



Impact of Customer Relationship Management Dimensions on Customer Retention through Customer Satisfaction: A Customer Perspective of Balkan Transition Economies

Fitore Jashari-Mani

PhD candidate, Business Administration, South East European University, North Macedonia

Abstract

One of the main challenges of service providers is the retaining of the acquired customers. Customer Relationship Management (CRM) has proved to be an effective tool in reaching this objective. Many researchers tested the effect of CRM on customer retention (CR), but most of the studies were focused on developed economies and were analyzed from a business perspective. The literature review highlights the lack of studies that examine the impact of CRM on CR from a customer perspective and that are focused on transition economies, especially in Balkan developing countries. Considering this, our paper aims to develop a model that proves the impact of CRM on CR, focused on three Balkan countries (Kosovo, Albania, and North Macedonia). Data was collected using an electronic questionnaire from a sample that consists of 764 residents of the three above-mentioned Balkan countries, all customers of the services sector. The research model shows the impact of three CRM dimensions (key customer focus - KCF, technology-based CRM - TCRM, and CRM knowledge management – KM) on customer retention through customer satisfaction (CS). The model fit and research hypotheses were tested using Confirmatory Factor Analysis and Structural Equation Model. Findings show a positive impact of KCF, TCRM, and KM on CS, which as a result positively affects CR as well. Theoretical and practical implications are discussed.

Keywords: CRM, customer satisfaction, customer retention, Balkan countries

1. Introduction

One of the main objectives of a services marketing strategy is to create long-term, beneficial relationships with customers, translated into higher loyalty and retention rates. This is because of the retention costs which are lower than customer attraction costs. According to

Wahab & Khong (2019), Customer Relationship Management (CRM) is among the most used and effective tools that service providers use to achieve this goal. One of the first authors who tended to define CRM, Berry (1983), claimed that CRM consists of activities that businesses take to attract and maintain customer relationships. Lately, AlQershi et al. (2020) defined CRM as a business strategy that aims to enhance customer retention through customer satisfaction, which is also in compliance with Santouridis & Veraki (2017) who claim that the main goal of CRM is to have higher customer retention rates. In general, all authors agree that by using CRM, businesses track and manage the customer life cycle, focusing especially on profitable customers. It helps businesses to evaluate customers' opinions and needs so that they can have a better experience with their services. As a result, this helps them create long-term relationships with their key customers (Al-Dmour et al., 2019).

According to Sin et al. (2005), CRM is a multidimensional construct that consists of four dimensions: CRM organization, key customer focus, technology-based CRM, and CRM knowledge management. According to the author, CRM organization means that businesses should make organizational changes in their businesses, to adopt the usage of CRM, like organizational structure and all kinds of resources management. Key customer focus stands for the business's philosophy concentrated on customers, their needs, and preferences. Technology-based CRM relates to the usage of new technologies in the sense of automatization and digitalization of customer processes. And the fourth dimension, CRM knowledge management means the collection and application of knowledge about customers, regarding providing better services to them.

Many studies investigated the impact of CRM dimensions in the services sector. Herman et al. (2020) state that CRM has a positive impact on long-term customer satisfaction and retention. This is supported by other studies as well (Lo et al., 2010; Al-Qeed, 2017; Al-Gasawneh et al. 2021). Additionally, the study of Khan et al. (2022) in the tourism industry found that customer satisfaction mediates the relationship between CRM and customer retention (CR). But, despite the amount of research conducted in this field, from the literature review, it can be noticed that the vast majority of studies are related to developed countries. It can be noticed a lack of literature regarding developing and transition economies, including Balkan countries. Kapoulas & Ratković (2015) examined e-CRM in tourism in Serbia, but no categorization of dimensions was investigated. The same approach can be found in the study of Stokić et al. (2019) who investigated CRM usage in public libraries in Serbia, Montenegro, and Bosnia and Herzegovina. Other researchers focused on Kosovo and North Macedonia also treated CRM as a general concept without distinguishing between its dimensions and their separate impact (Gashi & Gashi, 2021; Nure, 2018; Rexhepi et al., 2019). Another issue that characterizes those studies is they mostly measure the CRM effect from a business perspective, leaving aside the customer perspective.

