

Roles of Top Management and Customer Orientation in Enhancing the Performance of Customer Relationship Management (CRM) in Hotel Industry

Sultan Alshourah, Hamza Alassaf, Manal Altawalbeh

Faculty of Economics & Administrative Sciences, Zarqa university, Zarqa, Jordan

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Abstract

The last decade has seen the emergence of Customer Relationship Management (CRM) as a technique to underpin organizational performance improvement in improving customer retention, customer satisfaction and customer value. However, despite many studies conducted on customer relationship management in various industries in the past 20 years, there is still significant disagreement about its definition and meaning, and the framework for the effective implementation and evaluation of customer relationship management practice. Moreover, there is a lack of systematic empirical evidence regarding the success factors for the CRM performance. Objective: To address these issues, this study examines the influence of top management and customer orientation on CRM performance. Results: In this quantitative study, a total of 133 Jordanian hotels participated in this study by voluntarily completing the survey questionnaire, constituting an overall 66% response rate. From the analysis undertaken, it was found that Top Management significantly influence CRM performance. But, this research found insignificant relationship between customer orientation and CRM performance. Conclusion: The results suggest that hotels should have processes to maintain, analyze, and integrate customer information. Theoretical and managerial implications of these findings are discussed.

1. Introduction

Jordan is a small (population 6 million), landlocked, country with few natural resources. It also depends on external sources for the majority of its energy requirements, unlike some of its neighbors. The country is potentially highly vulnerable to external shocks, given its size and natural resource endowment. Despite this fact Jordan ranks well on the Global Competitiveness Index and its 2016 ranking is 46 out of the 134-countries reported on Fischer et al. (2009).

Jordan is a Middle East country. The application of CRM in this country should be identified in a business sector with a high degree of importance in the economy. One researcher finds Tourism and Hospitality sector to be the most important one in Jordan, based on the review of some literature on Jordan GDP reports (Akroush et al., 2011). Equal support is available in the report of ABC Bank of Jordan in 2010. This report shows that the income from Hotels and Restaurants constitutes 15.4% of the GDP of Jordan. It also reports the increase of total income from this sector to be JD 652.7million in 2010 to JD 1016.4million in 2016.

A closer look at the growth rate over last 5 years in Jordan Tourism reveals the increase in the number of Tourist. It rose from 4.67 million to 6.52 million during the period 2012 to 2016. This industry employed around 130,000 (11% of the work force), directly and indirectly. Among them, tourism industry itself employs 38,405 people. 77.5% of them are in the hotels and restaurant industry (Aldehayyat, 2011).

Jordanian hotels face many challenges: rapidly increased bed capacity, sub-standard 'value for money', and the decline of the global economy, satisfaction with price has marginally decreased since 2010 and is at its lowest level over the past seven years for top grade hotels (Alrawadieh, 2009). In light of this, hotels are now creating special offers in a bid to counteract the downturn in demand (Sammour, 2010). This reinforces the need articulated in national strategy to enhance the business capability of Jordanian hotels (Jordan Tourism, 2003) that requires flexibly to market changes (Nor Azila and AlSharouh, 2015; Ram & Prabhakar, 2010). In hotel, relationship with each customer is valuable and should be handled with care. Each past customer has the possibility of repurchase and recommendation. Customer Relationship Management deals with the challenge of managing the information about this past customer followed by its effective integration with frontline guest services programs (Alshourah, 2016). In the hotel

*Corresponding Author,

E-mail address:: sultan.alshourah@yahoo.com

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industry, CRM adoption has been impeded by a number of factors. These are: firstly, the persistent fragmentation of the industry; secondly, the disparate, proprietary and relatively immature nature of IT systems; and thirdly, the additional complexity of managing a perishable product selling through a variety of distribution channels (Sigala, 2003, 2005; Urban et al., 2014; Nor Azila and AlSharouh, 2015).

In the hotel industry, customer relationship management (CRM) becomes a strategic imperative for attracting and increasing guests' patronage (Sigala, 2005). The hotel industry is facing an increasingly competitive market which signifies the greater need for the hotels to differentiate their customers. Since the hotels can collect and integrate a significant amount of their guest's information, CRM is viewed as an opportunity for the hotels in Jordan to use the information about their customers to improve the relationship for improving customers' satisfaction their customers to improve the relationship for improving customer's satisfaction and loyalty consequently, for increasing hotels profitability.

