The Role of Customer Relationship Management Strategies on Developing Customer Services of Jordanian Telecommunication Companies

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Abstract

The study aimed at identifying the role of customer relationship management strategies on developing customer services of Jordan telecommunication companies. The study relied on descriptive analytical method. (88) Managers, heads of departments, and staff. A special questionnaire were been distributed. The study sample consist of (83) respondents, and the valid questionnaires were (79).The study concluded several results, the most important of which was the presence of a statistically significant effect at the level of ($\alpha \leq 0.05$) for the application of customer relationship management in its dimensions: Customer retention strategy, Value - conscious strategy, Management towards customers strategy in Jordan telecommunication companies. Considering these results, the study recommended several recommendations, the most important of which is the need to continue to implement customer relationship management strategies to give them greater flexibility in facing the environmental and competitive challenges and to know the possible market opportunities to maintain their survival and position in the market.

Keyword: Customer Relationship Management Strategies, Developing customer Services, Jordanian Telecommunication Companies.

Introduction

The customer is the center of attention for companies, it draws those desires and needs required to convert them into standards or standards for the production of products within certain specifications, each product without these standards will lead to failure inevitably because it does not carry the specifications required from the point of purchase. This is why companies are racing to win the largest number of customers with the effort in maintaining customers, by linking an interactive relationship with them, and strengthen this relationship further within a range of tools and strategies specialized in building long-term relationships with customers. The role of Customer Relationship Management (CRM) has evolved at the present time due to a combination of factors such as low customer satisfaction and competition. In order to improve the services provided in order to gain confidence and increase customer satisfaction, loyalty and retention on the one hand and reduce the impact of competition on the other.

The telecommunications sector is one of the most vital sectors which have witnessed a rapid development in Jordan recently, as it is a market that is changing rapidly with the changes and developments in the global telecommunications technology. Follow customer relations strategies in order to develop their services to ensure a high degree of satisfaction to their customers and enhance their loyalty. Hence, this study came to know the role of customer relationship management strategies in developing customer services for Jordanian telecom companies. Thus, many companies have tended to provide new services or develop their existing services to achieve their objectives, and the application of appropriate marketing strategies, including customer relationship management strategies (CRM). Sub-standard catalog.

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Through the work of the researcher in the telecommunications sector, especially in the field of marketing, where it was found that there is a weakness in the strategies in the management of customer relations directly related to customers to enable Jordanian telecommunications companies to develop services to achieve satisfaction and loyalty to its customers in terms of sustainability and continuity in the light of local competition and global telecommunications sector.

Study Problem

In this regard, the purpose of the study is to measure the role of customer relationship management strategies on the development of customer services for Jordanian telecommunications companies. To achieve the purpose of this study, the following key question must be answered: Main Question: Is there any role for customer relationship management strategies (customer oriented strategy, customer retention strategy, customer engagement strategy, and Customer perceived value strategy) to develop customer services dimensions (innovation, creativity, excellence) in Jordanian telecom companies? A number of sub-questions arise from this question:

Sub-Question 1: Is there any role for customer relationship management strategies combined on innovation in Jordanian Telecom Companies?
Sub-Question 2: Is there any role for customer relationship management strategies combined on creativity in Jordanian telecom companies?
Sub-Question 3: Is there any role for customer relationship management strategies combined on excellence in Jordanian telecom companies?

Study Hypothesis

Depending on the purpose and variables of the study, the researchers have formulated a number of hypotheses in order to test them as follows: The main hypothesis: There is no statistically significant role at the level of significance ($\alpha \leq 0.05$) for the role of customer relationship management strategies in their combined dimensions (oriented management toward customers strategy, retain customers strategy, dealing with customers strategy, perceived value of customers strategy) on the development of customer services Its combined dimensions (innovation, creativity, excellence) in Jordanian telecom companies. A number of sub-hypotheses emerge from this hypothesis:

- The first sub-hypothesis: There is no statistical significant role at the level of significance ($\alpha \leq 0.05$) for customer relationship management strategies with their combined dimensions on innovation in Jordanian telecom companies.
- The second sub-hypothesis: There is no statistical significant role at the level of significance ($\alpha \leq 0.05$) of customer relationship management strategies with their combined dimensions of creativity in Jordanian telecom companies.
- The third sub-hypothesis: There is no statistical significant role at the level of significance ($\alpha \leq 0.05$) for customer relationship management strategies with their combined dimensions on excellence in Jordanian telecom companies.

