



Investigating the impact of factors affecting the successful implementation of customer relationship management

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Abstract

The current research was conducted with the aim of influencing factors in the success of customer relationship management implementation. The current research is applied in terms of purpose and based on the descriptive method of correlation type. The statistical population of the present researcher includes 300 employees of the administrative department and the para clinic of Shiraz Organ Transplantation Hospital, the sampling method in this research is stratified sampling, and the sample size is determined with the help of Cochran's sampling formula of 168 people. A standard questionnaire data collection tool was used to test path analysis hypotheses using LISREL software. The inferential findings of the research showed that all variables are expected based on the Kolmogorov-Smirnov test and the researcher can use parametric statistics to analyze the data. The results showed that the variables of support, managers' commitment, employees' trust, knowledge management employees, and knowledge sharing have a direct and significant relationship with customer management.

Keywords: customer relationship management, organizational trust, organizational commitment, knowledge management

Introduction

Due to the environment of change and intense competition between manufacturing and service companies, many organizations seek to establish an effective relationship with their customers and consider their markets and customers as the beating pulse of their organization. Today, many concepts, theories, and management literature as a whole have been revised and rewritten based on the customer. "The customer is the crown of our head" is no longer a slogan, but the customer has become the center of activities of organizations so that the statement and mission of modern organizations are defined by the customer (Al-Bashayreh, Almajali et al. 2022). Quality, which is a long-standing concept and concern of management, is also defined today in relation to customer satisfaction and it is said: Quality means responding to the needs of the customer. with the quality desired by the customer, at the time desired by the customer and at an acceptable price. Yesterday's marketing only emphasized finding customers, and today's marketing is based on the knowledge and art of finding and keeping customers. In traditional marketing, success means having. A share more than the market, but in modern marketing, the criterion is to have a greater share than the customer. Products and services

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come and go, but what creates value for organizations today is creating a continuous relationship with the customer, and successful organizations are the only organizations that are able to have permanent customers (Mendoza, Marius et al. 2007). It can be said that the most important assets of most organizations are their customers. Because of their direct connection to an organization's actions, customers are a valuable source of opportunities, threats, and operational questions related to their industry. Today, in order to grow and survive in the field of economic competition, companies and organizations must give special importance to customer orientation and increase their relationship with the buyers of goods. In the new business trends, obtaining customer satisfaction has an important and vital place in the company's goals, and senior managers know very well that their success in achieving the company's goals depends on customer satisfaction. On the other hand, it cannot be said that all customers play an equal role in the company's success, so satisfying key customers will be more sensitive. In the current approach of organizations, the customer is considered as organizational capital, and in this approach, managers seek to use other organizational capital in order to achieve the organization's business goals and satisfy customers. These funds, which are considered organizational intellectual capital, are always They are of special importance in organizations and are considered one of the success factors of the organization (Gupta, Sharma et al. 2009).

In recent years, the term "customer relationship management" has received a lot of attention in the field of information technology marketing and so on. Especially academic people, software sellers, consultants, and business owners have been involved in this field and have developed this concept, which means the organization's efforts to create and provide higher value to the customer, so that research shows that some companies are very successful, they have a high rate of 90% retention of their customers. Today, many organizations have implemented customer relationship management (CRM) systems in line with the trend of attracting and retaining customers, but many companies have not been successful in implementing such a system and have not received acceptable results from the implementation of this system, and are seeking to find There are methods to increase the performance of this system in their organizations(Hart 1995). Customer relationship management is the process of designing an organization around customers, which at the operational level examines the development of sales and marketing application software and their integration, and at the other level, how to create and maintain long-term relationships, and how to develop strategies and policies to achieve it. Considers that customer relationship management is an organization-wide approach, not only in gaining knowledge about customers, but also in improving and automating work processes that create value for customers, suppliers, and employees of the organization (Hart 1995).

Method

The current research is of an applied type, the purpose of which is to determine the structural model of variables related to customer relationship management. From the point of view of the method of data collection, the research method of the desired research is a descriptive correlational type. The statistical population of the present study includes 300 employees of the administrative department and para clinic of Shiraz Organ Transplantation Hospital. The sampling method in this research is stratified random sampling and volume. The sample was determined using Cochran's sampling formula of 168 people. The data collection tool is a standard questionnaire to determine the validity of the measurement tool and to what extent the tool used measures the desired characteristics in the current research we refer to content validity because each of the questionnaires used in this research has been used repeatedly by different researchers and also the questions that make up the tool measure exactly the variables in the research, so it can be the relatively high reliability of the content validity of the measurement tool was confirmed. Table 1 shows the number and source of the metrics



used to measure each of the research variables along with Cronbach's alpha coefficient, which represents the reliability of the questionnaire. A five-point Likert scale was used to respond to the criteria of the questionnaire.

Table 1. Cronbach's alpha coefficient

#	Variables	Gauges	Cronbach's alpha
1	Customer relationship management	9	0.83
2	Managers support	5	0.75
3	Employee commitment	8	0.73
4	Employee trust	6	0.78
5	Sharing knowledge	5	0.79
6	knowledge management	9	0.89

As can be seen in the above table, all reported Cronbach's alpha coefficients are higher than 0.7, which indicates the high reliability of all subscales and the appropriate measurement stability of the questionnaire used. To test the hypotheses of the research, path coefficients that include standardized parameters, standard error of estimation, and statistics were used. Finally, the goodness of fit indices is used for the overall evaluation of the proposed model, and LISREL 8.5 software (SPSS 22) was used for data analysis.