Policy making related to CRM requires a deep knowledge of customers' needs, behavior, and preferences. Moreover, major driver of CRM related change is the technology. For example, automated guest histories can help hotel managers defining customer mix, identifying appropriate benefits for appropriate segments, ensuring hotel supply and capabilities to match the desire of the guests, and increasing delivery efficiency. According to Sigala (2005), increased customer loyalty, occupancy rates, and revenue are possible by enhancing customer satisfaction and retention. However, very often, the collection and utilization of customer information are frequently intermittent, delayed, and fragmented (Minghetti, 2003; Sigala, 2003, 2005; Alshourah, 2016). Due to the competitive environment of the hotel industry, customer satisfaction not necessarily guarantees customer loyalty (Luck & Lancaster, 2003). The effort for maintaining and improving current market share by hotel organizations are driven by several environmental forces like, deregulation, increased parity of products, the availability of new and diverse direct distribution channels, industry alliances. The dynamism of the business environment has led the hotel providers to undertake initiatives for identifying, developing and retaining high-value customers. These activities can be treated under the overall banner of customer relationship management (Ibrahim & Ahmad, 2010; Alshourah, 2016). CRM consists of the applications of customer information for building customer relationships. This is done through continuous refinement of insights into customer needs, habits, and economics.

Apparently, the investigation CRM performance in the hotel industry is warranted.

Customer-centric business philosophy and culture are required for implementing CRM. With this, CRM can help making long term relationships and services process that can be a life saver for most businesses, especially those in the hotel industry (Kasim & Minai, 2009). CRM is associated with the management of customer knowledge and better understanding the customer with the aim to serve them. It is like an umbrella, which can place the customers at the center of an organization. One important concept of CRM is customer service. Yet, coordinating customer relation across all business functions, points of interaction, and audiences are also the parts of CRM (O'zgener & I'raz, 2006; Luck & Lancaster, 2003). Many studies (e.g., Hart et al., 2004; Kennedy, 2006; Kim et al., 2008; Chan, 2005; Chen & Popovich, 2004; Adam et al., 2010; Nor Azila and AlSharouh, 2015; Alshourah, 2016) are concerned about the positive impact of CRM on organizations. Also, to identify the organizational factors for CRM success and, a number of attempts have been made (Fjermestad & Romano, 2003; Jutla et al., 2001). However, strong theoretical or statistical support is available from a few of them for the importance of these factors. Their exploratory nature can be one of the reasons. Rather than the reality of CRM's impact, they are concerned more about the potential impact. Many researchers (Yam et al., 2005; Sin et al., 2005; Eid, 2007; Kasim & Minai, 2009; Adam et al., 2010) suggested for further empirical research in this area due to the underlying gaps in the current body of literature.

However, despite many studies conducted on CRM in various industries in the past 20 years, there is still significant disagreement about its definition and meaning (Buttle, 2004; Adam et al., 2010; Abdellatif, 2011; Nor Azila and AlSharouh, 2015; Alshourah, 2016) and the framework (Sigala, 2005) for the effective implementation and evaluation of CRM practices. Such an absence of known related factors may be linked to why hotel managers have been developing wrong CRM strategies. Ignorance and oversight of the necessary factors is likely to continue hindering organizations' effort to realize the full benefit of CRM. Therefore, the need for a more systematic and deliberate study in order to identify and link the CRM success factors with CRM performance is crucial. This paper examines the roles of Customer orientation and Top Management on CRM performance.

2. CRM performance

Accordingly, Sin et al. (2005) suggests a multidimensional construct comprising of four broad behavioral components which are: key consumer focus, CRM organization, knowledge management, and technology-based CRM. In other words, according to this idea, successful CRM is predicted by studying four key areas: strategy, people, technology, and processes. Owing to the novelty of the development, the study hinges on the measurement used in Sin et al. (2005) for CRM performance. The scale that has been proposed in the said study can be considered useful as a diagnostic tool in identifying areas which need improvements (Alshourah, 2016).

