THE IMPACT OF ORGANIZATIONAL FACTORS ON ELECTRONIC CUSTOMER RELATIONSHIP MANAGEMENT (E-CRM) SUCCESS IMPLEMENTATION IN THE EGYPTIAN HOTELS

AHMED RABEA IBRAHIM
FACULTY OF TOURISM & HOTELS, LUXOR UNIVERSITY, EGYPT
MARGRET EL NOBY AZIZ
RESEARCHER, FACULTY OF TOURISM & HOTELS, LUXOR UNIVERSITY, EGYPT
TAMER MOHAMED ABBAS
FACULTY OF TOURISM & HOTEL MANAGEMENT, HELWAN UNIVERSITY, EGYPT

ABSTRACT

Effective Electronic Customer Relationship Management (E-CRM), used by many organizations, including those in the hospitality sector, has emerged as a critical strategy and one of the management philosophies with the quickest rate of adoption. The purpose of this study is to examine how organizational factors affect the effective adoption of electronic customer relationship management (e-CRM). The current study used a questionnaire to gather its data. The variables from the current study were used to generate the questionnaire. The earlier research cited in the literature review were also modified and updated for inclusion. A structured questionnaire survey was done in hotels in Luxor and Aswan to get the data. The collection consists of 103 legitimate responses from hotel managers. The outcome demonstrated that organizational characteristics have an impact on the success of e-CRM. However, there are other elements that should be taken into consideration more, with knowledge management having the greatest impact, followed by customer focus and technology. The study recommended that hotel operators and marketing directors, particularly in Luxor and Aswan, concentrate more on customer-oriented activities. The study suggests that hotels should be mindful of their organizational structure and follow with its customer-orientation strategy.

Keywords: Customer orientation, Knowledge management, Organizational factors, Technology, Electronic Customer Relationship Management (E-CRM).

INTRODUCTION

Organizational Factors (OFs) are now seen as characteristics of resource allocation, organizational structure, and human resource management. Customer Relationship Management (CRM) and electronic customer relationship management (e-CRM) implementation in a range of business areas has been the subject of prior research that have covered a variety of topics (Rossignoli et al., 2017; Eltahir et al., 2021). One may argue that when analyzing CRM, OFs are becoming more important.

Many organizations have switched from CRM to e-CRM as a result of the growth of information technology, as e-CRM is now a component of a sense and response organization with the ability to adapt to a fast changing business environment thanks to information technology (IT) (Kapoor et al., 2005). Additionally, e-CRM is a valuable tool for nurturing relationships with consumers and assists businesses in creating lucrative partnerships, as well as helping them to attract and retain customers as well as use customer information (Rakesh and Khare, 2011).

Consequently, the questions in this paper are the following: Do OFs and other factors affect e-CRM in hotels industry? What are their roles in e-CRM success? What do hotels do in implementing e-CRM success? To answer these questions, the paper examines the effects of factors (i.e.OFs, knowledge management, customer orientation and technology) on e-CRM success in hotel industry in four and five star hotels in Luxor and Aswan.

2) LITERATURE REVIEW

2.1 ELECTRONIC CUSTOMER RELATIONSHIP MANAGEMENT (E-CRM)

Electronic Customer Relationship Management is quickly becoming the key marketing activity for companies that can successfully compete with rivals in a highly competitive environment. Delivering exceptional client value and satisfaction is the foundation of effective E-CRM's complete process of establishing and maintaining customer relationships Abu-Shanab, and Anagreh, (2015). E-CRM encompasses all parties involved in generating value for the customer. Delivering goods and services at reduced costs, providing higher-quality goods and services, continuously releasing new, inventive goods, and customizing goods and services are all examples of adding value for the client technologically (Khan & Khawaja, 2013).

According to Maroofi et al. (2012), E-CRM enables marketers to stand out from their rivals and can also provide goods or services at lower costs or

with higher value than its rivals. According to Abu Amuna, et al. (2017), E-CRM is the mix of software, hardware, application, and management commitment. The new client is fickle, demanding, informed, and in the driver's seat, insuring more accountability on the side of a seller. New items, new methods of product sale to customers, and new information for businesses regarding how to manage customer interactions have all resulted from the rise of mobile commerce.

