

## THE IMPACT OF CUSTOMER RELATIONSHIP MANAGEMENT DIMENSIONS ON SERVICE QUALITY

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**Abstract:** This study contributes towards service quality knowledge. The effects of customer relationship management (CRM) dimensions on service quality were investigated based on the resource-based view (RBV) theory. The study utilized a quantitative approach by obtaining data from general managers of hotels in Jordan. The data were analyzed using a partial least squares structural equation modelling (PLS-SEM). The results showed that CRM key customer focus, CRM knowledge management and CRM-based technology had positive impacts on service quality. On the other hand, the CRM organization had a negative impact on service quality. This study pinpointed, some interesting findings in the context of hotel industry in Jordan. The findings would be referential to other global hotels under the similar situation to enhance service quality.

**Key words:** Customer Relationship Management (CRM), service quality, hotel, Jordan, RBV theory.

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### Introduction

During the last decades, the tourism industry has become remarkably economically relevant, as it has become one of the quickest developing fields in the modern business context. For instance, international tourist visitors in 2013 reached a record of 1.087 billion, whereas global tourism revenue constituted a record US \$1.159 billion at a similarly time (World Tourism Organization, 2019). This confirms that tourism can significantly provide to the economic growth of visitor destinations by raising job opportunities, enhancing infrastructure and dragging foreign exchange pays (Li et al., 2018). Tourism's economic impetus can be measured using various perspectives, which include, for example, (1) its direct effects, such as "sales, employment, tax incomes, and income levels", which come from the immediate impacts of tourist spending (Koziol and Mikos, 2019); (2) its indirect effects, such as "prices, quantity and quality of products and services, taxes and property, and social and environmental impacts" (Brida et al., 2008); (3) its effectiveness and productivity due to commercial sources being assigned to promote cost reductions in tourism sectors (Park and Jeong, 2019). As a result,

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prior literature has seen tourism as a necessary matter of variation in economic growth in several nations.

The word “sustainability” has become a commonly used and broadly accepted expression in both biological and business sense. Velter et al. (2020) has placed five dimensions to sustainability: moral dimension, social dimension, nature-philosophic dimension, commercial dimension, and legal dimension. The sustainability dimensions of Velter et al. (2020) define the philosophical thought on the practice of sustainable improvement. The concept of value-based service quality combines sustainable thought as a stakeholder view of leadership, responsibility and principles (Sebhatu and Enquist, 2019). Corporate social responsibility and sustainable development can be used as operating forces for value production as a portion of the service-quality development in sustainable service businesses (Bothe et al., 2016). As well, Corkindale et al. (2018) proposed service quality from the viewpoint of economic and social processes, which propose that service quality concept must be the construct of various elements, intended to conceptualize and measure service quality from a marketing viewpoint; accepting the presence of the customer as fundamental to service operations and highlighting the significance of offering service quality into human-resource management. Scientific research shows a series of studies on e-service (Qiu et al., 2019).

The hotel sector is core to the tourism domain that tourism supports the country and its economics. Meanwhile, the hotels and tourism agency trying to appeal the tourist to Jordan, which is the hotel industry is among the most important tourists’ industries in this country, and during the past decade, this industry contributed to 10-14% of gross domestic product. In the context of Jordan, the hospitality industry’s service quality is among the crucial factors in the attainment of a sustainable competitive advantage and confidence of customers in the marketplace that is very competitive (Stone et al., 2007). For this reason, service quality can impart great opportunity to the hospitality industry worldwide to generate competitive differentiation for organizations. Therefore, in this industry, service quality is deemed an important core concept and a critical success factor (Al-Ababneh, 2018). Service quality is measurable, and many general scales are available for its measurement; in this regard, SERVQUAL, which is based on the service quality of tangible and intangible dimensions, is among the most popularly employed.