Another reason behind choosing these four dimensions is they are considered as the critical success factors for business performance (Wang & Feng, 2008; Yueh et al., 2010; Sin et al., 2005). This model analyzes the effect of four dimensions CRM on firm performances; it is classified as cause and effects models. Some scholars (e.g., Sin et al., 2005; Yim et al., 2005; Urban et al., 2014) find the need for more research on these four dimensions CRM. These four dimensions are tested in contexts like China. The results in China may not be applicable for a different context like Middle East where the social and business environment is completely different. The current study will undertake the Middle East context to test these dimensions. The following part of this section contains the discussions related to the CRM dimensions for the present study.

2.1 Key Customer Focus

The first dimension is key customer focus. Any organization striving for the successful implementation of CRM should have a customer-focused structure, culture, policy, and reward system (Ryals & Knox, 2001). Key customers are often identified in

"lifetime value computations". The interactions of these customers must fully reflect the company-wide focus on CRM (Jain & Singh 2002). Achieving deep customer relationships is the ultimate goal. The seller organization becomes indispensable to its most profitable customers by achieving this level of relationship (Vandermerwe, 2004). According to Vandermerwe, (2004) overwhelming customer-centric focus and continuous delivery of superior product/service and addition of value to these targeted key customers carried out through personalized/customized offerings are the gateway to successful CRM. According to Sin et al. (2005), there are four key components of this dimension. These are: customer-centric marketing, key customer lifetime value identification, personalization, and interactive co creation marketing (Alshourah, 2016).

2.2 CRM Organization

The second dimension of CRM is the CRM organization. The strong focus on key customers must be deeply embedded throughout the CRM system of the company. The organization of the entire company should be aligned to the cultivation of these valuable relationships (Yim et al., 2005; Alshourah, 2016). According to Sin et al. (2005), there are some key considerations for the successful organization of the entire firm around CRM which include: organizational structure, organization-wide commitment of resources, and human resources management.

The flexibility and reconstruction of the organizational structure may be needed in order to generate customer-centric values. The improvement of the coordination of customer-focused, cross-functional teams is also necessary (Yim et al., 2005). In addition to interfunctional integration, strong interfunctional coordination is necessary for all these structural designs (Urban et al., 2014). The organizational challenges inherent in any CRM initiative should be of great attention from the firms (Sin et al., 2005).

Organization-wide commitment of resources is necessary for the success of CRM. According to Yim et al. (2005), for providing continuous stream of value-rich actions and customer outcomes, rigorous efforts in all organizational functions are needed. The success of CRM also necessitates the organization-wide commitment of resources. Successful acquisition, development, retention as well as reactivation of customers hinges upon the company's dedication of its time and resources to identifying as well as satisfying significant customer needs (Sin et al., 2005; Alshourah, 2016).

Although the importance of strategy, people, technology, and processes to CRM is unavoidable, the building blocks of customer relationship are individual employees (Ryals & Knox, 2001). This notion is further substantiated by Yueh et al. (2010) when they argue that people and not technology is the hardest part of becoming CRM-oriented. This can be carried out through Internal Marketing; an organizational function in which human resources and marketing interface. It carries out the inculcation of service-mindedness and customer orientation in the employees. Internal Marketing consists of four significant processes namely market training and education, internal communication, reward systems, and employee involvement.

2.3 Knowledge-Based CRM

Knowledge-based CRM is a third dimensions. Like knowledge management, effective transformation of customer information to customer knowledge can lead to successful CRM. From a CRM point of view, knowledge can be referred to as knowledge gained from experience or empirical study of consumer information. According to Yueh et al. (2010), knowledge management has the following key elements: knowledge learning and generation, knowledge dissemination and sharing, and knowledge responsiveness.

2.3.1 Knowledge learning and generation

It is essential to have key customer knowledge for CRM (Stefanou et al., 2003) for the purpose of developing a "learning relationship" with customers (Sigala, 2005). In turn, this relationship will enhance the firm's competitiveness. The collection of customer information comprising of their needs and preferences can be carried out either

directly or indirectly through a two-way interactive system. In addition, the primary aim of knowledge generation is to have a 360-degree customer view. The incorporation of customer information into strategic business intelligence is assisted by different business intelligence tools such as data mining, data warehouses, and data marts (Sin et al., 2005; Alshourah, 2016).