2.2 ORGANIZATIONAL FACTORS AND E-CRM

Organizational factors are deciding variables that are directly or indirectly involved in the management, human resource, and company structure aspects. Additionally, workers, leadership, and organizational structure inside OFs all have a direct bearing on CRM performance (Garrido-Moreno and Padilla-Melendez, 2011; Mollaee, et al., 2023). For instance, human factors are crucial because they relate to people, who are involved in both business processes and the implementation of technology (Shea, et al., 2023). According to Quaye et al. (2018), there are six E- CRM practices that have been proposed as factors in customer satisfaction and loyalty, including addressing complaints, trust, commitment, cooperation, competences, and social ties.

These elements relate to organizational structure, resource allocation, and human resource management. A variable evaluating the significance and impact of these organizational elements on the performance of E-CRM must be included in any model because implementing E-CRM necessitates changes to both a company's organizational structure and its business processes (Sin et al., 2005; Belias,et al.,2017). Companies need to change their organizational structure and align their value chain with demand in order to successfully deploy E-CRM (Kotorov, 2002). Since the success of the effort depends on achieving the proper synergy between technological systems, processes, and people, the strategy, organizational structure, and business processes all need to be changed in order to implement E-CRM (Xu & Walton, 2005).

2.3 ELECTRONIC CUSTOMER RELATIONSHIP MANAGEMENT (E-CRM) IN HOSPITALITY INDUSTRY

In order to maintain an interactive contact environment with their clients, managers and concerned staff at several upscale hotels are using E-CRM (Hamid, Mousavi, & Partovi, 2019). The management of luxury hotels can reach out to prospective guests and clients in a distinctive way through their website depending on their existing ties with them. According to the study of E-CRM, luxury hotels may draw in new clients by making sure

their business is present on any social media platforms. This enables them to effectively market their luxury hotels to a broad variety of people (Cherapanukorn, 2019).

Additionally, Rossidis et al. (2019) indicated that a luxury hotel that uses E- CRM already has a positive reputation with its current clients and has a higher possibility of attracting new clients, hence promoting and maintaining its business. The study by Nikou, Selamat, Yusoff, and Khiabani (2016) explained that luxury hotels using E-CRM in their operations experience improved business performance because they are aware of their customers' needs and make sure these needs are met to enhance their overall business performance, ensure efficiency in their internal processes, gain opportunities for growth and learning, and ultimately enhance their financial situation.

3) METHODOLOGY

QUESTIONNAIRE DESIGN

A questionnaire for hotel managers and heads of departments in four and five-star hotels located in the governorates of Luxor and Aswan was used to collect data in the current study. The questionnaire was created using the variables from the current study. It was also adapted and revised from prior studies cited in the literature review.

The questionnaire-adopted items from different studies (Sin *et al.,* 2005; Garrido- Moreno and Padilla- Meléndez, 2011). There were two primary components to the questionnaire. Personal information (hotel name, gender, age, education background, position, and department) is covered in the first section. 5 components make up the second segment, including organizational elements (9 statements) (Narver and Slater, 1990; Sin *et al.* 2005), customer orientation (6 statements), knowledge management (4 statements) (Beijerse, 1999, Sin *et al.,* 2005; Mahawrah *et al.,* 2016), information technology (4 statements) (Chang *et al.,* 2005, Sin *et al.,* 2005), and effectiveness of e-CRM (7 statements) (Sin *et al.,* 2005; Garrido-Moreno and Padilla- Meléndez, 2011).

Furthermore, hotel managers and heads of departments in four and five-star hotels located in the governorates of Luxor and Aswan were asked to rate 30 items on a five-point Likert type scale: 'strongly disagree'; 'disagree'; 'Neutral'; 'agree'; and 'strongly agree'.