Research Model

Based on the study questions and hypotheses and previous studies, the researchers has developed a special model of this study to measure the role of the independent variable on the dependent variable and Figure (1) shows the relationship between the variables and the study model and dimensions.

Figure (1) study model
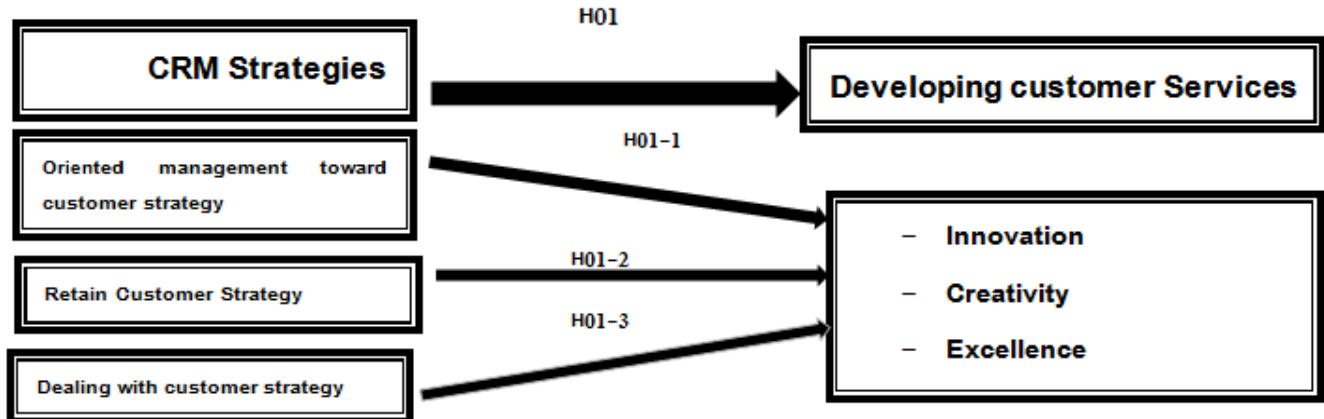
Literature Review and Previous Studies

(Kotler, 2015) explained in his concept of CRM to the accurate information that can be obtained from customers to create loyalty to the customer when he defined it as the process of consolidating relationships with the client by collecting as much detailed and accurate information as possible directly and indirectly for each customer and

Solo, which benefits the organization by creating loyalty to success. Anderson et. al (2002) believes in his concept of CRM to link this concept to the profitability of the organization when he referred to CRM as a set of specific steps and programs that are implemented in detail and carefully to help the organization to create an effective communication process with customers based on the focal points, Such as salesmen, e-mail etc., with the aim of increasing the organization's sales and making profits.

Swaidan & Haddad, 2006), CRM is one of the most important sources of competitive advantage in the organization, and went on to describe it as an effective tool to support the organization's decisions for the benefit of clients. This means that the success of CRM requires the provision of effective service and appropriate practical procedures, which in turn depends on the partnership between the employees of the organization and its clients. Customer knowledge management an essential component of their culture in order to generate new knowledge and keep up with the marketing environment, by establishing deep relationships with their customers and making them the focus of the organization's work. It seeks to achieve high standards of quality in its services to suit the needs, desires and preferences of its customers, to gain their satisfaction and loyalty (Saloja et al, 2013).Knowledge of customer orientation towards customer relationship management plays an active role in the organization's interaction with its internal and external environment. Winning, retaining and enhancing customer loyalty is one of the most important strategic objectives of the organization's marketing department (El-Shaikhly, 2011).On the other hand, the competitive advantage of any business or organization lies in the ability to predict and respond to customer needs in order to outpace competitors. Therefore, organizations must be innovative and pioneering in the field. In doing so, organizations must take care of this development and nurture it by spreading a culture of development and innovation among their members. (Al-Rubaie et al., 2014).Mahmoudi(2016) believes that CRM is a strategic process aimed at focusing on different customer desires and spreading internal awareness in the organization of the importance of retaining customers and creating loyalty. Deng et.al,(2015) on where he linked the concept of CRM to information technology in the organization, while demonstrating that CRM is the process of activating information technology that puts customers at the heart of the strategy and operations of the organization. Santos & Isaias (2016) implement and manage specific programmed steps aimed at creating value for the customer by providing the best possible services.