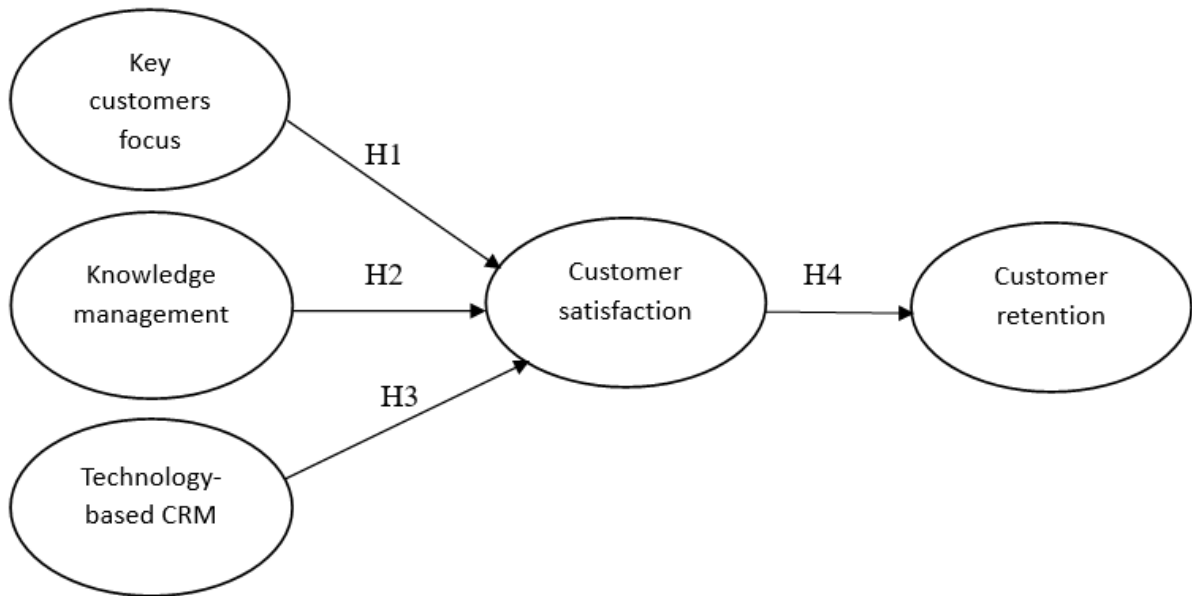
Based on the identified gap in the literature, our paper aims to fill this gap by providing a model that investigates the effect of each CRM dimension separately, and their effect on customer satisfaction and retention, focused on three transition economies of the Balkan region, from customer perspective. Therefore, we consider that our model can be used as a pioneering model for transition economies and it can be used as practical guidance for service providers of similar countries.

2. Literature review and hypotheses development

2.1. Proposed research model

After consulting the literature regarding dimensions and outcomes of Customer Relationship Management (CRM), a research model is proposed. Figure 1 illustrates the model and the hypothesized relationships between research variables. As shown in the figure, customer retention (CR) is the dependent variable, while key customer focus (KCF), technology-based CRM (TCRM), and CRM knowledge management (KM) are independent variables impacting CR through customer satisfaction (CS).

Figure 1 Proposed research model



Source: Author

2.2. Research hypotheses

2.2.1. Key customer focus and customer satisfaction

Key customer focus (KCF) relates to a business approach focused on customers. This means that businesses with a customer-centric focus deliver personalized offerings, added value, and cocreation opportunities to their key customers (Sin et al, 2005). As a result, this approach helps businesses achieve a long-lasting competitive advantage (Asikhia, 2010). Many studies found that this business philosophy positively impacts customer satisfaction - CS (Irfan et al., 2013). The study of Cai (2009) conducted with Chinese companies revealed a positive relationship between KCF and CS, which led to better financial performance. The same findings are shown in the model of Aburayya et al. (2020), focused on healthcare centers in the United Arab Emirates, which shows that the customer orientation of employees positively impacts customer satisfaction. Another study with customers in the services sector also found that the customer-oriented approach of employees improved customer satisfaction (Ngo et al, 2020). Based on the above-mentioned studies and findings, we raised the first research hypotheses as follows:

H1: Key customer focus has a positive impact on customer satisfaction.

2.2.2. Knowledge management and customer satisfaction

According to Alshourah et al. (2018), knowledge management (KM) as a dimension of CRM, refers to the transformation process of customer data to knowledge, that helps businesses

improve their services based on what they learn from and about their customers. Migdadi (2021) treats KM as a CRM dimension that consists of knowledge creation, acquisition, sharing, and application from customers, about customers, and for customers. Businesses that operate based on KM use this knowledge to have higher customer satisfaction and better performance (Abbas & Kumari, 2021). The study of Chaithanapat et al. (2022) found that leadership with a customer knowledge management approach had a positive impact on customer satisfaction, studies as a part of business operational performance. In their research with manufacturing businesses, Anil & Satish (2017) used KM as a practice of total quality management. In their study, they found that KM had a positive effect on CS level. Another study reveals that CRM based on KM enhances marketing performance including CS. The same results are also found in the study of AlQershi et al. (2020). Based on the above discussion, we propose the second research hypothesis for testing:

H2: Knowledge management has a positive impact on customer satisfaction.