RELIABILITY

"The reliability of a scale indicates how free it is from random error," writes Pallant (2007). It is "the extent to which the scale's statements all measure the same underlying attribute." Cronbach's coefficient alpha was employed in this study to assess the internal consistency of the survey's various questionnaire items. The Alpha Coefficient is a measure of a test's or scales internal consistency that varies between 0 and 1 (Pallant, 2007).

Furthermore, if the value of this coefficient ≥ 0.9 then Excellent reliability occurs, if it is ≥ 0.8 Good reliability occurs, if it is ≥ 0.7 Acceptable reliability occurs, if it is ≥ 0.6 Questionable reliability occurs if it is ≥ 0.5 Poor reliability occurs, if it is < 0.5 Unacceptable reliability occurs (Gliem & Gliem, 2003).

Table 1: Reliability analysis of the managers' questionnaire

The Axis	No. of statements	Alpha Coefficient
Organizational factors	9	0.900
Customer orientation	6	0.947
Knowledge management	4	0.957
Information Technology	4	0.831
E-CRM success	7	0.960
Total	30	0.980

Table (1)showed that all of the study's variables have Cronbach's alpha values that are greater than 0.831, indicating that the measurements were accurate and reliable as stated by Hair *et al.* (2010) who confirmed that Cronbach's α level of more than 0.7 is suitable for reliability. Furthermore, it means good reliability of all of the study's statements (Gliem & Gliem, 2003).

4) RESULTS AND DISCUSSION

1) PERSONAL DATA

Personal data includes five questions. These questions aim to recognize the personal data of the respondents as; Gender, Age, Education background, Position and Department.

Table 2: the Sample Characteristics Statistic

Gender	Frequency	Percentage %	Rank
Male	74	71.8	1
Female	29	28.2	2
Age	Frequency	Percentage %	Rank
From 21 to 30 years	0	0	0
From 31 to 40 years	45	43.7	2
From 41 to 50 years	46	44.7	1
More than 50	12	11.7	3
Education	Frequency	Percentage %	Rank
Less than a high school	0	0	0
High School	0	0	0
Bachelor degree	94	91.3	1
Master degree	8	7.8	2
PHD	1	1	3
Position	Frequency	Percentage %	Rank
Top managers	27	26.2	2
Middle managers	76	73.8	1
Department	Frequency	Percentage %	Rank
Front Office Department	17	16.5	1
Housekeeping Department	6	5.8	9
Food and Beverage Service Department	8	7.8	7
Engineering and Maintenance Department	11	10.7	5
Accounts and Credits Department	12	11.7	4
Security Department	5	4.9	10
Purchase Department	13	12.6	3
Human Resources (HR) Department	7	6.8	8
Sales and Marketing Department	9	8.7	6
Information Technology (IT)	15	14.6	2
Other	-	--	-
Total	103	100.0	-

2) VARIABLES ANALYSIS

ORGANIZATIONAL FACTORS VARIABLE

Table 3: Descriptive Statistics of the organizational factors

Statement		Freq.	%	Mean	SD	R
Hotel has the qualified employees and resources necessary to succeed in e-CRM	Strongly Disagree	9	8.7	4.13	1.26	6
	Disagree	6	5.8			
	Neutral	3	2.9			
	Agree	30	29.1			
	Strongly Agree	55	53.4			
Training programs are designed to help employees develop the skills needed to properly manage customer relationships	Strongly Disagree	6	5.8	3.90	1.06	8
	Disagree	2	1.9			
	Neutral	21	20.4			
	Agree	41	39.8			
	Strongly Agree	33	32			
The performance of employees is measured and rewarded on basis of detecting customer demand and customer satisfaction with service received	Strongly Disagree			4.31	0.52	4
	Disagree					
	Neutral	3	2.9			
	Agree	65	63.1			
	Strongly Agree	35	34			
Hotel encourages employees to comply with e-CRM objective	Strongly Disagree			4.75	0.44	1
	Disagree					
	Neutral					
	Agree	26	25.2			
	Strongly Agree	77	74.8			
Hotel has set clear business objectives that involve attracting and retaining customers, and have communicated these goals to all members	Strongly Disagree			4.69	0.46	2
	Disagree					
	Neutral					
	Agree	32	31.1			
	Strongly Agree	71	68.9			
Top management concerns e-CRM as a top priority	Strongly Disagree			4.01	0.77	7
	Disagree					