Kotler et.al.(2016) described it as an interactive management process that includes many practices that are directly related to clients that are supported by staff and operations, to maintain customers and to maintain business continuity. Bavarsad & Hosseinipour (2013) explained that the primary goal of CRM is to gather information on the diverse needs and desires of customers, which require a modern communications system to be achieved. The success of organizations in general and service organizations in particular depends on their ability and potential to achieve customer satisfaction, and then build a strong base of loyal customers, not only successful service organizations to attract customers in the first place, but working towards the development and strengthening of long-term relationships with them to ensure for themselves And growth.

Many loyal customers are often seen as a source of attraction for new customers through their positive recommendations, suggestions and opinions that affect new and potential customers (Adikaram et. al., 2016). The key to customer retention is to achieve satisfaction and happiness for them. Customer satisfaction and happiness is a measure of the level of performance achieved by the service provided. An increase in performance than expected makes customers hostile. Therefore, organizations are trying to achieve satisfaction and happiness for them to a high degree and maintain them. Satisfaction and happiness may expose customers to switching to competing organizations as long as the current is unable to meet their expectations (Kotler, 2015).Satisfaction of the customer's desires and the serious pursuit to satisfy him is a strong reason for excellence and excellence, this customer has become a very important center within the concerns and priorities of the institution, and confirms this confirms Don- Jones technical methods expert and consultant industrial circuit: customers are the best designers of the company's products, Contrary to what many believe they have designed great products, if the customer does not approve these designs, that belief will not lead to any benefit, so the businessmen had to work diligently and diligently in order to maintain this customer and earn it as a permanent customer , especially if you look at the size of the alternatives and options available to you and the ever-growing more and more, and is what the imposition of the inevitability of the quest for a good knowledge of him, studying his behavior and the factors influencing its decisions, and the discovery of his expectations, and predict his hopes and dreams, and from the discovery of ways to optimize access to it, to gain and gain satisfaction and loyalty (Valmohammadi, 2017).

Al-Bakri, Taleb (2014) found that the level of customer relationship management practice in the Jordanian commercial banks in question was high in most dimensions (focus on key customers, organizational efficiency, customer knowledge, customer value, trust). Al-Rubaie et al. (2014) they reached to a number of results, including: the high level of customer knowledge management and the development of new services and marketing performance in Iraqi commercial banks. In addition, there is a statistically significant impact of customer knowledge management in the development of new services and marketing performance. And the presence of statistically significant impact of the development of new services in the marketing performance of banks. Moreover, there is a common impact of customer knowledge management and the development of new services on the marketing performance of banks in three dimensions: profitability; market share growth rate and customer retention. Al-Qaisi et al. (2017) found that there is a positive change that has taken place in the management of customer relations has brought about a real change in the quality of services.

Turki et al. (2017) they found that there is a strong relationship and a positive and statistically significant role between the roles of service development in determining the level of customer satisfaction from the point of view of the study sample. Superior performance and this is not only the adoption of the policy of development in all institutional services and the introduction of new innovative products and developed, either partially or completely. Ata et al., (2012) they found the adoption of customer relationship management affects marketing performance significantly and not on financial performance.

Study Methodology and Study Approach

In order to achieve the objectives of the study, the researcher relied on the descriptive analytical approach to analyze and classify data, to identify the role of customer relationship management strategies in the development of customer services for Jordanian telecommunications companies.