2.3.2 Knowledge dissemination and sharing

If not shared throughout the organization, knowledge may provide limited value (Alshourah, 2016). In fact, the value of knowledge escalates through dissemination and sharing. Combined significant roles from different departments can be facilitated through the development of effective mechanisms for sharing customer knowledge in organizations.

2.3.3 Knowledge responsiveness

The acts for the generation and dissemination of knowledge are important acts related to knowledge responsiveness (Sigala, 2005). More specifically, these activities consist of the selection of target samples, deliberate crafting of the marketing mix in such a way that it obtains the correct customer responses and meticulous customization of both product and service that target the prevailing customers' needs. Better response to customer demand is now-a-days an important concern in marketing. Hence, promptness in these actions enhances service quality, as well as fosters long-term relationships with customers (Alshourah, 2016).

2.4 Technology-Based CRM

Technology is the fourth dimension of CRM. Without leveraging the latest technological invention, several CRM-oriented activities like knowledge management, cannot be effectively implemented. Undeniably, technology has great advantages that most CRM applications can utilize. More specifically, CRM activities like collection and analysis of data on customer patterns, development of prediction models, responding in timely and effective manner with customized communications, and delivering personalized value offerings to individual customers efficiently can take great advantage of innovative technology (Alshourah, 2016).

Successful CRM performance requires accurate customer data (Abbott et al., 2001b). Consequently, the role of technology is very important in the process of enhancing firm's intelligence (Jayachandran et al., 2005) for this purpose. Indeed, the advancement in IT is tremendous, one of the benefits of this advancement is the enhanced capability of the firms to oversee and manage customer information effectively. Recent technological changes are now enabling the firms to improve their capabilities in handling customer needs which, in turn is helping them to attract and retain customers (Chang et al., 2009).

Unprecedented advances in IT makes the functions such as one-to-one relationships, analysis of customer-value, and needs customization (Hart, 1995) possible to bring to reality. The utilization of modern IT helped the enterprises in transforming the traditional approach of CRM. Now these firms can use an integrated, web-enabled approach for these CRM functions. The new IT based approach is characterized by instruments such as customer information systems, automation of customer processes as well as call centers (Sin et al., 2005).

Several factors assist CRM to keep in line with 'information-intensive strategies' and these are; taking advantage of new technology, integrating technology deployment with business strategies, and computer technologies (Hart et al., 2006). This is further made easy by the several computer technologies as they allow better customization of better quality coupled with lower cost. Some instances of computer technologies are: computer-aided design/manufacturing, flexible manufacturing systems, just-in-time production databases, data warehouses, data mining, and CRM software systems. In addition, efficient staff service at all situations is also assisted by technologies and without them, it is almost impossible to carry out customer-centric activities (Kim et al., 2003). Hence, enhanced customer satisfaction, higher customer retention, and more profitable long-term customer relationships are among the major outcomes desired by the firms from the CRM-based technology (Yim et al., 2005).

3. Organizational Factors

Several organizational issues are mentioned constantly in literature as the most important for CRM performance (Becker et al., 2009; Alshourah, 2016). For example, Reinartz et al. (2004) states that there is a need for organizational factors to carry out an important role regarding future research efforts aimed at understanding the performance impact of CRM. Payne and Frow (2005) emphasizes organizational factor to be the priority area for further research. According to them there is a possibility of CRM failure when there are only a few number of committed employees to its initiative, so therefore, employee engagement and change management have become essential issues in CRM (Wikström & Isomäki, 2008; Alshourah, 2016; Faten et al., 2017).

Nath et al. (2009) discusses that CRM should be regarded as a company-wide project and therefore organizational factors like the company's structure and their operational business procedures should be considered as key factors for CRM's success. This notion is substantiated by other studies as well. Several authors (e.g., Kotorov, 2003; Croteau & Li, 2003) have argued that the cooperation of different departments of the company is essential for CRM as well as the employment of a series of resources. Therefore, an appropriate organizational structure facilitating the different functions of the companies' conjoined cooperation is important to achieve CRM activities, most particularly in the following areas; the level of integration within the organization, commitment of senior management towards the project, readiness of appropriate systems and the availability of various resources are organizational issues that have a monumental effect on the CRM performance (Faten et al., 2017).