		Freq.	%	Mean	SD	R
	Neutral	30	29.1			
	Agree	42	40.8			
	Strongly Agree	31	30.1			
Top management is deeply joined in implementing e-CRM	Strongly Disagree			3.89	0.68	9
	Disagree					
	Neutral	30	29.1			
	Agree	54	52.4			
	Strongly Agree	19	18.4			
The organizational structure is set up with customer-centric manner	Strongly Disagree			4.15	0.71	5
	Disagree					
	Neutral	19	18.4			
	Agree	49	47.6			
	Strongly Agree	35	34			
Open and two-way communication are available between different departments	Strongly Disagree			4.32	0.72	3
	Disagree					
	Neutral	15	14.6			
	Agree	40	38.8			
	Strongly Agree	48	46.6			
Total				4.24	0.580	

Table (3) showed that "Hotel encourages employees to comply with e-CRM objectives" comes at a first rank. "Hotel has set clear business objectives that involve attracting and retaining customers, and have communicated these goals to all members" comes at a second rank. The total mean of the organizational factors was (4.24) with a standard deviation of (0.580), which indicated a high degree of agreement for all the organizational factors phrases which means that this variable has a high level.

CUSTOMER ORIENTATION VARIABLE

Table 4: Descriptive Statistics of the customer orientation

Statement		Freq.	%	Mean	SD	R
Hotel's business objectives are focused to customer satisfaction	Strongly Disagree			4.31	0.58	5
	Disagree					
	Neutral	6	5.8			

	Agree	59	57.3			
	Strongly Agree	38	36.9			
Hotel closely controls and assesses its level of commitment in serving the needs of customers	Strongly Disagree			4.72	0.45	1
	Disagree					
	Neutral					
	Agree	29	28.2			
	Strongly Agree	74	71.8			
Hotel's competitive advantage is based on understanding the customer demand	Strongly Disagree			4.55	0.50	2
	Disagree					
	Neutral					
	Agree	46	44.7			
	Strongly Agree	57	55.3			
Hotel's business strategies are motivated by the goal of increasing value for customers	Strongly Disagree			4.40	0.53	4
	Disagree					
	Neutral	2	1.9			
	Agree	58	56.3			
	Strongly Agree	43	41.7			
Hotel usually measures customer satisfaction	Strongly Disagree			4.30	0.73	6
	Disagree					
	Neutral	16	15.5			
	Agree	40	38.8			
	Strongly Agree	47	45.6			
Hotel pays great attention to after-sales service	Strongly Disagree			4.44	0.62	3
	Disagree					
	Neutral	7	6.8			
	Agree	43	41.7			
	Strongly Agree	53	51.5			
Total				4.45	0.511	

Table (4) showed that "Hotel closely controls and assesses its level of commitment in serving the needs of customers" comes at a first rank. "Hotel's competitive advantage is based on understanding the customer demand" comes at a second rank "Hotel pays great attention to after-sales service" comes at a third rank The total mean of the customer orientation was (4.45) with a standard deviation of (0.511), which indicated a high degree of agreement for all the customer orientation phrases which means that this variable has a high level.

KNOWLEDGE MANAGEMENT VARIABLE

Table 5: Descriptive Statistics of the knowledge management

Statement		Freq.	%	Mean	SD	R
Hotel provides channels to allow continuous two-way communication with key customers	Strongly Disagree			4.34	0.48	1
	Disagree					
	Neutral					
	Agree	68	66			
	Strongly Agree	35	34			
Hotel has set up processes to collect customer knowledge	Strongly Disagree			4.15	0.71	4
	Disagree					
	Neutral	19	18.4			
	Agree	49	47.6			
	Strongly Agree	35	34			
Hotel can make quick decisions with knowledge of the customer	Strongly Disagree			4.32	0.64	2
	Disagree					
	Neutral	10	9.7			
	Agree	50	48.5			
	Strongly Agree	43	41.7			