Study Population & Sample

The study population consists of (3) Jordanian telecommunications companies, according to the monitoring companies in the Ministry of Industry and Trade. A comprehensive survey method was used which consisted of the employees of the Jordanian telecommunications companies represented by all the directors and heads of the departments and employees of marketing departments with an overall number of (88) employees.

Study Tool

The researchers developed a questionnaire to cover all the dimensions of the independent and dependent study variables in a way that enabled the study hypotheses to be tested. To increase the degree of reliability and reliability of the data collected, the researcher relied as much as possible in measuring the variables of the study on the measures contained in previous studies, which have been proven reliability and reliability. The responses of the study members were divided into questionnaires according to the Likert scale of five points.

Tool Reliability

The Cronbach's Alpha coefficient of internal consistency has been adopted to ascertain the validity of the questionnaire as a data collection tool for the present study. To measure the level of internal consistency of the resolution paragraphs, the Alpha Cronbach coefficient was used.

Table (1): Internal Coherence Coefficients (Alpha Cronbach)

Variable	Sub. Variables	Coherence coefficient of internal consistency
CRM Strategies	Management guide towards customers strategy	.901
	Customer retention strategy	.884
	Customer dealing strategy	.789
	Customer perceptive value strategy	.843
Developing Customer Services	Innovation	.869
	Creativity	.598
	Excellence	.777
Overall		**.948**

Table (1) shows that the total stability factor for the independent variable (CRM strategies) and the dependent variable (customer service development) was higher than (70%), which indicates that there is an internal consistency between the items of the study tool by (94.8%). This confirms the validity of the study tool in testing the study hypotheses with a large percentage. The arithmetic mean and standard deviation of the study variables were calculated separately.First: Dimensions of the Independent Variable (Customer Relationship Management Strategies):

Table (2): Arithmetic Averages of Elements of Customer Relationship Management Strategies

Variable	Sub-Variable	Mean	STD	Degree
CRM Strategies	Management guide towards customers strategy	3.85	.75	High
	Customer retention strategy	3.88	.73	High
	Customer dealing strategy	4.27	.54	High
	Customer perceptive value strategy	4.25	.54	High
Overall Mean		**4.06**		High

Table (2) shows that the arithmetic mean of the independent variable CRM strategies as a whole (4.06) with a high rating, and that the highest element is the element (strategy dealing with customers) was rated high with an average of (4.27) with standard deviation (0.54), and that the element of customer orientation strategy was (3.85).This indicates that the level of application of customer relationship management strategies is high in the Jordanian telecommunications companies under study. Second: Elements of the dependent variable (customer service development): The dependent variable (customer service development) was measured through three dimensions (innovation, creativity, excellence):

Table (3): Arithmetic Averages of Elements of Customer Services Development

Variable	Sub-Variable	Mean	STD	Degree
Customer Services Development	Innovation	3.88	.79	High
	Creativity	3.98	.66	High
	Excellence	4.29	.52	High
Overall Mean		**4.05**		High

Table (3) shows that the arithmetic mean of the dependent variable is developing customer services as a whole (4.05) with a high rating, and that the dimension (excellence) was estimated high with a mean of (4.29) and standard deviation (0.52), and the dimension (creativity) came with an arithmetic mean (4.98). And the deviation (0.66), and finally came the dimension of innovation with the lowest middle of the account where it reached (3.88).

This indicates the interest of the Jordanian telecommunication companies in the study of the dimensions of the development of customer services and the level of implementation and implementation of high. Before the researcher tested the hypotheses of the study and in order to ensure the suitability and suitability of the data, the researcher conducted a Variance Inflation Factor-VIF test and a Tolerance test for each of the independent variables to ensure that there is no high correlation (Multi- Collinearity) between independent variables.

Table (4): Examination of the Coefficient of Variance Inflation and the Permissible Variation of Customer Relationship Management Strategies

Variables	(VIF)	Tolerance
Management guide towards customers strategy	5.645	.177
Customer retention strategy	6.390	.156
Customer dealing strategy	1.839	.544
Customer perceptive value strategy	1.410	.709

Table (4) shows the values of variance inflation coefficient (VIF) and permissible variation (Tolerance) for each variable, where we note that the value of (VIF) for all variables was less than (10) and that the value of tolerance variance (Tolerance) for all variables was greater than (0.05) Based on the VIF decision rule, the values indicate that there is no correlation between the independent variables that impedes the regression test.

