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CRM and organizational performance

A survey on telecommunication companies in Kuwait

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Abstract

Purpose – The purpose of this paper is to investigate the relationship between customer relationship management (CRM) dimensions (i.e. top management support, customer orientation, training orientation, customer data, customer information-processing and integration) and organizational performance in telecommunication companies in Kuwait.

Design/methodology/approach – This is a quantitative study, and the response came from 167 employees of three telecommunication companies. Data collected were subjected to correlation and regression analyses in pursuance of the study's stated objective.

Findings – The results of this study found that top management support, customer data and customer information processing are positively related to organizational performance, while other variables of customer orientation, training orientation and integration of CRM have no significant influence on organizational performance.

Originality/value – The paper addresses CRM dimensions issues specifically for telecommunication companies in Kuwait.

Keywords CRM, Kuwait, Organizational performance, Organizational factor, Technology factor, Telecommunication industry

Paper type Research paper

1. Introduction

The high level of competition is one of the most difficult challenges in the telecommunication industry. There is a change in customers' orientations, and they are becoming more price sensitive and sophisticated due to the increasing online price-product transparency, which in turn makes them more demanding and attentive. This kind of situation leads to a more difficult task to preserve customer loyalty and achieving "value for money" for customers as faced by telecommunication companies in Kuwait.

Companies need to focus on soft factors like personal treatment, personalization and one-to-one marketing to attract customers' attention. From the beginning, managers must detect, monitor and satisfy customer needs and expectations, hence it indicates the importance of customer relationship management (CRM) (Chen, 2004). A number of studies have been conducted to identify and understand the CRM success factors (Alshawi *et al.*, 2011; Alt and Puschmann, 2004; Eid, 2007; Kim, 2008; Moreno and Padilla-Meléndez, 2011).

CRM can be reckoned as a business philosophy that allows organizations to comprehend customers' needs and requirements clearly through their histories and preferences which can be used as the key in helping organizations to plan for the long run. Tables I and II elaborate CRM definitions and its benefits respectively.



Table I.
CRM definition

Author (Year)	Definition
Shang and Chen (2007)	A philosophically-related offspring to relationship marketing which is for the most part neglected in the literature
Adam <i>et al.</i> (2010)	As an enterprise approach that comprehends and affects customer behavior by using effective communications to improve customer acquisition, client retention, customer commitment, and customer profitability
Ramani and Kumar (2008)	Involves all the processes needed to achieve, build and maintain an ongoing relationship with customers through differential and tailored treatment of individual customers based on their likely responses to alternative marketing programs, so the contribution of each customer to the overall profitability of the firm is maximized

Table II.
CRM Benefits

Author (Year)	Benefit
Chen and Popovich (2003)	Develop a customer relationship and improve the value of both the company and its customers taking part in the relations
Kim and Kim (2009)	Improve client retention and client satisfaction
Pedron and Saccol (2009)	Better comprehend customer needs and find individual customer solutions that leads to long-term customer loyalty

This study is in line with the CRM literature, supporting the long-held belief that CRM plays a vital role in improving business performance (Akroush *et al.*, 2011; Dutu and Halmajan, 2011; Kasim and Minai, 2009; Ramani and Kumar, 2008; Sin *et al.*, 2005). Additionally, based on the resource based view theory, CRM can be considered as one of the important resources of the organization that can be used to improve overall performance. The objective of the study is to examine the relationship between CRM dimensions and organizational performance in telecommunication companies in Kuwait. It is expected that it will help other companies in telecommunication industry or other corporates in the Gulf territory in finding out solutions that help them to sustain and increase the efficiency of their businesses. In fact, most of these studies have been done in the Western countries and only few of them explored the role of organizational factors in CRM in the context of emerging countries like Kuwait.

The present study concentrates on organizational and technological dimensions of CRM such as top management support, customer orientation, training orientation, customer data, customer information processing, and integration of CRM that influences CRM performance. The rationale behind choosing the six variables are that they have been found in the previous studies to be critically correlated to CRM initiative. This implies that these factors produce high levels of successful CRM. Moreover, these factors have been applied in various industries which represent relevant organizational factors needed to develop CRM and organizational performance.

2. Literature review

2.1 Customer relationship management and organizational performance

Salem (2010) in his study confirmed that CRM practices represent opportunities for a mobile service provider to proactively extend its services to its customers and gain their satisfaction and loyalty. While, Coltman (2007) examined the impact of CRM on

organizational performance using a hierarchical construct model. It reveals a positive and significant path between a superior CRM capability and organizational performance. Moreover, [Fatma \(2014\)](#) mentioned that the application of CRM techniques using advanced software and application of analytical techniques has changed the way business is done in financial services especially in the banking sector. Those studies revealed CRM's relevance to customer satisfaction and eventually to organizational performance.