2.2.3. Technology-based CRM and customer satisfaction

Technology-based CRM helps businesses to collect customer data so that they can profile them into categories, and understand and better satisfy their needs (Sofi et al., 2020). This is enabled by some tools like customer support process automation, customer information systems, and informative or call centers (Ghodeswar, 2001). Hashemzadeh et al. (2011) show that through technology-based CRM businesses collect and process customer data to better meet their needs, and this increases the satisfaction and retention of customers. Kumar et al. (2021) studied electronic CRM usage in the banking industry and found that technology-enabled businesses have updated and real-time customer data. This led to higher service quality and better connection and interaction with their customers, which resulted in improved levels of customer satisfaction. Rashwan et al. (2020) revealed that due to the technology-based CRM used by businesses, customers have easier access to services, at any time, from anywhere, and at a lower cost, and they can customize their services based on their needs and preferences. According to the authors, this increased customer satisfaction with service providers and impacted higher loyalty rates. These findings are also in line with the studies of Khan et al. (2022) and Mohamed et al. (2022). The studies we reviewed led to the third research hypothesis as follows:

H3: Technology-based CRM has a positive impact on customer satisfaction.

2.2.4. Customer satisfaction and customer retention

According to Han et al. (2017), customer satisfaction (CS) stands for the level at which the product/service performance has met customer expectations. Authors and practitioners relate CS with customer retention (Al-Ansi et al., 2019; Kim et al., 2020). Lee et al. (2020) investigated customer satisfaction in the restaurant sector and found that it positively impacted customer retention (CR). Amin (2016) studied the behavior of banking sector customers. His research shows that if customers are satisfied with the services provided to them, they tend to be more loyal and continue to be customers of the specific bank. The findings of the Yu et al. (2021) study, conducted in the hotel industry, also show that satisfying customer needs is the key to retaining customers in the long term. Similarly, Cheng et al. (2018) investigated CR in the hotel industry and found that if service managers can implement compensation strategies for customers with complaints, the customers' satisfaction level will get higher and this will make them want to revisit the hotel. Based on this research, we developed the fourth research hypothesis:

H4: Customer satisfaction has a positive impact on customer retention.

3. Research Methodology

3.1. Instrument for data collection and measurement scale construction

Data was collected using an electronic questionnaire, which consisted of 23 Likert scale questions with five degrees of evaluation: 1=strongly disagree, 2=disagree, 3=neutral, 4=agree, 5=strongly agree. Items used to measure the research variables were derived from previous studies and they were adapted for our research purpose. It should be mentioned that the original items for CRM dimensions were created to measure the constructs in the context of businesses (managers), but we adopted them to be used in terms of customers. Due to this, we excluded the “CRM organization” dimension, which could not be measured using data from customers. So, our research includes three dimensions of CRM. All sources of item construction are shown in Table 1.

Table 1 Sources of variables' items construction

Variable	Item	Source
Key customers focus	Through ongoing dialogue, the organization works with us individually to customize their offerings	Sin et al., 2005
	The organization provides customized services and products to us, as key customers	
	The organization makes an effort to find out what our needs are	
	When the organization finds that we would like to modify a product/service, they make coordinated efforts to do so	
Knowledge management	The organization’s employees are willing to help us in a responsive manner	Sin et al., 2005
	The organization fully understands our needs	
	The organization provides channels to enable ongoing, two-way communication with us	
	We can have prompt service from employees of the organization	
Technology-based CRM	The organization has the right technical personnel to provide technical support to us	Sin et al., 2005
	The organization has the right software to serve us	
	Individual customer information is available at every point of contact	
	The organization maintains a comprehensive database of our activity with the organization as customers	
Customer satisfaction	My choice to use this company was a wise one	Hennig-Thurau et al. 2002
	I am always delighted with this firm’s service	
	Overall, I am satisfied with this organization	
	Always fulfills my expectations	Hennig-Thurau, 2004
	Has never disappointed me so far	
Customer retention	Revisit intention	Al-Tit, 2015
	Chance of continuing with current service provider for the next year	
	Spreading the word-of-mouth	
	I am a loyal customer of "X" service provider	Hennig-Thurau, 2004
	My next service order will take place at "X"	
	In the future, I will order my services at "X"	

Source: Author

3.2. Sample description

764 customers, residents of Balkan countries, were part of the sample. 62.57% of respondents are 20 – 35 years old. The vast majority is female (67.02%). The largest part comes from Kosovo (37.96%), and others are from Albania and North Macedonia. Detailed descriptive data of the sample can be found in Table 2.