Testing the main hypothesis:

There is no statistically significant role at the significance level ($\alpha = 0.05$) of customer relationship management strategies in their combined dimensions (customer oriented management strategy, customer retention strategy, customer engagement, customer perceived value strategy) in the development of customer services in their combined dimensions (innovation, creativity, excellence) in Jordanian telecom companies.

To examine this hypothesis, the researcher conducted a multiple regression analysis in order to demonstrate the role of customer relationship management strategies combined in the development of customer services at the level of significance ($\alpha = 0.05$) and the result is as follows:

Table (5): Sample Summary Table of Correlation Coefficient for Study Variables b (Model Summary)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.966a	.933	.929	.13301

Table (5) shows that the value of the correlation coefficient of the independent variable (CRM strategies), and the variable (customer service development) was (0.966) and shows a very strong relationship. The value of the coefficient of determination (R^2) (0.933), meaning that the model explained 93.3% of the total variance. Multiple regression tests: Table (6) shows the analysis of variance ANOVA as follows:

Table (6): ANOVA analysis of variables for independent and dependent study variables

Model	Sum of Squares	df.	Mean Square	F	Sig.
Regression	18.164	4	4.541		
Residual	1.309	74	.018	256.669	.000a
Total	19.474	78			

Table (6) shows that the statistical significance level was (0.00), which is smaller than (0.05). Customer orientation strategy, customer retention strategy, customer dealing strategy, customer perceptive value strategy in the development of customer services in its combined dimensions (innovation, creativity, excellence) in Jordanian telecom companies. Table (7) refers to the regression coefficient values as shown below:

Table (7): Transactions Table for Coefficient

Coefficients[a]

Model 1	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Management guide towards customers strategy.	.0136	.048	.203	2.833	.006
Customer retention strategy.	.342	.052	.499	6.552	.000
Customer dealing strategy.	.289	.038	.314	7.690	.000
Customer perceptive value strategy.	.153	.033	.165	4.624	.000

a. Dependent Variable: Developing Customer Services

Table (7) shows that all dimensions combined (strategy oriented management to customers, customer retention strategy, dealing with customers, strategy of perceived value of customers) have a statistically significant level of significance (0.00) which is less than (0.05) in the development of customer services in all Their dimensions combined. The first sub-hypothesis: There is no statistically significant role at the significance level ($\alpha = 0.05$) of customer relationship management strategies in their combined dimensions (Customer Orientation Strategy, Customer Retention Strategy, Customer Handling, Customer Perceptions Value Strategy) on innovation in Jordanian telecom companies.

Table (8): Model Summary Table for Dimension (Innovation) b (Model Summary)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.884[a]	.781	.769	.38253

Table (8) shows that the value of the correlation coefficient of the independent variable (CRM strategies), and dimension (innovation) was (0.884) and shows a very strong relationship. The value of the coefficient of determination (R^2) was 0.781, meaning that the model accounted for 78.1% of the total variance. Second sub-hypothesis:

There is no statistically significant role at the significance level ($\alpha = 0.05$) of customer relationship management strategies in its dimensions (Customer Orientation Strategy, Customer Retention Strategy, Customer Handling, Customer Perceptive Value Strategy) on creativity in Jordanian telecom companies.

Table (9): Model Summary Table for Dimension (Creativity) b (Model Summary)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.870[a]	.758	.744	.33416

Table (9) shows that the value of the correlation coefficient of the independent variable (CRM strategies), and the dimension (creativity) was (0.87) and shows a very strong relationship. The value of the coefficient of determination (R^2) was 0.758, meaning that the model accounted for 75.8% of the total variance. Third sub-hypothesis: There is no statistically significant role at the significance level ($\alpha = 0.05$) of customer relationship management strategies in their combined dimensions (customer oriented management strategy, customer retention strategy, dealing with customers, customer perceived value strategy) on excellence in Jordanian telecom companies.