Nevertheless, despite the number of advocates of the factors of CRM's success, the level of understanding about them is still lacking (Roh et al., 2005). In addition, other researchers have argued that change management initiative is also an important condition for CRM's successful implementation. (Kale, 2005). Chang et al. (2009) found that customer-centric organizational culture and customer-centric management system has positive relationship with CRM performance. Becker et al. (2009) found that the significantly organizational factors, like organizational structure, employee training, employee incentives, customer orientation and CRM performance are relate. Yueh et al. (2010), on the other hand, found CRM performance in hotel industry to be positively influenced by transformational and transactional leadership styles.

According to Dong and Zhu (2008), organizations are required to study their risk management planning because of the complexity and the ambiguous nature (one depending on the ever-changing customer needs) of the CRM initiative. Raman et al. (2006) proposes a CRM success measure that expounds the organizational learning orientation roles, the customer-centric orientation, and task-technology fit in order to transform CRM from a technological tool to an advantage-producing resource. He also point that the barriers to the success of CRM include lack of end-user skills.

Apart from the factors discussed above, this study focuses on other organizational factors that are top management support, customer-orientation and training orientation as potential antecedents of CRM performance. The rationale for the focus on these variables is straightforward. Firstly, all these three factors have been found to be critically correlated to CRM initiative in previous studies implying that these factors produced high levels of successful CRM. However, since most of these studies have been conducted in the Western countries, and since, few of them explore the role of organizational factor in CRM in the context of emerging countries of Middle East (Akroush et al., 2011), it is consistent and necessary to confirm prior findings in another developed country for the purpose of relevant extension of knowledge (Becker et al., 2009). Secondly, these factors have been applied in various industries in past studies which represent relevant organizational factors needed to develop CRM performance and, they seem to have lack of recent research interest in a different industry environment like hotel industry. It might be especially interesting to investigate their relationships with CRM performance in an independent environment hotel industry.

3.1. Top management and CRM performance

The make or break of the CRM success depends on the influence of the top management (Roberts et al., 2005; Alshourah, 2016; Faten et al., 2017). Thus CRM should not be initiated without a fully committed management team. According to Kale (2004), even the most brilliant CRM deployments and implementation initiatives are doomed to fail without the top management supports and commitments.

According to Boulding (2005), only slight attention is given to top management when dealing with CRM performance. In their study which spanned four industries and ten European countries, Becker et al. (2009) found that investments in CRM have a significant positive effect on performance. However, this effect can be little unless top management actively supports them. One role of the top management is to assist CRM performance through the creation of a corporate environment that accepts CRM as an important factor of business strategy (Becker et al., 2009) and by taking part in activities that exhibits their commitment to CRM performance (Kim et al., 2010). Adam et al. (2010) stressed that the necessary level of commitment and participation from the staff with relevant expertise to support the needs of a CRM is impossible, if not difficult, without the active sponsorship of top Management (Zahay, 2005).

If top management effectively relates the fact that CRM is not just a fad but a part of the company's strategic orientation, this will leverage the effectiveness of their support and commitment.

3.2 Customer orientation and CRM performance

The main goal of Customer Orientation implementation is the maximization of revenues and profitability through increased results of customer satisfaction, customer retention and customer loyalty, market share and premium prices. Firms that care about their customers create tailored and customized offerings as well as encourage a unified target of individual employee efforts in delivering value to customers (Kennedy, Lassk & Goolsby, 2002; Narver & Slater, 1990; Stock & Hoyer, 2005; Alshourah, 2016). Therefore, customer-oriented firms have a higher possibility to increase their customer satisfaction, to retain customers and to increase their market share (Homburg & Pflesser, 2000). Due to customer orientation's characteristic to encourage firms to come up with one-of-a-kind products and services, customer loyalty can be increased as well as the firm's choice to ask for premium prices (kim, 2008; Eid, 2007).

A number of studies (e.g., Wilson et al., 2002; Jayachandran et al., 2005; Eid, 2007; Kim, 2008; Wang et al., 2009; Ou & Banerjee, 2009; Sohrabi et al., 2010; Urban et al., 2014; Alshourah, 2016; Faten et al., 2017) investigate customer orientation as the potential antecedents of CRM success. For example, Kim (2008), in a study carried out in the US restaurant industry implies that there is a positive influence of customer orientation on CRM performance. The author opines that a sole customer orientation is not enough to guarantee a superior CRM performance; restaurant firms should be prepared to train their employees in specific actions and behaviors for the promotion of customer orientation. The results of the study suggest that customer-oriented restaurant firms might have invested resources for the purpose of enhancing their business performance which resulted in their better overall performance. Therefore, it is logical to say that restaurant firms that better oversee their customer information are more probable to get satisfied customers and to perform better than those that do not.