[Wang and Hui \(2012\)](#) found that CRM capabilities reflected a firm's skill and knowledge to in regularly establishing, maintaining, upgrading and re-establishing beneficial relationships with attractive customers. The study revealed a significant and direct relationship between firms' CRM capabilities and business performances. Therefore, firms should not only possess valuable CRM resources such as customer orientation but also learn how to deploy the resources to build strong CRM capabilities, which will then contribute to superior business performance.

[Gupte \(2011\)](#) mentioned that CRM tools are implemented to manage customer communication and enhance visibility of the organization to its customers. They are used to act as a one stop shop for customer interactions, customer information, and accessible databases. CRM essentially acts as an information management tool which is practiced to generate, characterize, store, represent, reproduce and translate information. It reveals the impact of information technology on organizational performance. Some organizations have spent tremendous resources on information and computer technologies without achieving enhanced performance from all such expenditures. Thus, the organizations can not solely depend on information technology to improve the performance but needs to focus on organizational factors. [Table III](#) below presents telecommunication companies' profile in the State of Kuwait.

2.2 Organizational factors

Organizational factors refer to the factors that relate directly or indirectly to the structural, operational, human and managerial sides of the business entity. They are stated continuously in several organizational studies as the most important determinants for CRM performance. For instance, [Becker et al. \(2009\)](#) stated that organizational factors, like organizational structure, employee training, employee incentives, and customer orientation are significantly related to CRM performance. [Nath et al. \(2009\)](#) emphasized the organizational factor to be the important area for further inquiry. According to them, there is a possibility of CRM failure when there are just a few numbers of dedicated employees to its initiative, thus the companies need to enhance employee engagement and convinces employees with changes needed for them to accept CRM systems.

[Payne and Frow \(2006\)](#) stated that CRM should be considered as the major project that will be applied in all companies and therefore organizational factors like the company's structure and their operational business procedures should be considered as key factors in

As of 30 th September 2016	Zain	Wataniya	Viva
Market share (%)	41.0 (%)	36.0 (%)	23.0 (%)
Total subscribers (MM)	2.19	2.01	1.08
No. of countries with operations	8	6	1
Year of existence	29	13	4

Table III.
Kuwait Telecoms
and key figures in
2016

Source: Zawya, Annual Reports and CSR Industry Research (2016)

the CRM's success. [Croteau and Li \(2003\)](#) posited that the collaboration of different departments of the company is essential for CRM, perhaps a suitable organizational configuration, enable different functions to cooperate to accomplish CRM activities, most predominantly in the following areas; the level of integration within the organization, commitment of senior management toward the project and the availability of various resources. These are among the organizational issues that have an immense effect on CRM performance.

Though there are other dimensions of CRM that could be adopted in this study, the organizational factors still remain considered as the main dimensions based on previous studies ([Abbott et al., 2001](#); [Eckerson and Watson, 2000](#); [Goodhue et al., 2002](#); [Themistocleous, 2004](#); [Goodhue et al.2002](#); [Lin, 2006](#); [Wainwright et al., 2005](#); [Lucchetti, and Sterlacchini, 2004](#); [Goodhue et al., 1992](#); [Kalakota, and Robinson, 1999](#); [Daniel, and Wilson, 2002](#); [Dasgupta, 2000](#); [Lai, and Hsieh, 2007](#); [Chen, 2003](#); [Chen and Popovich, 2003](#); [Scupola, 2003](#); [Levy et al., 2001](#); [Irani and Love, 2001](#); [Shang, and Seddon, 2002](#); [Wilson et al., 2002](#)). Therefore, this study adopts the 6 organizational factors as the dimensions of CRM.

2.2.1 Top management support. It is the responsibility of top management to promote commitment and motivation throughout the company. For example, maintain the relationship between the companies and employees or customers, and the bond between them. This can really determine the effectiveness of the company strategy ([Faed et al., 2010](#)). According to [Bohling et al. \(2006\)](#), top management's involvement is the most vital indicator for the success of CRM activities. Its involvement can reduce costs and create sustainable competitive advantage that, in turn, brings greater profitability and success for the organization. It also will reduce risk and help identifying opportunities for enhancing customer value, controlling the expenses and monitoring performance ([Sigala, 2005](#)).