Table 2 Sample descriptive data

Descriptive		Frequency	Percentage	Cumulative percentage
Age	Up to 20	98	12.83%	12.83%
	20 - 35	478	62.57%	75.39%
	Over 35	188	24.61%	100%
	Total	764	100%	
Gender	Male	252	32.98%	32.98%
	Female	512	67.02%	100%
	Total	764	100%	
Country	Kosovo	290	37.96%	37.96%
	North Macedonia	230	30.10%	68.06%
	Albania	244	31.94%	100%
	Total	764	100%	

Source: Author calculation

3.3. Data analyses

To analyze the research data, we used IBM SPSS Statistics and IBM AMOS 26. The first step was to test the measurement scale for reliability and validity. Next, we examined all the necessary parameters to test the model's goodness of fit and the research hypotheses. The results of these analyses were achieved using the Confirmatory Factor Analysis (CFA) and Structural Equation Model (SME).

4. Results and findings

4.1. Construct's reliability and validity

The metrics we used for reliability and validity were Cronbach's Alpha – α , average variance extracted – AVE, and the discriminant validity test. As shown in Table 3, the values of α for each construct are higher than 0.7, which is the threshold value for reaching valid consistency (Kline, 1994). From the results of this parameter, we can indicate that the scale has a good internal consistency. Furthermore, we checked the convergent validity of the construct. According to Becker et al. (2003), the convergent validity is reached if the AVE values of each construct are higher than 0.5. Based on the values of AVE (Table 3), we can state that the convergent validity of our scale has been reached. At last, we tested the discriminant validity too, which indicates if questions of different constructs are different from the questions of other constructs. To be reached, the construct's square root of AVE (values in the diagonal of Table 4), should be greater than the values below the diagonal, which shows the correlation of the construct with other constructs. As the results in Table 4 indicate, the discriminant validity was also reached for all the constructs.

Table 3 Scale's reliability and validity

Construct	Items	Factor loadings	Cronbach's Alpha	AVE
Key customers focus	KCF4	0.779	0.88	0.6484
	KCF3	0.829		
	KCF2	0.812		
	KCF1	0.8		
Knowledge management	KM4	0.741	0.834	0.5548
	KM3	0.679		
	KM2	0.784		
	KM1	0.771		
Technology-based CRM	TCRM4	0.801	0.914	0.7325
	TCRM3	0.888		
	TCRM2	0.862		
	TCRM1	0.87		
Customer satisfaction	CS5	0.628	0.915	0.6935
	CS4	0.796		
	CS3	0.894		
	CS2	0.92		
	CS1	0.891		
Customer retention	CR1	0.693	0.918	0.6020
	CR2	0.686		
	CR3	0.704		
	CR4	0.872		
	CR5	0.871		
	CR6	0.804		

Source: Author calculation

Table 4 Discriminant validity

	KM	KCF	TCRM	CS	CR
KM	0.745				
KCF	0.584	0.805			
TCRM	0.656	0.531	0.856		
CS	0.667	0.511	0.725	0.833	
CR	0.492	0.401	0.535	0.737	0.776

Source: Author calculation

4.2. SEM and conceptual research model estimation

The proposed research model was tested using the Structural Equation Model (SEM) analyses. Figure 2 shows the path coefficients of the relationships between constructs, based on the research hypotheses. Results on the figure show that technology-based CRM has the largest impact, explaining 47% of the variance in customer satisfaction. Further, we examined the main model fit indicators, like CMIN/DF (Chi-square per degrees of freedom), CFI (Comparative Fit Index), RFI (Relative Fit Index), TLI (Tucker-Lewis coefficient), IFI (Incremental Fit Index) and RMSEA (Root Mean Square Error of Approximation). The results are shown in Table 5. According to Marsh & Hocevar (1985) and MacCallum et al. (1996), a good model fit shows a CMIN/DF value lower than 5.0, and RFI, IFI, TLI, and CFI