According to Parasuraman et al. (1988), the use of SERVQUAL is applicable in the service and hospitality sector. Service quality plays a significant role in the hotel industry both market-wise and economy-wise. In delineating the notion of customer relationship management (CRM), Sheth et al. (2015) stated that it is based on the theoretical foundations of relationship marketing that is concerned with attaining, preserving and expanding customers. Further, CRM encompasses the activities, strategies and technologies employed by companies to manage their interactions with their present and prospective customers, observing the concept of

“the customer is king”. According to Mulyana et al. (2020), the use of CRM has significant effect on marketing performance. CRM is an important tool within the hospitality industry as it brings many benefits to the hotel industry (Rahimi and Kozak, 2017) and is perceived as the next best effective management tool after strategic planning (Shaikh, 2020). The applicability of CRM has increased due to increased competition, following the world’s recovery from the current economic slump. In the world that is competitive, CRM appears to be among the most imperative strategies in the attainment of competitive advantage (Sin, 2002; Sofi, Bashir, parry and Dar, 2020). Accordingly, the importance of CRM has been acknowledged among businesses, including hotels in Jordan (Alshourah et al., 2018). Al-Ababneh (2018) and Nair (2016) indicated the insufficient comprehension regarding service quality by hotel management. Indeed, there have been countless complaints and suggestions regarding service quality such as improving long term relationship, communication and information accessibility. Correspondingly, Al-Azzam (2016) stated that the industry of tourism in the hotel sector especially appears to be lacking in terms of transparency and quality of service. In this regard, Ala’a and Ahmad (2016) and Nair (2016) highlighted the need to improve and sustain the service quality via the adoption of long-term relationship strategies and through placing more focus on the technical quality or the aspects of the service. Hence, the lack of service quality comprehension needs to be addressed and ascertained. Therefore, this study aims to examine the impact of CRM performance dimensions on service quality. Specifically, this study examines the impacts of four CRM dimensions namely, key customer focus, knowledge management, CRM organization and CRM-based technology on service quality.

## Literature Review

### *Sustainability of Service Quality*

In the context of sustainability, a generally used description of global sustainability is the ternary bottom line. It describes global sustainability as an interlinked relationship of environmental, economic and social sustainability, and the absolute economic actions should add sufficient rate to ensure everybody an adequate life without destroying the biological process in such a way that the continuance of future generations is threatened (Hollander et al., 2016). In the context of hotel industry, hotel sustainability is deemed crucial. In light of the rapidly growing technology and competitive environment, service quality is considered as critical for the success and survival of service providers (Hadi, Aslam and Amir, 2019). The description of organizational sustainability is the continuation of the corporation to facilitate the success of its purpose. It might be demanded that the long-term survival of the company is solely attainable if global sustainability is achieved. Hospitality industry which includes hotel industry, tourism, travel industry, as well as food and beverage industry contributes significantly to the

economic and social. Hence, sustainability of the hospitality industry is vital considering the competitive environment of the industry.

The purpose of the hotel's organization might be to sustain profit to owners, long-term survival to advance its line of business or some other particular purpose. Baillie et al. (2020) explains that if the organization can continue to face the needs and expectations of the stakeholders, the purpose of organizational sustainability will be achieved. Also, Baillie et al. (2020) explain that the consumers, as they contribute the funding important to satisfy the needs and expectations of the other stakeholders, should be considered as the foremost stakeholders among equals. Hence, suitable to take a closer look at quality management, whose purpose may be defined as to satisfy the wants and expectations of the consumers and help offer superior services (Lian, 2020).

In this fast-growing technological and competitive circumstances, the provision of quality service is acknowledged as a vital strategy for the progress and continuation of service providers (Lian, 2020). For hotel managers, the main concern is to plan for strategies that may work best to meet their customers' expectations. Pertinently, from the customers' perspectives, the quality of services providers such as hotels are in terms of infrastructure, physical surroundings, employees' attitude and behavior (Kozioł and Mikos, 2019, Nunkoo, Teeroovengadum, Ringle and Sunnassee, 2020).

The first, amongst others, to determine service quality was Lewis and Booms (1983), who described it as a "measure of how well the service level produced matches the customer expectations". Besides this background, service quality is a viewpoint of overall conclusion about service superiority, though the precise characteristics of this viewpoint remain a bit unclear.

Several studies have been carried out to identify the elements of service quality. According to Sasser et al. (1978), service quality comprises of three dimensions: physical facilities, materials and staff. Meanwhile, service quality has two aspects: technical quality and functional quality (Gronroos, 1984). Similarly, Rust and Oliver (1993) service quality encompasses technical quality, functional quality and environment. On the other hand, the model proposed by Parasuraman et al. (1985) stipulates that ten elements are considered by a customer while assessing service quality and among these determinants of service quality is tangibles, reliability, credibility, competence, responsiveness, communication, security and courtesy. Then, Parasuraman et al. (1988) introduced five dimensions—reliability, responsiveness, assurance, empathy and tangibles became components of the SERVQUAL model and suggested that they are more fit to measure the service quality.