Based on the theoretical underpinning and these empirical evidences, it can be concluded that customer data and customer information processing are necessary condition for CRM performance. The empirical evidences from different other contexts also lead us to expect a positive influence of customer orientation and top management on the CRM performance. Therefore, hypothesize that:

H1: Customer data quality is positively related to CRM performance.

H2: Effectiveness of customer information processing is positively related to CRM performance

4. Methodology

This study was cross-sectional in nature where data were collected once to answer the study's research questions (Sekaran, 2010). Data were collected through personal survey using questionnaire. The population of this study comprises hotels of various ratings located in Jordan. The reason for choosing the hotel industry was that CRM is extremely important in the tourism sector, particularly in hotels owing to the importance of customer relations involved. To collect the data, 200 questionnaires were distributed to hotels in Jordan. Out of these, 141 were returned of which 10 were excluded because they were incomplete. Thus, a total of 131 completed questionnaires were used for empirical analysis, giving a response rate of 66 percent.

CRM performance is conceptualized as a four-dimensional construct: key customer focus, CRM organization, knowledge management, and technology-based CRM. Top management is operationalized by using two dimensions namely "top management support" and "top management commitment". Top management support is referred to as the extent that top management promotes the efforts of the CRM implementation (Croteau & Li, 2003), while Top management commitment refer to the development and implementation of the CRM success and continually improves its effectiveness. Customer orientation is conceptualization as the set of activities, behaviors, and beliefs that place high priority on customers' interests and continuously create superior customer value (Kim, 2008). CRM performance was measured by 14 items adapted from Sin et al. (2005). Top management is measured by eight items: four items for ensuring extent that top management promotes the efforts of the CRM implementation, developed by Croteau and Li (2003) study. Customer orientation was measured with nine items adapted from Narver and Slater (1990). Responses to the questionnaire items were elicited on five-point scales ranging from "5=strongly agree" to "1=strongly disagree". Item relating to a particular construct were summed to create overall composite scores for each respondents. Table 1 shows the means, standard deviations and reliability coefficient of each construct.

Table 1. Descriptive Statistics for Dimensions of Variables

Dimension (Variables)	Mean value	Standard Deviation	α (reliability coefficient)
CRM performance	3.71	.36	.72
Top Management	3.90	.74	.91
Customer Orientation	4.41	.56	.98

5. Analysis

Regarding the background information of the responding hotels, it was found that the majority of the participating hotels (41.9%) reported an annual income in the range of USD\$ 40,000. In terms of the number of hotel employees, it was found that the majority of the participating hotels (51%) reported to employ between 20 and 100 employees. With regard to the number of years in operation, it was found that slightly more than one-third of the participating hotels (36%) were in operation for 11-20 years. With respect to hotel categories, 30.5% were one-star hotels, 29% two-star hotels, 24.5% belonged to the three-star category, 8.5% to the five-star category while 7.5% to the four-star category. Table. 2 provides a summary of the correlation analysis results. The stated hypotheses regarding the influence of top management and customer orientation were tested using regression. Prior performing the actual hypotheses tests, correlations between the constructs were derived. Table 2 shows the correlation structure of the data used in this study. As shown in table 2, positive correlations exist between CRM performance and top management ($r = .36$; $p < .01$) as well as with CRM performance and effectiveness of customer information processing ($r = .44$; $p < .01$). The individual hypothesis was then tested using a regression prediction model (Hair et al., 2010) with CRM performance as the dependent variable. Results from the analysis As shown As shown in Table 3, Top management was positively related to CRM performance ($\beta = .39$; $p < .00$). While, the relationship found

between effectiveness of customer orientation and CRM performance was no significant ($\beta = .14$; $p < .09$).