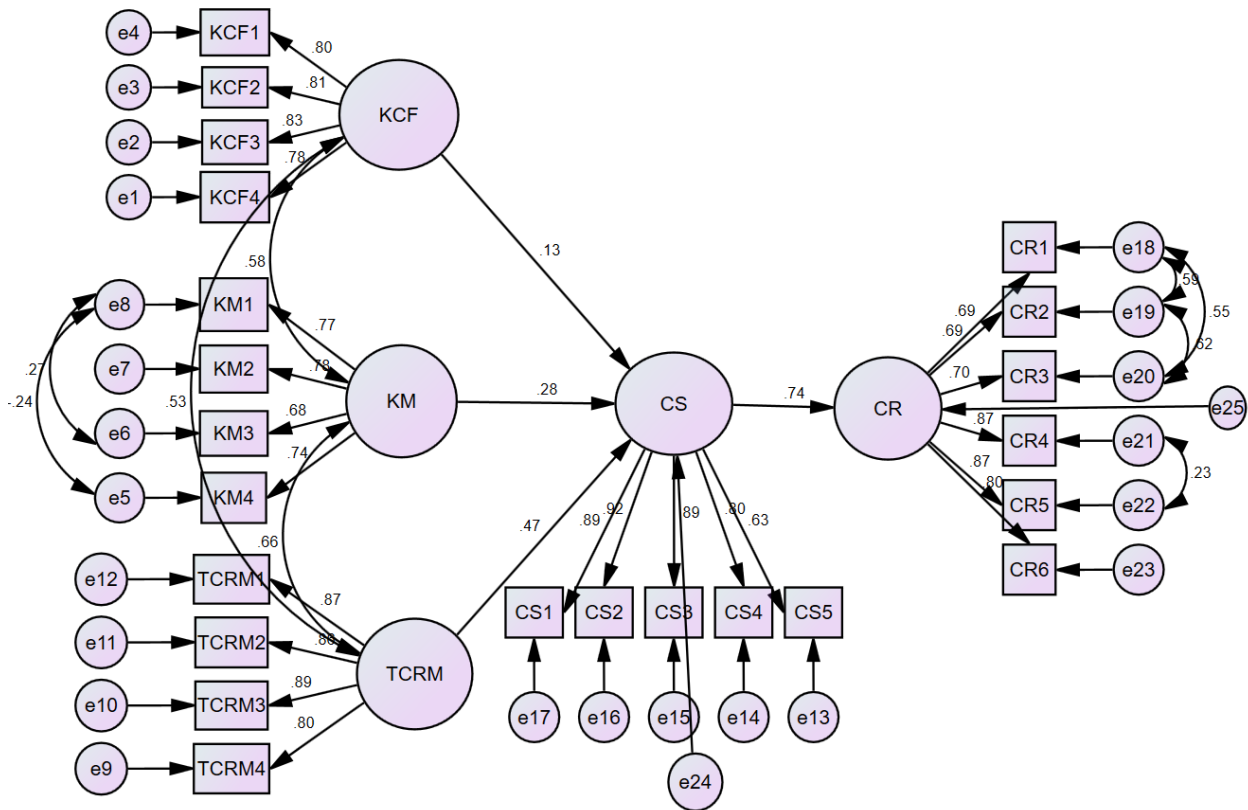
values greater than 0.9. As indicated in Table 5, all these thresholds are reached, so it can be inferred that our research model has a good model fit.

Table 5 Model fit indicators

Model	NPAR	CMIN	DF	P	CMIN/DF	RFI rho1	IFI Delta2	TLI rho2	CFI	RMSEA A
Default model	82	1039.023	217	0.000	4.788	0.914	0.94	0.93	0.94	0.070

Source: Author calculation

Figure 2 Estimated research model and path coefficients



Source: Author calculation

4.3. SEM and hypotheses testing

The last step of our analysis is about research hypotheses. To test the hypotheses, we used the Structural Equation Model (SEM), using indicators like regression estimates (β coefficients), p values, and critical ratios – t value. All hypotheses with β coefficient greater than 0.1 in 0.05 significance level (p-value) were accepted, based on Huber et al. (2007). As mentioned before, the first three hypotheses assume that the identified variables (key customer focus, knowledge management, and technology-based CRM) have a positive impact on customer satisfaction. As shown in Table 6, all three hypotheses are supported. The first coefficient $\beta = 0.135$ in level of significance $p = 0.000$, shows that key customer focus has a significant positive impact on customer satisfaction, supporting the first hypothesis. Results also show a positive impact of knowledge management on customer satisfaction, supporting the second hypothesis as well ($\beta = 0.262$, $p = 0.000$). Next, findings show that technology-based CRM has also a positive impact on customer satisfaction ($\beta = 0.369$, $p = 0.000$), so the third hypothesis is also supported. Further, through the fourth hypothesis, we proposed that customer satisfaction has a positive impact on customer retention. This was supported, based

on the results that show a significant positive relationship between the two variables ($\beta = 0.676, p = 0.000$).