As for a sustainable service quality, it refers to service quality that can produce continuous services with exceptional quality over a long period. Further, Stamenkov and Dika (2015) recommended that sustainable service quality should be expanded to additional domains in service fairness and quality, such as SERVQUAL in the context of information system services. This affirms the

approach to consider sustainable service quality factor. The current study used SERVQUAL to measure service quality. Hence, in the context of the Jordanian hotels' sector, it is assumed that sustaining service quality over a longer period will influence and sustain the hotels efficiently.

### *Customer Relationship Management*

Customer relationship management is a multidimensional construct and is seen from several angles (Rahimi and Gunlu, 2016; Sofi et al., 2020). CRM is described as an outcome of the progression of diverse systems, including transaction support systems, decision support systems, marketing information systems (MIS), database marketing and call center management. It can also contain various processes related to business and technology (Lis and Szczepanska-Woszczyna, 2015). Besides, CRM encompasses an organizational approach that facilitates organizations in recognizing, attracting and increasing the retention of lucrative customers by maintaining relationships with those customers (Alwahaishi and Amine, 2018). From strategic, analytical and operational standpoints, CRM can be described as a fundamental business strategy that is coupled with technology to manage the entire customer life cycle, while from the perspective of business operations, CRM is primarily about the automation of most of the business. At the analytical level, it focuses on utilizing customer data to stimulate highly focused sales and marketing campaigns (Talón-Ballesteró et al., 2018). In addition to that, the use of CRM enables the allocation of each problem to the right person, i.e., someone with the ability to solve the customer's query. As indicated by Alananzeh et al. (2018), proactive customer support can efficiently resolve customer issues.

CRM literature covers numerous approaches and measurements for CRM. These include CRM practices, CRM success factors and CRM performance. CRM practices consist of four factors; they are customer orientations, knowledge management, CRM-based technology and CRM organization. Besides, Nandeesh and Venkatesh (2019) highlighted the following CRM success factors: knowledge management (KM) capabilities, top management support, technological readiness, data-sharing readiness, change-process readiness, CRM strategy communication, cultural change/customer orientation, competences in system integration and competences in process change. Further, customer relationship management performance was described by Kim et al. (2004) as the extent of improvement attained by retailers in regards to the strength of the customer relationship, marketing efficiency and sales effectiveness following the implementation of CRM technology and comprised of four factors are key customer focus, knowledge management, CRM organization, CRM-based technology, and they stated its fit to use in the service sector, especially in hotels, because it is focusing on the profitable customer. Thus, this study adopted the CRM performance factors to measure them in this study.

### *Customer Relationship Management and Service quality*

Past studies have examined the relationship between CRM performance and service quality in many different contexts. More specifically, Al-Qeed et al. (2017) studied the seven dimensions of CRM (Customer Satisfaction, Customer Loyalty, Customer Attraction, Customer Value, Customer Retention, Customer Culture and Customer Knowledge) with service quality (SERVQUAL). The results revealed that there was a positive association between customer relationship and management relationship (customer attraction, customer value, customer retention, customer culture and customer knowledge). In the context of banking services, the past study showed negative associations between CRM and customer satisfaction and customer loyalty. At the same time, Wali et al. (2016) examined solely two dimensions for CRM (understand customer expectations and service personalization) on two factors for service quality included (Customer Satisfaction and Customer Advocacy). Their study result found a positive influence on its international students' advocacy behaviors. This could be anchored on the assumption that positive service experience is a testimony to share in Higher Education. In the same context, Azhar (2015) examined CRM activities, such as customer identification, attraction, retention and development, with three components for service quality (interaction quality, physical environment quality, and outcome quality), which is called perceived service quality. The study results indicated that CRM activities (customer identification, attraction, retention, and development) positively influence service quality.