[Adam et al. \(2010\)](#) posited that the support of top management establishes necessary level of commitment of staff with relevant expertise to support the needs of CRM. This crucial attention from the executive level is further emphasized by [Buttle \(2004\)](#). [Chen and Popovich \(2003\)](#) stated that the commitment of top management is an essential element for bringing an innovation online and ensuring delivery of promised benefits. They added that a customer-centric management requires top management support and commitment to CRM throughout the entire CRM implementation. The top management should set the stages in CRM initiatives for leadership, strategic direction and alignment of vision and business goals. This elaboration is asserted by [Mendoza et al. \(2007\)](#).

[Kim et al. \(2010\)](#) described that the top management support can be a strong means and it is essential for assisting the improvement of the relationship and for meeting customers' needs when introducing new technologies with its traditional business activities. They found that the support from organizations' top management is the key success factor in CRM (customer acquisition, retention and expansion) and company performance, while, [Sohrabi et al. \(2010\)](#) in Iran's software companies showed that management commitment and support are positively related to organizational performance (customer satisfaction, profitability, customer loyalty, market share). In contrast, a study by [Eid \(2007\)](#) found that the top management support has a minor negative relationship with organizational performance.

Most of the above-mentioned arguments state a positive relationship between top management support of CRM initiatives and performance in organizations. The absence of continuous commitment from the top management can result in the failure of the CRM initiatives and in the deterioration of the organizational performance. Many studies in different contexts ([Capacity, 2004](#); [Croteau and Li, 2003](#); [Sohrabi et al., 2010](#)) have found empirical evidence that the top management support and/or commitment positively

influences the success of CRM. According to [Kale \(2004\)](#), even the most brilliant CRM deployments and implementation initiatives are doomed to fail without the top management supports and commitments. Thus, the proposed hypothesis is:

H1. There is a significant positive relationship between top management support of CRM and organizational performance.

2.2.2 Customer orientation. [Cai \(2009\)](#) posited that customer orientation is defined as “the set of activities, behaviors, and beliefs that place high priority on customers’ interests and continuously create superior customer value”. It focuses on putting the customers at the center of strategic focus ([McEachern and Warranty, 2005](#)). [Kim \(2008\)](#) pointed out that the weaknesses in applying and developing customer orientation is the major reason of inefficient CRM. The client-oriented companies are more probable to give a united focus to individual employees’ endeavors in giving the client value. Those organizations are motivated to accomplish high association in the client data handling activities and practices to achieve higher CRM performance and a better organizational performance.

Various studies on customer orientation were used as the potential precursors of CRM achievement [Eid \(2007\)](#); [Faed et al. \(2010\)](#); [Kim \(2008\)](#); [Becker et al. \(2009\)](#); [Sohrabi et al. \(2010\)](#). For instance, [Kim \(2008\)](#), in a study completed in the US eatery industry infers that there is a positive impact of customer orientation on CRM performance. Kim proposed that through client situated culture, the client relationship can be improved, and the same can happen to the client faithfulness and fulfillment. Meanwhile [Day and Van den Bulte \(2002\)](#) found that unrivaled customer orientation has a critical connection to relative sales, benefit, social favorable position, and retaining client performance. Moreover, [Ramani and Kumar \(2008\)](#) likewise discovered a positive relationship between client based relationship performance and client based return performance.

There is an agreement in both Marketing and IT studies that customer orientation is an imperative hypothetical basis for CRM achievement ([McNally, 2007](#)). The agreement concludes that customer orientation could encourage firms to create customer loyalty besides other positive impacts to the organizational performance. Based on the above arguments, the proposed hypothesis is:

H2. There is a significant relationship between customer orientation of CRM and organizational performance.

2.2.3 Training orientation. Organizations that devote an equal amount of training to CRM processes typically have more success ([Shang and Chen, 2007](#)). Both training and development can contribute to the enhancement of knowledge management by facilitating the organizations’ members to acquire, distribute and use information for the purpose of dealing with customer problems and inquiries. Employees who deal closely with customers are needed to be trained. [Kim \(2008\)](#) explains that employee training encourages certain features of the quality creation sub-procedure like accomplishment of administration excellence, dealing with customized correspondence between the firm and its clients, and also could be used as a benchmark for attitude and behavior.

The telecommunication industry is in particular need of employee training due to its labor intensive characteristic, costs related with turnover and customer dissatisfaction. [Payne and Frow \(2006\)](#) stressed the importance of employee engagement in supporting various CRM initiatives. According to them, it is impossible for an organization to develop and operate suitable customer-focused systems and processes if they lack trained employees. [Rigby et al. \(2002\)](#) asserted that employees are the key in implementation process

encompassing customer service, improving efficiencies, nurturing consumer confidence, and repeating purchase.