Table 6 Hypotheses testing

Hypotheses				Estimate	S.E.	C.R.	P	Conclusion
H1	CS	<---	KCF	0.135	0.039	3.461	0.000	Supported
H2	CS	<---	KM	0.262	0.044	5.975	0.000	Supported
H3	CS	<---	TCRM	0.369	0.036	10.134	0.000	Supported
H4	CR	<---	CS	0.676	0.048	13.967	0.000	Supported

Source: Author calculation

5. Conclusion

This research aimed to test the impact of Customer Relationship Management (CRM) dimensions on customer retention through customer satisfaction, from a customer perspective. These relationships were tested in the services sector of transition economies of three Balkan countries: Kosovo, Albania, and North Macedonia. For this purpose, we used three CRM dimensions, namely: key customer focus, technology-based CRM, and CRM knowledge management. Empirical results show that all the hypothesized relationships between the model variables are supported.

First, our results show a positive significant impact of key customer focus on customer satisfaction. This means that if service providers focus on identifying and filling customer needs and preferences, offer customized and personalized services for them, and enable them to cocreate their offers, this will create more satisfied customers. This finding complies with other studies in developed economies like Aburayya et al. (2020), Cai (2009), Irfan et al. (2013), and Ngo et al. (2020).

Additionally, we also found a positive significant impact of knowledge management on customer satisfaction. This emphasizes the importance of customer data collection, processing, and application so that businesses can provide better services and products that improve customer satisfaction rates. Results are in line with other previous studies (Abbas & Kumari, 2021; AlQershhi et al., 2020; Anil & Satish, 2017; Chaithanapat et al., 2022).

Furthermore, findings show a positive significant impact of technology-based CRM on customer satisfaction. This shows that businesses that use the latest technology, digitize, and automate customer service processes tend to have higher customer satisfaction rates. This is because it facilitates the service usage by customers and makes it more cost-effective. Similar findings are also shown in the studies of Hashemzadeh et al. (2011), Khan et al. (2022), Kumar et al. (2021), Mohamed et al. (2022) and Rashwan et al. (2020).

At last, our research findings show that customer satisfaction positively impacts customer retention. This proves that satisfied customers are more likely to be loyal and come back, so through CS service providers can develop long-term relationships with their customers. This is also found in previous studies (Al-Ansi et al., 2019; Amin, 2016; Cheng et al., 2018; Kim et al., 2020; Lee et al., 2020; Yu et al., 2021).

Based on our findings, it can be concluded that research results support the proposed research model and significant implications can be derived. In the following part of this section, theoretical and practical contributions are discussed.

5.1. Theoretical and practical contribution

Based on the review of existing literature we can imply that our paper contributes to the theory of relationship marketing and customer relationship management of transition economies, specifically Balkan countries. Furthermore, it also sheds light on how CRM

dimensions are perceived by customers. It fills the identified gap in the literature by offering a model that shows the importance and impact of CRM dimensions on the creation of long-term customer-business relationships. It can be considered as an initial work in this field, which can be further enriched and expanded.

Apart from the theoretical contribution, this paper has practical implications too. Our model serves as evidence for CRM managers of service providers that, if used properly, CRM can foster stronger and longer customer-business relationships. It proves that if businesses use technology to create knowledge about their customers and focus on their needs, they will have lifelong customers that will increase their overall business performance.

5.2. Limitations and scope for future research

Like any other study, our paper has its limitations too. They will be used as a scope for future researchers who like to expand our current study. First, the research sample is very limited, so it can be expanded to other Balkan countries or transition economies of other regions. This would lead to more credible results. Second, we used three CRM dimensions, excluding the CRM organization, but in the future, other studies can investigate the effect of all four CRM dimensions. Third, we focused only on the services sector, while future studies can expand to the tangible products sector, and distinguish between the effect of CRM dimensions on two industry sectors.