Table (10): Model Summary Table for Dimension (Excellence) b (Model Summary)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.942[a]	.887	.880	.18062

Table (10) shows that the value of the correlation coefficient of the independent variable (CRM strategies), and the dimension (excellence) was (0.942) and shows a very strong relationship. The value of the coefficient of determination (R^2) (0.887), and the model explained 88.7% of the total variance.

Study Results Analysis:

1. The results of the study showed that there is a statistically significant role at the significance level ($\alpha = 0.05$) of customer relationship management strategies in its dimensions (strategy oriented management to customers, customer retention strategy, dealing with customers, strategy of perceived value of customers) in the development of customer services dimensions(Innovation, creativity, excellence) in Jordanian telecom companies.

2. The results of the study showed that all dimensions (strategy oriented management to customers, customer retention strategy, dealing with customers, and strategy of perceived value of customers) have a statistically significant level of significance (0.00) which is less than (0.05) on the development of customer services dimensions.

3. The results of the study showed that there is a statistically significant role at the significance level ($\alpha = 0.05$) of the customer relationship management strategies in its dimensions (strategy oriented to customer management, customer retention strategy, dealing with customers, customer perceived value strategy) on innovation in Jordanian telecom companies. .

4. The results of the study showed that the dimensions (Customer Orientation Strategy, Customer Retention Strategy, Customer Value Perceptions Strategy) have a statistically significant correlation with a level less than (0.05) on innovation. Dealing with customers has no effect.

5. The results of the study showed that there is a statistically significant role at the significance level ($\alpha = 0.05$) of the customer relationship management strategies in its dimensions (strategy oriented to customer management, customer retention strategy, dealing with customers, customer perceived value strategy) on innovation in Jordanian telecom companies. .

6. The results of the study showed that the dimensions (customer retention strategy, customer perceived value strategy, dealing with customers) have a statistically significant correlation with a level less than (0.05) on creativity. The management strategy towards the customers has no effect.

7. The results of the study showed that there is a statistically significant role at the level ($\alpha = 0.05$) of customer relationship management strategies in its dimensions (strategy oriented management to customers, customer retention strategy, dealing with customers, strategy of perceived value of customers) on excellence in Jordanian telecom companies. .

8. The results of the study showed that the dimensions (strategy of perceived value of customers, dealing with customers) have a statistically significant impact with a level of significance less than (0.05) on excellence. The strategy of managing the customer towards the customer retention strategy has no effect.

Recommendations:

1 – There is a need by Jordanian Telecommunication Companies to pay attention to the application of customer relationship management strategies on an ongoing basis in order to give them greater flexibility in the face of competitive environmental challenges and knowledge of possible market opportunities to maintain its survival and position in the market.

2 – There is a need by Jordanian Telecommunication Companies to pay attention and work to develop customer services in a more professional manner in the light of intense competition between the companies of the Jordanian telecommunications sector in order to achieve the highest levels of customer satisfaction.

3 – There is a need by Jordanian Telecommunication Companies to raise the efficiency and effectiveness of the performance of CRM staff through continuous training to enhance their abilities and functional skills in creating an environment based on creativity and excellence in order to improve the services provided to their customers and enhance a positive mental image of companies and services in order to gain the trust and loyalty of customers.

4 – There is a need by Jordanian Telecommunication Companies to develop the environment of creativity, innovation and excellence as leading companies operating in the sector of rapid development and modernity, which calls for the need to create an environment based on creativity, innovation and excellence in all services provided to customers.

5 –There is a need by Jordanian Telecommunication Companies to benefit from the experiences of global telecommunications companies in terms of innovative services capable of the highest degrees of excellence, especially in the light of local, regional and global competition.

6 – There is a need by Jordanian Telecommunication Companies for continuous and continuous research by researchers in the field of marketing, especially in the management of customer relations and strategies aimed at retaining customers by focusing on the quality of services and development in order to enhance the position of companies compete in the target markets.

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