Hotel can provide real customer information that allows for quick and accurate interaction with them	Strongly Disagree			4.16	0.71	3
	Disagree					
	Neutral	19	18.4			
	Agree	49	47.6			
	Strongly Agree	35	34			
Total				4.24	0.605	

Table (5) showed that "Hotel provides channels to allow continuous two-way communication with key customers" comes at a first rank. "Hotel can make quick decisions with knowledge of the customer" comes at a second rank "Hotel can provide real customer information that allows for quick and accurate interaction with them" comes at a third rank .The total mean of the knowledge management was (4.24) with a standard deviation of (0.605), which indicated a high degree of agreement for all the knowledge management phrases which means that this variable has a high level.

INFORMATION TECHNOLOGY

Table 6: Descriptive Statistics of the information technology

Statement		Freq.	%	Mean	SD	R
Hotel has a dedicated technical team to provide technical support for the use of e-CRM technology in building customer relationships	Strongly Disagree			4.14	0.73	4
	Disagree					
	Neutral	21	20.4			
	Agree	47	45.6			
	Strongly Agree	35	34			
Hotel has right hardware to serve its customers	Strongly Disagree			4.20	0.66	3
	Disagree					
	Neutral	14	13.6			
	Agree	54	52.4			
	Strongly Agree	35	34			
Hotel has right software to serve its customers	Strongly Disagree			4.70	0.48	1

		Freq.	%	Mean	SD	R
	Disagree					
	Neutral	1	1			
	Agree	29	28.2			
	Strongly Agree	73	70.9			
Hotel's information system is integrated on different functional areas	Strongly Disagree			4.63	0.48	2
	Disagree					
	Neutral					
	Agree	38	36.9			
	Strongly Agree	65	63.1			
Total				4.46	0.515	

Table (6) showed that "Hotel has right software to serve its customers" comes at a first rank. "Hotel's information system is integrated on different functional areas" comes at a second rank. "Hotel has right hardware to serve its customers" comes at a third rank The total mean of the information technology was (4.46) with a standard deviation of (0.515), which indicated a high degree of agreement for all the information technology phrases which means that this variable has a high level.

E-CRM SUCCESS

Table 7: Descriptive Statistics of the E-CRM success

Statement		Freq.	%	Mean	SD	R
E-CRM helps Hotel high profit	Strongly Disagree			4.46	0.50	1
	Disagree					
	Neutral					
	Agree	56	54.4			
	Strongly Agree	47	45.6			
E-CRM helps Hotel growth in selling tickets	Strongly Disagree			4.33	0.55	3
	Disagree					
	Neutral	4	3.9			
	Agree	61	59.2			
	Strongly Agree	38	36.9			
E-CRM helps Hotel growth in market share	Strongly Disagree			4.43	0.50	2
	Disagree					

	Neutral					
	Agree	59	57.3			
	Strongly Agree	44	42.7			
E-CRM helps Hotel improve image and prestige	Strongly Disagree			4.26	0.67	5
	Disagree					
	Neutral	13	12.6			
	Agree	50	48.5			
	Strongly Agree	40	38.8			
E-CRM helps Hotel increase customer satisfaction	Strongly Disagree			4.30	0.54	4
	Disagree					
	Neutral	4	3.9			
	Agree	64	62.1			
	Strongly Agree	35	34			
E-CRM helps Hotel increase customer loyalty	Strongly Disagree			4.20	0.70	6
	Disagree	1	1			
	Neutral	14	13.6			
	Agree	52	50.5			
	Strongly Agree	36	35			
Total				4.38	0.509	

Table (7) showed that "E-CRM helps Hotel high profit" comes at a first rank. "E-CRM helps Hotel growth in market share" comes at a second rank. "E-CRM helps Hotel growth in selling tickets" comes at a third rank. The total mean of the E-CRM success was (4.38) with a standard deviation of (0.509), which indicated a high degree of agreement for all the E-CRM success phrases which means that this variable has a high level.