References

- Abbas, J., & Kumari, K. (2021). Examining the relationship between total quality management and knowledge management and their impact on organizational performance: a dimensional analysis. *Journal of Economic and Administrative Sciences*, 39 (2), 426-451.
- Aburayya, A., Marzouqi, A., Alawadhi, D., Abdouli, F., & Taryam, M. (2020). An empirical investigation of the effect of employees' customer orientation on customer loyalty through the mediating role of customer satisfaction and service quality, *Management Science Letters*, 10 (10), 2147-2158.
- Al-Ansi, A., Olya, H. G. T., & Han, H. (2019). Effect of general risk on trust, satisfaction, and recommendation intention for halal food, *International Journal of Hospitality Management*, 83, 210–219.
- Al-Dmour, H.H., Algharabat, R.S., Khawaja, R. & Al-Dmour, R.H. (2019). Investigating the impact of ECRM success factors on business performance: Jordanian commercial banks, *Asia Pacific Journal of Marketing and Logistics*, 31 (1), 105-127.
- Al-Gasawneh, J.A., Anuar, M.M., Dacko-Pikiewicz, Z. & Saputra, J. (2021). The impact of customer relationship management dimensions on service quality, *Polish Journal of Management Studies*, 23 (2), 24-41.
- AlQershi, N.A., Mokhtar, S.S.M. & Abas, Z.B. (2020). CRM dimensions and performance of SMEs in Yemen: the moderating role of human capital, *Journal of Intellectual Capital*, 23 (3), 516-537.
- Alshourah, S., Alassaf, H. & Altawalbeh, M. (2018). Roles of Top Management and Customer Orientation in Enhancing the Performance of Customer Relationship Management (CRM) in Hotel Industry, *International Journal of Advance Research and Innovation*, 6 (3), 233-239.

- Amin, M. (2016). Internet banking service quality and its implication on e-customer satisfaction and e-customer loyalty, *International Journal of Bank Marketing*, 34 (3), 280-306.
- Anil, A.P. & Satish, K.P. (2019). Enhancing customer satisfaction through total quality management practices—an empirical examination, *Total Quality Management and Business Excellence*, 30 (13-14), 1528-1548.
- Asikhia, O. (2010). Customer orientation and firm performance among Nigerian small and medium scale businesses, *International Journal of Marketing Studies*, 2 (1), 197-213.
- Becker, J. M., Rai, A., Ringle, C. M. & Völckner, F. (2013). Discovering unobserved heterogeneity in structural equation models to avert validity threats, *MIS Quarterly*, 37 (3), 665-694.
- Berry, L.L. (1983). Relationship marketing, *Emerging Perspectives on Services Marketing*, 66 (3), 33-47.
- Cai, S. (2009). The importance of customer focus for organizational performance: a study of Chinese companies, *International Journal of Quality & Reliability Management*, 26 (4), 369-379.
- Chaithanapat, P., Punnakitikashem, P., Oo, N. C. K. K., & Rakthin, S. (2022). Relationships among knowledge-oriented leadership, customer knowledge management, innovation quality and firm performance in SMEs, *Journal of Innovation & Knowledge*, 7 (1).
- Cheng, B. L., Gan, C. C., Imrie, B. C., & Mansori, S. (2018). Service recovery, customer satisfaction, and customer loyalty: evidence from Malaysia's hotel industry, *International Journal of Quality and Service Sciences*, 11 (2), 187-203.
- Rexhepi, G., Nuredini, A., Ibraimi, S., & Mulyaningsih, H. D. (2019). The effect of CRM and its implementation in customer satisfaction: The case of Republic of North Macedonia, *From transition to development: Emerging challenges and perspectives*.
- Gashi, R., & Gashi, H. (2021). Impact of social media on the development of new products, marketing and customer relationship management in Kosovo, *Emerging Science Journal*, 5 (2).
- Han, H., Meng, B., & Kim, W. (2017). Emerging bicycle tourism and the theory of planned behavior, *Journal of Sustainable Tourism*, 25 (2), 292-309.
- Harding, D., Cheifetz, D., DeAngelo, S. & Ziegler, E. (2004). CRM's silver lining, *Marketing Management*, 13 (2).
- Hashemzadeh, G.R., Khaksar, S.M.S., Nawaser, K. & Jahanshahi, A.A. (2011). The technological dimension of customer relationship management, *Indian Journal of Science and Technology*, 4 (11), 1565-1572.
- Herman, L. E., Sulhaini, S., & Farida, N. (2020). Electronic customer relationship management and company performance: Exploring the product innovativeness development, *Journal of Relationship Marketing*, 1-19.
- Huber, F., Herrmann, A., Meyer, F., Vogel, J., & Vollhardt, K. (2007). Kausalmodellierung mit Partial Least Squares—Eine Anwendungsorientierte Einführung, *Springer-Verlag*.
- Irfan, S. M. & Kee, D. M. H., (2013). Critical success factors of TQM and its impact on increased service quality: A case from service sector of Pakistan, *Middle-East Journal of Scientific Research*, 15 (1), 61-74.