Results

Table 2. Correlation matrix of research variables

Variables	1	2	3	4	5	6	7
Managers support	1						
Sharing knowledge	0.25 **	1					
knowledge management	0.27**	0.29**	1				
Employee commitment	0.44**	0.32**	0.34**	1			
Employee trust	0.36**	0.28**	0.35**	0.27**	1		
customer relation management	0.48**	0.39**	0.25**	0.33**	0.46**	1	

According to the table, we can see that among the independent variables, managers' support (0.48), knowledge sharing (0.39), employees' trust (0.25), employees' commitment (0.33) and knowledge management (0.25) are the highest. They have the lowest correlation coefficient with customer relationship management, and all these coefficients are statistically significant ($P > 0.01$).

In this part, according to the information listed in Table 3, we discuss and examine the rejection or confirmation of the hypotheses related to the direct effects of the variables on each other.

Table 3. Estimates of direct effect coefficients

Variables	Estimates	Standardized parameter	Standard error of estimate	t	Hypothesis results



The effect of managers' support on: customer relationship management		0.29**	0.01	6.01	confirmation
The effect of knowledge sharing on: customer relationship management		0.31**	0.03	6.78	confirmation
The effect of knowledge management on: customer relationship management		0.23**	0.04	4.55	confirmation
The effect of employee commitment on: customer relationship management		0.25**	0.05	4.99	confirmation
The effect of employee trust on: customer relationship management		0.2**	0.04	5.63	confirmation

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In order to check the suitability of the model, suitability indices have been used. In general, there are various characteristics of fitness: In this research, the GFI, CFI, RMSEA, χ^2/df , and AGFI fit indices are reported. In the table below, the model fit characteristics are presented.

Table 4. Characteristics of the goodness of fit of the prediction model of customer relationship management

Characteristic	Estimate
Chi-square ratio to degree of freedom(χ^2/df)	89.2
P value	50.0
Comparative fitness index(CFI)	97.0
Good fit index(GFI)	99.0
Adjusted good fit index(AGFI)	92.0
Root mean square error estimate (RMSEA)	60.0

Discussion and conclusion

In this research, the structural model of the variables related to customer relationship management was determined and the direct effects were tested with the criterion variable. According to the findings of the research, managers' support has a significant relationship with customer relationship management. The supportive role of managers has a key position in the effectiveness of customer relations programs and policies because they can encourage employees to participate or not participate in these programs, and they also can successfully implement customer relationship management by strengthening the cultural norms of their subordinates. The supportive manager is the one who does not discriminate, and the attention of employees pay attention to family issues. This finding is in line with the findings of (Ertürk 2008). According to the results of structural equation modeling, employee commitment has a

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significant relationship with customer relationship management, studies have shown that the dimensions of commitment and specifically emotional commitment have a special effect on the success of employee-customer relationship management (Fader, Hardie et al. 2005).

Also, studies show that the importance of emotional commitment has been paid attention to more than other aspects of organizational commitment because it has the greatest impact on the organization's employees, so emotional commitment is the most beneficial form of commitment to the organization and the main criterion in the examination of commitment. Customer relationship management is also a customer-focused business strategy that dynamically integrates sales, marketing, and service to create and increase value for both the organization and the customer. The results of the study also show the direct effect of knowledge management on customer relationship management. In explaining this relationship, it can be said that knowledge management is related to the organization's ability to capture information management and provide reliable and timely goods and services to customers to improve provide answers to customers and make quick organizational decisions based on real information. As a result, customer relationship management and knowledge management both have a common goal, continuous improvement of the process of providing goods, services, and information to customers (Davis 1985), on the other hand, the studies conducted in this field show the importance role of knowledge management abilities in the success of management. The results of the study of the findings of previous studies on the positive effect of knowledge sharing on customer relationship management confirm the effective implementation and application of knowledge sharing to be useful and facilitate knowledge among employees to the positive attitude of users towards it.

It depends that employees who have a positive attitude towards knowledge sharing and consider it useful and effective in promoting learning participate more openly in this system. The willingness of employees to share knowledge is one of the necessary and motivating factors for sharing knowledge and it depends on the desire of each person to enter this system. If the employees know that the knowledge they share will be useful and effective, they will tend to share their knowledge to successfully implement the customer relationship management system. The result obtained in this research is in line with the results of (Imran, Bilal et al. 2017). The results of path analysis show that there is a significant relationship between trust and customer relationship management. It can be argued that employees who have complete trust in their organization have more motivation and effort to participate in the successful implementation of the customer relationship management system, which reduces the learning time and complications of using the customer relationship management system. The quality, work, job performance, job effectiveness, and speed of doing tasks are improved, and it makes employees get more accurate, more recent, and better quality job information.

If the employees do not trust each other, it leads to the misuse of knowledge and the usefulness and ease of use of knowledge lose their value. The less trust there is between the employees and the organization, the less effective it is to implement customer relationship management. Pay in general, trust is an important factor in increasing the level of group performance. The result obtained in this research is in line with the results of (Garrido-Moreno and Padilla-Meléndez 2011).



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