3) CORRELATIONS BETWEEN STUDY VARIABLES

Table 8: Correlations between study variables

Variables		Organizational factors	Customer orientation	Knowledge management	Information Technology	E-CRM success
Organizational factors	Pearson Correlation	1.000				
	Sig. (2-tailed)	.				

	N	103				
Customer orientation	Pearson Correlation	.901[**]	1.000			
	Sig. (2-tailed)	.000	.			
	N	103	103			
Knowledge management	Pearson Correlation	.922[**]	.922[**]	1.000		
	Sig. (2-tailed)	.000	.000	.		
	N	103	103	103		
Information Technology	Pearson Correlation	.929[**]	.905[**]	.938[**]	1.000[**]	
	Sig. (2-tailed)	.000	.000	.000	.	
	N	103	103	103	103	
E-CRM success	Pearson Correlation	.905[**]	.963[**]	.969[**]	.904[**]	1.000[**]
	Sig. (2-tailed)	.000	.000	.000	.000	.
	N	103	103	103	103	103
[**]Correlation is significant at the 0.01 level (2-tailed).						

Initially, Lehman (2005) stated that when interpreting Pearson's correlation coefficient, a stronger monotonic relationship is indicated by values closer to -1 or 1, with a range of $-1 \leq r \leq 1$. The degree of correlation strength can be described as follows:

- **< 0.2   "Very weak"**
- **0.20 – 0.39 "Weak"**
- **0.40 – 0.59 "Moderate"**
- **0.60 – 0.79 "Strong"**
- **> 0.80   " Very strong"**

Table (8) revealed the following relationship between each pair of variables:

HIGH CORRELATION (MARKED RELATIONSHIP):

- Organizational factors and Customer orientation variables (r= 0. 901, P= 0.000).
- Organizational factors and Knowledge management variables (r= 0. 922 , P= 0.000).

- Organizational factors and Information Technology variables (r= 0. 929 , P= 0.000).
- Organizational factors and E-CRM success variables (r= 0. 905, P= 0.000).
- Customer orientation and Knowledge management variables (r= 0. 922, P= 0.000).
- Customer orientation and Information Technology variables (r= 0. 905 , P= 0.000).
- Customer orientation and E-CRM success variables (r= 0. 963 , P= 0.000).
- Knowledge management and Information Technology variables (r= 0. 938, P= 0.000).
- Knowledge management and E-CRM success variables (r= 0. 969 , P= 0.000).
- Information Technology and E-CRM success variables (r= 0. 904, P= 0.000).

   The results indicate that the correlation between study variables has a strong association, as evidenced by a lower limit of 0.901 and a higher value of 0.969, both of which fall within the range of > 0.80 described as "very strong" (Lehman, 2005).

4) TEST OF HYPOTHESES

H1: Organizational factors positively impact influence on E-CRM success.

To test H1, the researcher adopted the Pearson correlation coefficient and linear regression tests to test the impact of organizational factors on E-CRM success. The results presented as follows:

Table 9: Correlation between the organizational factors and the E-CRM success

Variables		E-CRM success
Organizational factors	Pearson Correlation (R)	.905**
	Sig. (2-tailed)	.000
	N	103

**. Correlation is significant at the 0.01 level (2-tailed).

Table 10: Linear regression coefficients for the effect of organizational factors on E-CRM success

Model	B	R^2	Std. Error	β	T	Sig.
(constant)	1.012	.820	.158		6.391	.000
Organizational factors	.794		.037	.905	21.436	.000

a. Dependent Variable: E-CRM success

From tables (9) and (10) the (R) value (0.905) referred that there is a strong significant correlation between the organizational factors and the E-CRM success, as well as the coefficient of determination (R^2) is (0.820), suggesting that 82% of the E-CRM success was explained by the organizational factors. Furthermore, it seems that the regression coefficient statistically significant, $P < 0.05$, so the variable of (Organizational factors) has a statistical positively impact on the E-CRM success. This result coincided that the first hypothesis of the study is acceptable.

