marketing*, 34(3), 388-410.
- [17] Binsar Kristian, P. (2014). Analysis of Customer Loyalty through Total Quality Service, Customer Relationship Management and Customer Satisfaction. *International Journal of Evaluation and Research in Education*, 3(3), 142-151.
- [18] Boateng, S. L. (2019). Online relationship marketing and customer loyalty: a signaling theory perspective. *International Journal of Bank Marketing*, 37(1), 226-240.
- [19] Bridoux, F. (2004). A Resource-based Approach to Performance and Competition: An Overview of the Connections Between Resources and Competition. Available at: https://www.uclouvain.be/cps/ucl/doc/iag/documents/WP_110_Bridoux.pdf
- [20] Brown, J. R., Crosno, J. L. and Tong, P. Y. (2019). Is the theory of trust and commitment in marketing relationships incomplete?. *Industrial Marketing Management*, 77, 155-169.
- [21] Carr, A. S. and Kaynak, H. (2007). Communication methods, information sharing, supplier development and performance: an empirical study of their relationships. *International Journal of Operations & Production Management*, 27(4), 346-370.
- [22] Chang, W., Park, J. E. and Chaiy, S. (2010). How does CRM technology transform into organizational performance? A mediating role of marketing capability. *Journal of Business Research*, 63(8), 849-855.
- [23] Cheng, C. C. and Shiu, E. C. (2019). How to enhance SMEs customer involvement using social media: The role of Social CRM. *International Small Business Journal*, 37(1), 22-42.
- [24] Cheung, G. W. and Rensvold, R. B. (2002). Evaluating goodness-of-fit indexes for testing measurement invariance. *Structural equation modeling*, 9(2), 233-255.
- [25] Chiang, W. Y. (2019). Establishing high value markets for data-driven customer relationship management systems: An empirical case study. *Kybernetes*, 48(3), 650-662.
- [26] Das, S. and Mishra, M. (2019). The Impact of Customer Relationship Management (CRM) Practices on Customer Satisfaction. In *Business Governance and Society* (pp. 43-54). Cham: Springer International Publishing. https://doi.org/10.1007/978-3-319-94613-9_4
- [27] Dewnarain, S., Ramkissoon, H. and Mavondo, F. (2019). Social customer relationship management: An integrated conceptual framework. *Journal of Hospitality Marketing & Management*, 28(2), 172-188.
- [28] Diffley, S., McCole, P. and Carvajal-Trujillo, E. (2018). Examining social customer relationship management among Irish hotels. *International Journal of Contemporary Hospitality Management*, 30(2), 1072-1091.
- [29] Erdoğan, İ. E. and Cicek, M. (2012). The impact of social media marketing on brand loyalty. *Procedia-Social and Behavioral Sciences*, 58, 1353-1360.
- [30] Ghafari, P., Karjalian, R. and Mashayekhnia, A. (2011). Studying the relationship between different dimensions of CRM and innovation capabilities in Melli bank of Iran. *World academy of science, engineering and technology*, 60(12), 906-10.
- [31] Grønholdt, L. and Martensen, A. (2006). Key marketing performance measures. *The Marketing Review*, 6(3), 243-252.
- [32] Han, J., Jun, M. and Kim, M. (2019). Impact of online community engagement on community loyalty and social well-being. *Social Behavior and Personality: an international journal*, 47(1), 1-8.
- [33] Heirati, N., Henneberg, S. C., Richter, A. and Harste, R. (2019). Differential importance of social and economic determinants of relationship performance in professional services. *Industrial Marketing Management*, 76, 23-35.
- [34] Ho, T. C., Ahmad, N. H. and Ramayah, T. (2016). Competitive capabilities and business performance among manufacturing SMEs: Evidence from an emerging economy, Malaysia. *Journal of Asia-Pacific Business*, 17(1), 37-58.
- [35] Hoekstra, R., Vugteveen, J., Warrens, M. J. and Kruijen, P. M. (2019). An empirical analysis of alleged misunderstandings of coefficient alpha. *International Journal of Social Research Methodology*, 22(4), 351-364.
- [36] Huang, F., Teo, T., Sánchez-Prieto, J. C., García-Peñalvo, F. J. and Olmos-Migueláñez, S. (2019). Cultural values and technology adoption: A model comparison with university teachers from China and Spain. *Computers & Education*, 133, 69-81.
- [37] Hunt, S. D., Arnett, D. B. and Madhavaram, S. (2006). The explanatory foundations of relationship marketing theory. *Journal of business & industrial marketing*, 21(2), 72-87.