The CRM activity requires multi-assignment and cutting edge employees' training and advancement where employees make a customized collaboration with clients and suit different needs. [Plakoyiannaki et al. \(2008\)](#) describes a "cycle of failure" that occurs when firms minimize employee selection effort and training, so that employees are unable to respond to customers' requests, and consequently customers become dissatisfied and yield low profit margins. They mentioned that employee-oriented behaviors have the ability to affect the information and value creation sub-processes of CRM and CRM performance positively, hence the majority of CRM practice failure is due to the lack of full attention for the role of employees.

The employees must be trained to deliver high-quality products and services that are crucial for the development of good customer relationships. A study by [Kim \(2008\)](#) of the US restaurant industry found that the training orientation improves CRM performance and achieve CRM goals of high customer satisfaction and profitability. For the banking industry in the UK, [Eid \(2007\)](#) stated that employee training has a significant positive impact on CRM success in the light of customer retention. Numerous researchers agreed that employee training is generating both tangible and intangible benefits for CRM and have been used as a key driver for fruitful CRM strategy ([Chang and Ku, 2009](#); [Chang, 2007](#); [Yim et al., 2005](#); [Almotairi, 2008](#); [Kennedy et al., 2006](#); [Becker et al., 2009](#); [Capacity, 2004](#)). All of them additionally gave positive proof to the role of employee training to the CRM activities and organizational performance. Thus, the proposed hypothesis is:

H3. There is a significant relationship between training orientation of CRM and organizational performance.

2.3 Technology factors

[Zablah et al. \(2004\)](#) posited that the information technology and communication is are utilized as the instruments for communicating throughout organization, knowledge management and strategies. Similarly, CRM technology is an imperative key device of an organization to accomplish achievements in organization. Technology factors refer to the factors that relate to the soft and hard aspects of the ICT/CRM technology being adopted, and include: ICT infrastructure; purchase; implementation, and integration cost; System evaluation and selection criteria; Complexity; Integration; Vendor after sale support; and Software selection criteria ([Alshawi et al., 2011](#)).

[Liu \(2007\)](#) mentioned that there is a necessity to provide the suitable technology and tools to the organization due to the importance of establishment of customer strategy. However, some managers are so blinded by the latest technology and fail to choose the most suitable package to fit their customer strategy. [Kim et al. \(2003\)](#) warned that the success of the CRM depends on how well the information technology (IT) is implemented.

A number of studies are considering the relationship between technology factors and CRM performance such as [Lucchetti and Sterlacchini \(2004\)](#), [Siegele \(2002\)](#); [Cavalcanti \(2006\)](#), [Ndubisi and Jantan \(2003\)](#); [Utomo \(2001\)](#); [Buonanno et al. \(2005\)](#). However, various studies produced inconsistent results. The technological factors of customer data, customer information processing and integration of CRM are chosen as potential antecedents of CRM and organizational performance.

2.3.1 Customer data. A customer data repository and software can support the front-office or customer interaction solutions, which in turn, will help integrate and analyzing the data ([Jayachandran et al., 2005](#)). [Kim, et al. \(2010\)](#) mentioned that simply collecting data for

future retrieval is not enough for better customer relationship. They added that data quality is helpful for increasing the ability of the firm to target customer for long term with more probability of getting interested in the firm's offerings. Moreover, better quality of data can improve the confidence of the employees in CRM. [Bose and Chong \(2003\)](#) asserted that most effective and efficient CRM strategies need good quality data.

[Ryals and Payne \(2001\)](#) suggested lack of data quality and quantity to be a barrier to successful CRM initiatives, while [Peikin \(2003\)](#) pointed out, data quality occasionally does not strongly support the CRM success. [Bose and Chong \(2003\)](#) mentioned that the unfortunate problem of "bad data" hinder the growth of CRM. They indicated the danger of dirty, inaccurate, old data for the companies which include the erroneous numbers, mistakes in spelling, and old contact information that has a high probability of infecting the system. The consequences are; represent as millions of dollars cost spent to direct marketing and a crucial barrier to CRM adjustment level. Moreover, [Nelson and Kirkby \(2001\)](#) stated that a top cause of failure of CRM initiatives is the poor-quality customer data and information. This may result in poor data analysis followed by poor decision making.