Table 2. Pearson Correlation

	CRM performance	Top management	Customer Orientation
CRM performance	1.0		
Top management	.36(**)	1.0	
Customer Orientation	.44(**)	.61(**)	1.0

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

Table3:RegressionAnalysis

Independent variables	Coefficient (β)	B	SEB
Dependent variable: CRM Performance			
Top management	.392**	4.091	.000
Customer Orientation	.146	1.717	.090

6. Discussions

This research found a significant relationship between top management and customer relationship management performance in Jordanian hotel industry. The results of this study confirmed the fundamental role of top management in determining CRM success. The study's findings are consistent with many studies in different contexts (Croteau & Li, 2003; Greve & Albers, 2006; Kim et al., 2004; Kim et al., 2010; Sohrabi et al., 2010; Ou & Banerjee, 2009) that demonstrated that top management support and/or commitment positively influences the success of CRM. Among these studies, Kim et al. (2004) showed that the support from top management for the successful CRM in retailer network was in the form of improving customer retention rate, and marketing effectiveness. Additionally, Kim et al. (2010) argue that in order to introduce new technologies within traditional business activities, top management support can be a strong and effective means in assisting the improvement of the relationship and for meeting customers' needs. In their empirical study, Kim et al. (2010) found that the support from the firms' top management is a key success factor in CRM performance (customer acquisition, retention, and expansion). Another study by Moreno and Meléndez (2011) found that top management is an important component of CRM success. Finally, a study by Kiat (2008) found that top management support is a significant factor in influencing SMEs' intention to adopt CRM. The notion that top management is the most crucial factor in impacting successful CRM performance can be explained in the light of Jordanian hotel industry. First and foremost, the involvement of top management is core to a successful CRM performance as they enable the stimulation of change through communication and reinforcement of values embedded in the articulated vision of the hotels. The said vision should address how customer centricity will assist the hotel in facing challenges in its future market place and how CRM can be utilized to enable lasting interactions with customers in a way that both parties derive value (Croteau & Li, 2003; Urban et al., 2014; Faten et al., 2017). This is verified by findings from prior studies regarding small and large businesses (Sin, 2005).

This study also reveals that management of Jordanian hotels not only actively participate in customer-related issues but also frequently discuss the issue of customer interaction with staff, to motivate everyone in the hotel to participate in improving customer relationships. In addition, this study also suggests that top management consideration of CRM is closely associated with its success. In particular, managers' efforts to promote CRM not only increase staff recognition and acceptance of the concept, but also motivate employees to participate in the project. This suggests that top management factor should remain in the model as an influential factor for CRM performance.

Customer orientation is the organization-wide gathering, sharing, and use of intelligence about customers, and coordinated actions based on that intelligence (Narver & Slater, 1990). However, this research found insignificant relationship between customer orientation and customer relationship management performance in Jordanian hotels. In other words, this finding indicates that customer orientation does not guarantee superior CRM performance. This finding is consistent with past research by Becker et al. (2010) who found that customer orientation does not significantly influence any CRM performance phase namely Initiation Phase (e.g. customer acquisition), Maintenance Phase (e.g. customer satisfaction, up-cross-selling), and Retention Phase (e.g. customer retention and migration) in ten European countries. Similar findings by Greve and Albers (2006) revealed that customer orientation show negative impacts upon CRM performance in the phases of "Initiation" and "Maintenance" in 10 European countries. These results suggest that CRM today still concentrates on initiation and maintenance instead of the whole customer lifecycle. The reason for the insignificant impact of customer orientation on CRM performance may be that customer orientation alone does not guarantee superior CRM performance with regard to customer satisfaction, customer loyalty, customer retention, market share, and profitability, unless the hotel train employees in specific behaviors that can promote customer orientation. Researchers emphasize that customer-oriented hotels tend to provide a unifying focus for individual employees' efforts in delivering value to customers (Narver & Slater, 1990; Kim, 2008; Alshourah, 2016; Faten et al., 2017). Consequently, training can enable hotel employees to provide superior products and services to their customers and help achieve CRM performance goals such as high customer satisfaction and profitability.

7. Conclusions

This study has provided an innovative step on the prediction of success factors of customer relationship management performance in the context of hotel industry. The research framework investigated organization-related factors as the predictors for CRM performance in hotel industry. Therefore, future research should consider other organization factors that could influence customer relationship management performance. Our study was conducted in the hotel industry only. This implies that the generalizability of this study's findings is limited to the hotel industry and may not be applicable to other markets without further validation.

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