The following equation can be inferred to predict the E-CRM success from the level of organizational factors as follow:

*E-CRM success = 1.012 + (0.794 * Organizational factors)*

*The results above indicate that organizational factors have a strong positive influence on the success of E-CRM. This means that the study's first objective, which was to demonstrate this relationship, has been achieved, which is to" **Obj1: To examine the effect of organizational factors on the E-CRM success. ".***

H2: Information technology positively impact influence on E-CRM success.

To test H1, the researcher adopted the Pearson correlation coefficient and linear regression tests to test the impact of information technology on E-CRM success. The results presented as follows:

Table 11: Correlation between the information technology and the E-CRM success

Variables		E-CRM success
Information technology	Pearson Correlation (R)	.904**
	Sig. (2-tailed)	.000
	N	103

**. Correlation is significant at the 0.01 level (2-tailed).

Table 12: Linear regression coefficients for the effect of information technology on E-CRM success

Model	B	R^2	Std. Error	β	T	Sig.
(constant)	.390	.816	.189		2.058	.000
Information technology	.893		.042	.904	21.188	.000

a. Dependent Variable: E-CRM success

The (R) value of 0.904 obtained from tables (11) and (12) indicates a strong and significant correlation between information technology and E-CRM success. Additionally, the coefficient of determination (R^2) suggests that 81.6% of the success of E-CRM can be explained by information technology. Furthermore, the regression coefficient is statistically significant with $P > 0.05$, indicating that the variable of information technology has a positive impact on E-CRM success. These results support the acceptance of the second hypothesis of the study.

The following equation can be inferred to predict the E-CRM success from the level of information technology as follow:

E-CRM success = 0.390 + (0.893 * Information technology)

*Finally, from the above results, it can be found that information technology has a strong positive influence on the success of E-CRM. This means that the study's second objective, which was to demonstrate this relationship, has been achieved, which is to" **Obj2: To examine the effect of information technology positively on e-CRM success ".***

H3: Customer orientation positively impacts influence on E-CRM success.

To test H1, the researcher adopted the Pearson correlation coefficient and linear regression tests to test the impact of customer orientation on E-CRM success. The results presented as follows:

Table 13: Correlation between customer orientation and the E-CRM success

Variables		E-CRM success
Customer orientation	Pearson Correlation (R)	.963**
	Sig. (2-tailed)	.000
	N	103

**. Correlation is significant at the 0.01 level (2-tailed).

Table 14: Linear regression coefficients for the effect of customer orientation on E-CRM success

Model	B	R^2	Std. Error	β	T	Sig.
(constant)	.103	.927	.120		.854	.000
Customer orientation	.960		.027	.963	35.826	.000

a. Dependent Variable: E-CRM success

From tables (13) and (14) the (R) value (0.963) referred that there is a strong significant correlation between the customer orientation and the E-CRM success, as well as the coefficient of determination (R^2) is (0.927), suggesting that 92.7% of the E-CRM success was explained by the customer orientation. Furthermore, it seems that the regression coefficient statistically significant, $P < 0.05$, so the variable of (customer orientation) has a statistical positively impact on the E-CRM success. This result coincided that the third hypothesis of the study is acceptable.

The following equation can be inferred to predict the E-CRM success from the level of customer orientation as follow:

*E-CRM success = 0.103 + (0.960 * Customer orientation)*

*According to the above results, it can be found that customer orientation has a strong positive influence on the success of E-CRM. This means that the study's third objective, which was to demonstrate this relationship, has been achieved, which is to" **Obj3: To examine the effect of customer orientation positively on e-CRM success ".**

H4: Knowledge management positively impact influence on E-CRM success.