Many researchers ([Abbott et al., 2001](#); [Desai et al., 2007](#); [Jayachandran et al., 2005](#); [Ryals and Payne, 2001](#)) provided evidences of the importance of data analysis and quality for CRM initiatives. A fundamental factor for successful CRM is the efficient linking of customer data to fulfill the customer needs. Today, most businesses are overwhelmed with information and CRM ultimately focuses on effectively turning information into intelligent business knowledge to manage customer relationships more efficiently. Thus, data quality will be included by the researchers as a potential factor of CRM performance in this study that might affect organizational performance. The proposed hypothesis is:

H4. There is a significant relationship between customer data of CRM and organizational performance.

2.3.2 Customer information processing. Customer information processing is defined as relational information processing which encompasses particular routines used by the organization to set up customer long-term relations ([Jayachandran et al., 2005](#)). It emphasized on the significance of planning suitable processes that may help in tackling significant productivity losses. These particular processes, manage the collection and use of customer information making the firm's effort to build relationships. This customer information processing is an element that creates a clear picture of customer and market behaviors, leading to businesses pushing through with suitable actions that are required in the constantly changing market environments ([Roh et al., 2005](#)).

[Kim \(2008\)](#) mentioned that due to the internet and database technology's potential to assist the collection of comprehensive information on customers' needs, preferences, and behaviors, the effective customer information processing has become an emerging challenge for the firms. Kim also suggested the construct of customer-information processing and it consists of one activity after another like acquisition/generation, analysis, interpretation, and storage of customer information. The customer information processing is imperative for the telecommunication companies because it has to deal with the constantly changing environment owing to technological developments and the increasingly knowledgeable customers.

The investigation in ten European countries across four industries by [Becker et al. \(2009\)](#) found a significant positive link between the activities related to the collection, storage, and access to customer information and CRM performance. Meanwhile, a study of retailing industry in Korea, [Kim et al. \(2010\)](#) revealed that the retailers, who were managing and using customer information in their marketing efforts, had a strong impact on their CRM

performance improvement. Moreover, [Kim \(2008\)](#) found a significant positive relationship between customer-information processing and CRM performance in a study of restaurants in the USA. The restaurants can be assisted in identifying their most significant customers to increase their business value through the enrichment of customer information. It could be concluded that empirical evidences from different studies lead to a positive influence of customer information processing on the CRM and organizational performance. Thus, the proposed hypothesis is:

H5. There is a significant relationship between customer information processing of CRM and organizational performance.

2.3.3 Integration of customer relationship management. Cross-functional integration emerge as key aspects for CRM success ([Reinartz et al., 2004](#)), especially the integration with marketing and information technology. Many scholars ([Capacity, 2004](#); [Sigala, 2005](#)) pronounce the importance of aligning ICT and business strategies. [Stein and Smith \(2009\)](#) cited that CRM technology allows a company's marketing activities (i.e. sales, service, communication, order management, market research, and analytics) to concentrate on customer acquisition, retention, and profitability for the purpose of creating knowledge on individual customers. In both operational and customer-handling systems, various types of integrations are important; functional integration, data integration, system compatibility, multi-channel integration ([Capacity, 2004](#); [Payne and Frow, 2006](#)). Two factors of systems integration are crucial to CRM technology integration; first, the connection into legacy systems and organizational applications; and second, throughout other functional customer information ([Buttle, 2004](#); [Payne and Frow, 2006](#)).

According to [Capacity \(2004\)](#), system integration of CRM involves five dimensions: functional integration (marketing, sales and customer service), data integration, system compatibility, comparable experience to offline CRM and integration with other CRM channels. The study found that system integration is the most frequently mentioned success factor. The integration helps to forecast the future trend of CRM. Meanwhile,

[Roh et al. \(2005\)](#) found that the integration of CRM system with legacy MIS system positively influences customer satisfaction and efficiency, although negatively influences profitability. It provides the first insight for achieving CRM success. For the banking firms using a CRM system, [Eid \(2007\)](#) found a substantial and significant positive effect of the integration on CRM success in customer retention, while the system integration has a significant and positive influence on both operational benefits and strategic benefits in the organizations in the US.

[Wang and Hui \(2012\)](#) posited that a number of researchers have shown the importance of system integration as a key success component of a successful CRM system. In addition to leverage operational and analytical CRM functions, firms use system integration of the CRM systems to make a unified interaction with clients and business partners. The success of CRM depends mainly on the integration and redesign of customer data across the organizations. Thus, the proposed hypothesis is:

H6. There is a significant relationship between integration of CRM and organizational performance.

2.4 Organizational performance

Organizational performance has been broadly viewed from two financial performance perspectives; objective and subjective measures. First, a subjective concept which is

primarily concerned with the performance of firms relative to their competitors (Sin *et al.*, 2005). The second view is an objective concept, which is based on absolute measures of performance (Jaakkola *et al.*, 2009). For this study, a subjective view is chosen for two reasons. Firstly, the company information is usually regarded highly confidential in the Middle East societies such as Kuwait where respondents may be reluctant to provide hard financial data. Secondly, past studies have reported a strong association between objective measures and subjective responses (Jaakkola *et al.*, 2009).