- [38] Iddris, F. (2016). Innovation capability: A systematic review and research agenda. *Interdisciplinary Journal of Information, Knowledge, and Management*, 11, 235-260.
- [39] Kasemsap, K. (2018). Facilitating customer relationship management in modern business. *Encyclopedia of Information Science and Technology*, Fourth Edition. IGI Global, 1594-1604.
- [40] Kim, H. G. and Wang, Z. (2019). Defining and measuring social customer-relationship management (CRM) capabilities. *Journal of Marketing Analytics*, 7(1), 40-50.

- [41] Kozlenkova, I. V., Samaha, S. A. and Palmatier, R. W. (2014). Resource-based theory in marketing. *Journal of the Academy of Marketing Science*, 42(1), 1-21.
- [42] Ledikwe, A., Roberts-Lombard, M. and Klopper, H. B. (2019). The perceived influence of relationship quality on brand loyalty: An emerging market perspective. *African Journal of Economic and Management Studies*, 10(1), 85-101.
- [43] Lee, L. W., Tang, Y., Yip, L. S. and Sharma, P. (2018). Managing customer relationships in the emerging markets—guanxi as a driver of Chinese customer loyalty. *Journal of business research*, 86, 356-365.
- [44] Lin, R. J., Chen, R. H. and Kuan-Shun Chiu, K. (2010). Customer relationship management and innovation capability: an empirical study. *Industrial Management & Data Systems*, 110(1), 111-133.
- [45] Long, C. S., Khalafinezhad, R., Ismail, W. K. W. and Rasid, S. Z. A. (2013). Impact of CRM factors on customer satisfaction and loyalty. *Asian Social Science*, 9(10), 247- 253.
- [46] Mazman, S. G. and Usluel, Y. K. (2010). Modeling educational usage of Facebook. *Computers & Education*, 55(2), 444-453.
- [47] Mokhtaruddin, S. A. B., Wel, C. A., Alam, S. S. and Khalid, N. R. B. (2018). The Influence of Relationship Marketing Orientation (RMO) on Customer Retention in Travel Agency Services. *International Journal of Academic Research in Business and Social Sciences*, 8(2), 713-724.
- [48] Morgan, R. M. and Hunt, S. D. (1994). The commitment-trust theory of relationship marketing. *Journal of marketing*, 58(3), 20-38.
- [49] Nawab, S., Nazir, T., Zahid, M. M. and Fawad, S. M. (2015). Knowledge management, innovation and organizational performance. *International Journal of Knowledge Engineering*, 1(1), 43-48.
- [50] Ntale, P. D. and Ngoma, M. (2019). Word of mouth communication: A mediator of relationship marketing and customer loyalty. *Cogent Business and Management*, 6, 1–36
- [51] Nwankwo, S. I. and Ajemunigbohun, S. S. (2013). Customer relationship management and customer retention: Empirical assessment from Nigeria’s Insurance Industry. *Business and Economics Journal*, 4(2), 81.
- [52] Palmatier, R. W. and Steinhoff, L. (2019). *Relationship marketing in the digital age*. Routledge.
- [53] Preacher, K. J. and Hayes, A. F. (2004). SPSS and SAS procedures for estimating indirect effects in simple mediation models. *Behavior research methods, instruments, & computers*, 36(4), 717-731.
- [54] Rahimi, R. and Kozak, M. (2017). Impact of customer relationship management on customer satisfaction: The case of a budget hotel chain. *Journal of Travel & Tourism Marketing*, 34(1), 40-51.
- [55] Rajapathirana, R. J. and Hui, Y. (2018). Relationship between innovation capability, innovation type, and firm performance. *Journal of Innovation & Knowledge*, 3(1), 44-55.
- [56] Rao, Y. P. and Gupta, N. V. (2019). A Report on Customer Relationship Management. *European Journal of Business and Social Sciences*, 7(4), 852-856.
- [57] Richards, K. A. and Jones, E. (2008). Customer relationship management: Finding value drivers. *Industrial marketing management*, 37(2), 120-130.
- [58] Sánchez-Gutiérrez, J., Cabanelas, P., Lampón, J. F. and González-Alvarado, T. E. (2019). The impact on competitiveness of customer value creation through relationship capabilities and marketing innovation. *Journal of Business & Industrial Marketing*, 34(3), 618-627.
- [59] Sayil, E. M., Akyol, A. and GolbasiSimsek, G. (2019). An integrative approach to relationship marketing, customer value, and customer outcomes in the retail banking industry: a customer-based perspective from Turkey. *The Service Industries Journal*, 39(5-6), 420-461.