To test H1, the researcher adopted the Pearson correlation coefficient and linear regression tests to test the impact of knowledge management on E-CRM success. The results presented as follows:

Table 15: Correlation between the knowledge management and the E-CRM success

Variables		E-CRM success
Knowledge management	Pearson Correlation (R)	.969**
	Sig. (2-tailed)	.000
	N	103

**. Correlation is significant at the 0.01 level (2-tailed).

Table 16: Linear regression coefficients for the effect of knowledge management on E-CRM success

Model	B	R^2	Std. Error	β	T	Sig.
(constant)	.917	.938	.089		10.292	.000
Knowledge management	.816		.021	.969	39.221	.000

a. Dependent Variable: E-CRM success

The (R) value of 0.969 obtained from tables (15) and (16) indicates a strong and significant correlation between knowledge management and E-CRM success. Additionally, the coefficient of determination (R^2) suggests that 93.8% of the success of E-CRM can be explained by knowledge management. Furthermore, the regression coefficient is statistically significant with $P > 0.05$, indicating that the variable of knowledge management has a positive impact on E-CRM success. These results support the acceptance of the fourth hypothesis of the study.

The following equation can be inferred to predict the E-CRM success from the level of knowledge management as follow:

*E-CRM success = 0.917 + (0.816 * Knowledge management)*

Finally, from the above results, it can be found that knowledge management has a strong positive influence on the success of E-CRM. This means that the study's fourth objective, which was to demonstrate this

*relationship, has been achieved, which is to'' **Obj4: To examine the effect of Knowledge management positively on e-CRM success''.***

Finally, to demonstrate these influences, the following path analysis model can be depicted in Figure 1 as follows:
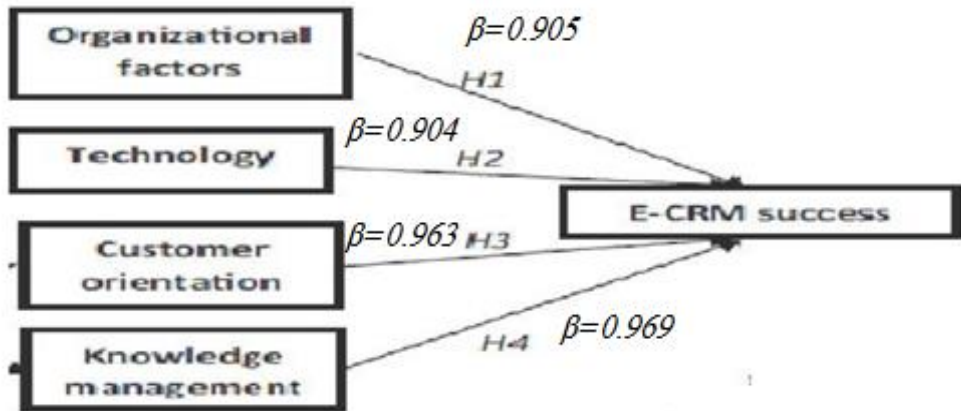

Fig.1 Analysis model

5) CONCLUSION AND RECOMMENDATIONS

5.1 CONCLUSION

This study looked at the direct and indirect effects of technology, customer focus, knowledge management, and OFs on the success of e-CRM. Based on an empirical analysis of 103 valid replies from the research sample, this study discovered statistically significant and favorable effects of these criteria on the success of e-CRM.

Theoretical contributions to the literature on the implementation of e-CRM are provided by this work. The results contribute to a better understanding of the relationship between e-CRM success and customer orientation, knowledge management, OF, technology, data quality, and CRM strategy. It has been used to organize the essential elements of an e-CRM application and to draw attention to the implementation difficulties and procedures that the hospitality sector needs the most help with. According to this viewpoint, out of the four direct determinants, customer orientation and knowledge management have the most favorable effects on the success of e-CRM. These results suggest that customer and knowledge management approach should focus on integrating e-CRM building activities and raising shareholder values. Additionally, the four factors (customer orientation, knowledge management, organizational

frameworks, and technology) are also thought of as mediators in the interaction between data quality, CRM strategy, and the success of e-CRM.

5.2 RECOMMENDATIONS

Providing customer service centers and knowledge management tools, assisting with customer service initiatives, and supporting company restructuring operations are just a few examples of the customer orientation and knowledge management tasks that this paper advises hospitality providers and marketing managers concentrate more on.

When adopting e-CRM, hotels should start by identifying a suitable and relevant technology. Other important hurdles to be jumped over are customer orientation, strong knowledge management, appropriate technology, organizational challenges, efficient use of data quality, and an appropriate CRM strategy.

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