Each respondent in this study was evaluated according to his/her company's current (objective) financial performance in relation to its major competitors with respect to the following three items: sales growth, return on investment (ROI), and market share (Sin *et al.*, 2005). Based on the past studies, theoretical framework for this study is developed as follows:

3. Methodology

3.1 Research approach and design

This study used a quantitative research approach with cross sectional method. The survey was conducted by distributing questionnaires to collect the primary data. The Likert scale was used to measure the responses. This scale is widely used in previous research and has been extensively tested in both marketing and social sciences. The convenience sampling method was chosen for this study and the sample of respondents was selected from employees at different levels in the three organizations.

A choice of research design reflects the decisions about the priority being given to a range of dimensions of the research process (Bryman and Bell, 2007, p. 40). It consists of 3 (three) steps. The first step begins by undertaking a literature search to ascertain previous works in the field, and this involves in depth searching of the literature to identify how the organizational and technology factors contribute to organization performance. This is followed by proposing the theoretical framework which include developing of hypotheses and instruments. The second step is conducted the preliminary data testing, and adaptation of the instruments to see the relevancy of the items of each factors. The last step is collection of data and followed by the analysis, interpretations, discussion and conclusions of study.

3.2 Population and sample

The target population consists of all employees of telecommunications companies' including supervisors or subordinates. A sample of two hundreds questionnaires were distributed to the only three major telecommunication companies in Kuwait (VIVA, Oreedoo and Zain, depicted in Table IV) with 83.5 per cent response rate, means responded by 167 respondents.

3.3 Measurements of variables

Performance was assessed using sales growth (Garrido-Moreno and Padilla-Meléndez, 2011; Wang and Hui, 2012; Yim *et al.*, 2005; Sin *et al.*, 2005), return on investment (ROI), and

Company name	Sales and marketing (no. of employees)	Other departments (no. of employees)	Total
VIVA	50	16	66
Oreedoo	37	20	57
Zain	24	20	44
	111	56	167

Table IV.
Distribution of the sample

market share (Sin *et al.*, 2005) indicators. In accordance with studies that adopt a resource-based view (RBV), the measurement of the dependent variable must use a competitive assessment element and address the notion of performance over time. Some authors used relative sales growth measured over a time period of five years i.e. Shuman and Seeger (1986), Donaldson (1987); Chrisman and Leslie (1989), Dunne and Hughes (1994). Thus, respondents were asked to assess each indicator relative to competition in the past five years using a five point scale ranging from much better (5) to much worse (1) than competitors.

All the items for each variable were adopted from previous research. Table V presents the source of measurement.

3.4 Factor analysis and reliability test

Harman's one-factor test was used to examine the existence of a common-method bias that may result from collecting both dependent and independent data from the same source (Podsakoff and Organ, 1986). The principle component analysis resulted in 9 factors with Eigen values greater than one, explaining 68 per cent of the total variance and the first factor accounted for only 26 per cent of the variance. Thus, common-method bias is not expected to pose a problem.

The reliability test was performed using Cronbach's coefficient alpha. A survey instrument is reliable if the test-retest produces a Cronbach's alpha of higher than 0.70 (DeVellis, 2003). All values are above 0.7 which proves reliability of the questionnaire.

Other statistical measures to run the factorability of the data are Bartlett's test of sphericity (Bartlett, 1954) and Kaiser–Meyer–Olkin (KMO) measure of sampling adequacy (Kaiser, 1970). The factor analysis considered appropriate if the Bartlett's test is significant ($p < 0.50$) and the KMO in the range from 0 to 1, with 0.60 is suggested as the minimum value for a good factor analysis (Tabachnick and Edell, 2007). As depicted in Table VI, this study has fulfilled those value as suggested by the above authors with the KMO value of 0.821 (above 0.60) and Bartlett's test of sphericity value is significant ($p = 0.000$).

4. Findings

4.1 Correlation analysis

The values of the correlation coefficients (r) given in Table VII below indicates the strength of relationship between variables. Overall correlation values with positive values above 0.31.