- Kapoulas, A., & Ratković, D. (2015). E-CRM dilemmas in developing markets: The case of a tourism company in Serbia, *European Journal of Tourism Research*, 9, 24-40.
- Khan, R.U., Salamzadeh, Y., Iqbal, Q. & Yang, S. (2022). The Impact of Customer Relationship Management and Company Reputation on Customer Loyalty: The Mediating Role of Customer Satisfaction, *Journal of Relationship Marketing*, 21 (1), 1-26.
- Kim, W., Kim, H., & Hwang, J. (2020). Sustainable growth for the self-employed in the retail industry based on customer equity, customer satisfaction, and loyalty, *Journal of Retailing and Customer Services*, 53.
- Kline P (1994), *An Easy Guide to Factor Analysis*, Routledge, London.
- Kumar, P., Mokha, A.K. & Pattnaik, S.C. (2021). Electronic customer relationship management (E-CRM), customer experience and customer satisfaction: evidence from the banking industry, *Benchmarking: An International Journal*, 29 (2), 551-572.
- Lee, S., Han, H., Radic, A., & Tariq, B. (2020). Corporate social responsibility (CSR) as a customer satisfaction and retention strategy in the chain restaurant sector, *Journal of Hospitality and Tourism Management*, 45, 348-358.
- MacCallum, R.C., Browne, M.W., and Sugawara, H., M. (1996). Power Analysis and Determination of Sample Size for Covariance Structure Modeling, *Psychological Methods*, 1 (2), 130-49.
- Marsh, H. W., & Hocevar, D. (1985). Application of confirmatory factor analysis to the study of self-concept: First- and higher-order factor models and their invariance across groups, *Psychological Bulletin*, 97 (3), 562–582.
- Migdadi, M.M. (2021). Knowledge management, customer relationship management, and innovation capabilities, *Journal of Business & Industrial Marketing*, 36 (1), 111-124.
- Mohamed, S. M., Yehia, E., & Marie, M. (2022). Relationship between E-CRM, Service Quality, Customer Satisfaction, Trust, and Loyalty in banking Industry, *Future Computing & Informatics Journal*, 7 (2).
- Ngo, L. V., Nguyen, T. N. Q., Tran, N. T., & Paramita, W. (2020). It takes two to tango: The role of customer empathy and resources to improve the efficacy of frontline employee empathy, *Journal of Retailing and Consumer Services*, 56.
- Nure, G. (2018). Customer relationship management in the banking system (Case of Kosovo), *Journal of Internet Banking and Commerce*, 23 (1), 1-7.
- Rashwan, H. H. M., Mansi, A. L., & Hassan, H. E. (2020). Exploring electronic-loyalty antecedents in Egyptian commercial banks; Electronic customer relationship management and banking electronic satisfaction, *Journal of Business and Retail Management Research*, 14 (2).
- Santouridis, I. & Veraki, A. (2017). Customer relationship management and customer satisfaction: the mediating role of relationship quality, *Total Quality Management and Business Excellence*, 28 (9), 1122-1133.
- Shabankareh, M., & Sarhadi, A. (2023). The analysis of the electronic customer relationship management system based on marketing performance and knowledge management of the company using the Fuzzy cognitive map approach, *SN Business & Economics*, 3 (2), 62.
- Sin, L.Y., Alan, C.B. & Yim, F.H. (2005). CRM: conceptualization and scale development, *European Journal of Marketing*, 39 (11-12), 1264-1290.

- Sofi, M. R., Bashir, I., Parry, M. A. & Dar, A., (2020). The effect of customer relationship management (CRM) dimensions on hotel customer's satisfaction in Kashmir, *International Journal of Tourism Cities*, 6 (3), 601-620.
- Stokić, A., Stojanović, D., Bogdanović, Z., Despotović-Zrakić, M., & Radenković, B. (2019). Enhancing the customer relationship management in public libraries: Findings from three developing countries, *Library Hi Tech*, 37 (2), 247-268.
- Wahab, S. N., & Khong, W. L. (2019). Multiple linear regression modeling of parcels' distribution design factors and online shopping customer satisfaction, *International Journal of Modelling in Operations Management*, 7 (2), 95–110.
- Yu, J., Seo, J., & Hyun, S. S. (2021). Perceived hygiene attributes in the hotel industry: customer retention amid the COVID-19 crisis, *International Journal of Hospitality Management*, 93.