- [60] Shriedeh, F. B. and Ghani, N. H. (2016). Impact of Innovation on the Relationship between Customer Relationship Management and Brand Equity in the Medical Tourism of Jordan. *Journal of Research in Business, Economics and Management*, 7(4), 1150-1158.
- [61] Spiteri, J. M. and Dion, P. A. (2004). Customer value, overall satisfaction, end-user loyalty, and market performance in detail intensive industries. *Industrial marketing management*, 33(8), 675-687.
- [62] Steward, M. (2008). Intraorganizational knowledge sharing among key account salespeople: The impact on buyer satisfaction. *Marketing Management Journal*, 18(2), 65-75.
- [63] Taherparvar, N., Esmaeilpour, R. and Dostar, M. (2014). Customer knowledge management, innovation capability and business performance: a case study of the banking industry. *Journal of knowledge management*, 18(3), 591-610.
- [64] Tariq, M. I., Nawaz, M. R., Nawaz, M. M. and Butt, H. A. (2013). Customer perceptions about branding and purchase intention: a study of FMCG in an emerging market. *Journal of Basic and Applied Scientific Research*, 3(2), 340-347.
- [65] Toma, M., Mihoreanu, L. and Ionescu, A. (2014). Innovation capability and customer relationship management: a review. *Economics, Management and Financial Markets*, 9(4), 323-331
- [66] Tsang, M. M., Ho, S. C. and Liang, T. P. (2004). Consumer attitudes toward mobile advertising: An empirical study. *International journal of electronic commerce*, 8(3), 65-78.
- [67] Verhoef, P. C. (2003). Understanding the effect of customer relationship management efforts on customer retention and customer share development. *Journal of marketing*, 67(4), 30-45.

- [68] Wikhamn, W. (2019). Innovation, sustainable HRM and customer satisfaction. *International Journal of Hospitality Management*, 76, 102-110.
- [69] Al-Hakim, Y. L. A. and Hassan, S. (2013). Knowledge management strategies, innovation, and organizational performance: An empirical study of the Iraqi MTS. *Journal of Advances in Management Research*, 10(1), 58-71.
- [70] Zhang, H. and Xiao, Y. (2019). Customer involvement in big data analytics and its impact on B2B innovation. *Industrial Marketing Management*. <https://doi.org/10.1016/j.indmarman.2019.02.020>
- [71] ZELEKE, SIMACHEW, and DR A. PRABHU KUMAR. "UNDERSTANDING THE CUSTOMER RELATIONSHIP MANAGEMENT (CRM) SCENARIO IN THE HOTEL INDUSTRY: A SYSTEMATIC." *International Journal of Sales & Marketing Management Research and Development (IJSMMRD)* 9.2 (2019):23-36
- [72] Khanna, Smriti. "Customer Relationship Management (CRM) In Higher Education: Assessing the Inclination of Higher Education Institutions in Adapting CRM with Special Reference to Management Institutes." *IMPACT: International Journal of Research in Business Management (IMPACT: IJRBM)* 7.7 (2019):25-38
- [73] BABU, R. HEMANTH, T. RAJA REDDY, and N. GIRI BABU. "ROLE OF INFORMATION TECHNOLOGY AND ANALYSIS OF VARIOUS FRAMEWORKS IN CUSTOMER RELATIONSHIP MANAGEMENT." *International Journal of Sales & Marketing Management (IJSMM)* 5.3 (2016):1-6
- [74] SHUKLA, NEHA. "SOCIAL MEDIA & ITS INFLUENCE ON CUSTOMER RELATIONSHIP IN INDIAN RETAIL SCENARIO." *International Journal of Sales & Marketing Management Research and Development (IJSMMRD)* 7.4 (2017):27- 34
- [75] RAJENDIRAN, P., et al. "CUSTOMER RELATIONSHIP MANAGEMENT IN THE MANUFACTURING INDUSTRY, USING DATA MINING TECHNIQUES." *International Journal of Educational Science and Research (IJESR)* 7.6 (2017):63-70
- [76] FRIMPONG, FRANCIS KOFI SOBRE. "THE EFFECT OF MARKETING COMMUNICATION TOOLS ON CUSTOMER SATISFACTION AND BRAND PERFORMANCE IN THE FINANCIAL SERVICES SECTOR IN GHANA." *International Journal of Sales & Marketing Management Research and Development (IJSMMRD)* 7.1 (2017):11-22