Variable	Source (Adopted from)
Organizational performance	Sin <i>et al.</i> (2005); Garrido-Moreno and Padilla-Meléndez, 2011; Wang and Hui, 2012; Yim <i>et al.</i> 2005
Top management	Croteau and Li (2003), and Becker <i>et al.</i> (2009), Greve and Albers (2006); Kim <i>et al.</i> (2003), Reinartz <i>et al.</i> (2004); Xu and Walton (2005)
Customer orientation	Kim (2008), Xu and Walton (2005); Greve and Albers (2006); Lüneborg and Nielsen (2003)
Training orientation	Kim (2008), Reinartz <i>et al.</i> (2004); Rigby <i>et al.</i> (2002), Greve and Albers (2006)
Customer data	Bose and Chong (2003), Jayachandran <i>et al.</i> (2005); Chang <i>et al.</i> (2010)
Customer-information processing	Kim (2008), Jayachandran <i>et al.</i> (2005); Chang <i>et al.</i> (2010), Coltman (2007)
Integration of CRM	Jayachandran <i>et al.</i> (2005), Chang <i>et al.</i> (2010); Greve and Albers (2006); Lüneborg and Nielsen (2003); Mithas <i>et al.</i> (2005), Sin <i>et al.</i> (2005); Xu and Walton (2005)

Table V.
Source of measurement

Variables	No. of items	Calculated variance (%)	Mean	Cronbach alpha
Organizational performance	3	25.841	4.492	0.886
Top management support	7	11.214	4.677	0.834
Customer orientation	9	9.413	4.554	0.888
Training orientation	9	6.895	4.718	0.906
Customer data	8	6.295	4.294	0.877
Customer-information processing	8	5.391	4.875	0.876
Integration of CRM	11	3.953	4.611	0.924
Total number of items	55			
Total calculated variance		69.542		
<i>KMO Test</i>				0.821
<i>Bartlett's test of sphericity</i>				$X^2: 4386.334;$ $Sig: 0.001$

Table VI.
Factor analysis and reliability test

The correlation between top management and other variables is statistically negative and insignificant, but it has a significant relationship with organizational performance. Meanwhile the correlation between CRM variables and organizational performance is significantly correlated.

However, the association is medium ($r = 0.31-0.48$). Cohen (1988) suggested that if the score is between 0.35 and 0.50, the correlation between two variables is considered as a medium correlation. If the r score is above 0.50, means the two variables have strong correlation. As shown in Table VII, majority of the antecedents are statistically correlated with organizational performance, with mostly positive correlation values ranging from 0.31 to 0.48 and with one negative value of -0.36 between top management and organizational performance.

	Top management support	Customer orientation	Training orientation	Customer data	Information processing	Integration of CRM	Organization performance
Top Management support	1						
Customer orientation	-0.069	1					
Training orientation	0.579	0.469**	1				
Customer data	-0.203	0.099	0.000	1			
Information processing	-0.106	0.449**	0.383**	0.392	1		
Integration of CRM	-0.138	0.535**	0.540**	0.485**	0.000	1	
Organization performance	0.266	0.000	0.000	0.000	0.472**	0.639**	1
	-0.210	0.331**	0.562**	0.472**	0.000	0.000	0.447**
	0.088	0.006	0.000	0.000	0.000	0.000	0.000
	-0.361**	0.306	0.351**	0.343**	0.432**	0.000	0.000
	0.003	0.012	0.004	0.005	0.000	0.000	0.000

Table VII.
Correlation matrix of the study variables

Notes: **Significant at 0.01 level; *Significant at 0.05 level

4.2 Multiple regression analysis

The regression analysis is conducted on the predicted factors and organizational performance. Table VIII below shows the summary of the model where it is found that the relationships between independent and dependent variables are significant ($F = 3.764$; Sig. = 0.003). The R^2 obtained indicates that the influencing factors account for 27 per cent of the variation in organizational performance of all the variables included in the regression equation, only three variables emerged as significant predictors of organizational performance, as depicted in Table IX, namely top management support, customer data and customer information processing. Based on the results, hypotheses $H1$ (top management support), $H4$ (customer data) and $H5$ (customer information processing) are supported. This leads to the conclusion that management support, customer data and customer information processing are positively related to the organizational performance. Other influential variables are found to have no significant influence on organizational performance. Therefore, hypotheses $H2$ (customer orientation), $H3$ (training orientation) and $H6$ (integration of CRM) are rejected.

5. Conclusion

The study managed to achieve its objective which is to examine the relationship between CRM dimensions and organizational performance in telecommunication companies in Kuwait. Based on the results of the study, it can be concluded that:

- The study found a significant positive relationship between top management support dimension and organizational performance of telecommunication companies in Kuwait. The results confirmed the fundamental role of top management support in determining CRM success and organizational performance.

Table VIII.
Model summary

Model	R	R -square	Adjusted R -square	Std. error of the estimate	F	Sig.
1	0.523a	0.273	0.201	0.688954	3.764	0.003a

Notes: ^aPredictors: (Constant), Top management, Customer orientation, Training orientation, Customer data, Customer information, Integration data

Table IX.
Summary of multiple regression analysis ($n = 167$)

Model	Unstandardized coefficients		Standardized coefficients	T	Sig
	B	Std. error			
(constant)	1.221	0.668		1.829	0.072
Top management support (X1)	0.328	0.080	0.392	4.091	0.000**
Customer orientation (X2)	0.159	0.092	0.146	1.717	0.090
Training orientation (X3)	-0.082	0.110	-0.087	-0.749	0.456
Customer data (X4)	0.16	0.06	0.211	2.682	0.009**
Customer information (X5)	0.396	0.094	0.434	4.234	0.000**
Integration of CRM (X6)	0.047	0.098	0.045	0.481	0.632

Notes: ^aThe dependent variable: mean of organization performance; ^bSignificant levels: * $p < 0.05$; ** $p < 0.01$

The findings are consistent with many previous studies in different contexts (Capacity, 2004; Croteau and Li, 2003; Kim *et al.*, 2010).

- The study found an insignificant relationship between customer orientation dimension and organizational performance of telecommunication companies in Kuwait. In other words, it indicates that customer orientation does not guarantee superior performance. This finding is consistent with past study conducted by Becker *et al.* (2010).
- The study found an insignificant relationship between perceived employee training dimension and organizational performance. This means, employee training is not related to continuous improvement and organizational performance. The finding is consistent with the past studies conducted by Becker *et al.* (2010) and Plakoyiannaki *et al.* (2008).
- The study found a significant positive relationship between customer data quality dimension and organizational performance. In other words, customer data quality could predict continuous improvement of organizational performance of telecommunication companies in Kuwait. This finding compliments the finding of Becker *et al.* (2009).
- The study found a significant positive relationship between customer information processing dimension and organizational performance. Processing customer information can help companies monitoring emerging and changing customer needs toward high CRM performance. This finding compliments the finding of Kim (2008).
- The study found no significant relationship between data integration dimension and organizational performance. In other words, data integration is not a predictor for continuous enhancement of organizational performance in telecommunication companies in Kuwait.

Given the results of the current study, it is important for Telecommunication companies in Kuwait to use them as inputs in setting up their strategic plans. In addition, the literature of the RBV has concluded that possession of resources such as market-based assets (e.g. relational assets as customer relationships and intellectual assets as customer preference information) provides a firm with sources of competitive advantage (Jaakkola *et al.*, 2009; Wang and Hui, 2012). Despite their importance, few studies have focused on how those resources are deployed to match market conditions and contribute to organizational performance. Therefore, this study addresses the gap and argues that possession of those resources influences the effectiveness of an organization's capabilities, which in turn might

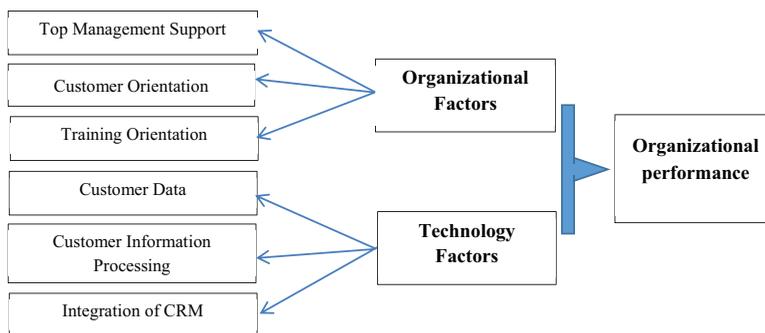


Figure 1.
A hypothesized framework of CRM and organizational performance

influence organizational performance. This study also bridges the gap of lack of research on CRM within Kuwaiti business environment, specifically in telecommunication industry.

The results recommend that Kuwaiti Telecommunication corporations ought to have processes to integrate client information process that will facilitate the corporations to monitor rising and ever-changing client desires toward high CRM performance. In reality, several Kuwaiti Telecommunication corporations tend to own the client information that's typically fragmented, incomplete, and/or inadequate, leading to loss of revenue opportunities up to inaccurate interpretations of client desires. This emerged with the insignificant relationship between data integration and performance. In other words, data integration is not a predictor of continuous enhancement of performance in Kuwaiti Telecommunication companies. The future research is to look at the moderating impact of environmental factors (e.g. competitive hostility, market turbulence and market growth) on the relationship between CRM and organizational performance.

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