The impact of CRM on hotel performance has been studied by many scholars (Wang and Feng, 2012; Lo et al., 2010). Wang and Feng (2012) found that CRM applications have a strong focus not only on identifying customers but also on retaining the most profitable customers. Meanwhile, CRM has been applied by hotels to increase profits and improve the relationship between enterprises and customers. Additionally, it has been proposed that CRM offers great opportunities to improve hotels performance in terms of customer lifetime value, customer satisfaction, customer retention and profits (Lo et al., 2010).

The present study relies on RBV theory to examine the effects of CRM on service quality. RBV explains the capability of resources in the hotels by linking different CRM dimensions, which are CRM key customer focus, CRM organization, CRM knowledge management and CRM-based technology with service quality. They are named CRM performance with service quality - SERVQUAL. Further, as recommended by Stamenkov and Dika (2015), sustainable quality should be expanded to additional domains in service fairness and quality, such as (SERVQUAL). Thus, this study represents service quality through five dimensions (tangibility, reliability, responsiveness, assurance and empathy).

The impact of CRM dimensions on service quality has been found to be positive. Furthermore, four dimensions of CRM, namely, CRM key customer focus, CRM knowledge management, CRM organization and CRM-based technology have been examined in several studies (e.g., Irfan et al., 2013; Sofi et al., 2020). Key customer



focus refers to an organization that possesses a customer-focused structure. The results of past studies revealed positive associations between key customer focus and service quality (Irfan et al., 2013). Knowledge management is an important factor that has a positive impact on service quality. Knowledge of customers' needs is crucial to improving service quality (Pasebani et al., 2012). Better service quality has also been associated with the improvement of information technology.

Regarding CRM, the utilization of IT-based services has positive impacts on service quality (Foya et al., 2015). Big data generated from CRM information helps a hotel in profiling its clients (Sofi et al., 2020; Talón-Ballesteros et al., 2018). Their study helps identify the profiles of hotel users based on categories, such as first-timers and repeat guests. The fourth dimension of CRM organization refers to an organization that instills and practices customer relationship values to satisfy customers' needs. Past studies have found positive associations between CRM organization and service quality (Asgari et al., 2016). The application of CRM in organization undeniably affects service quality favorably or positively. Thus, the following hypotheses are proposed:

H1: CRM Key customer focus has a positive impact on service quality.

H2: CRM knowledge management has a positive impact on service quality.

H3: CRM organization has a positive impact on quality.

H4: CRM-based technology has a positive impact on service quality.

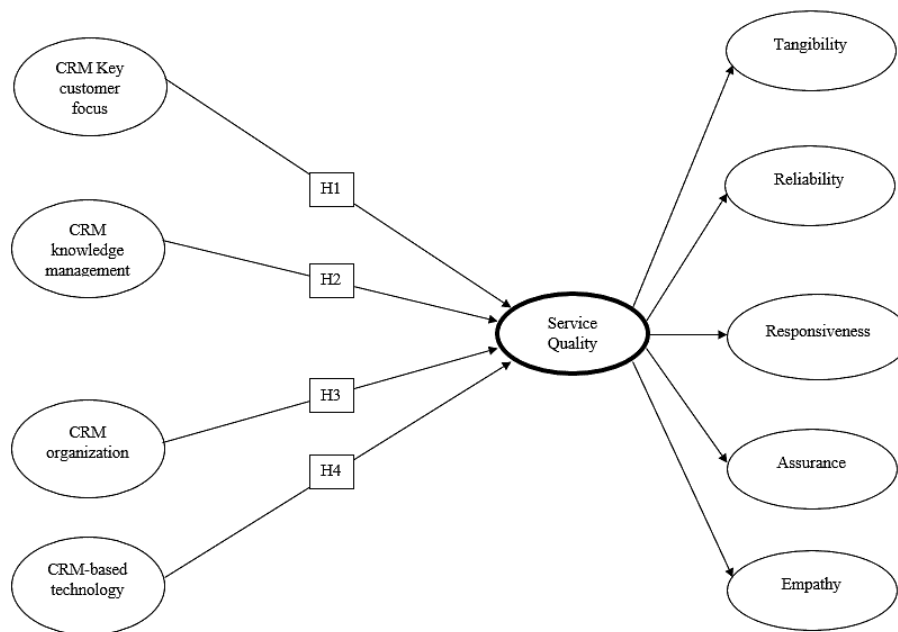


Figure 1: Research Model

## Methodology

A survey method was used in the current study. The population of this study encompasses of 236 hotels with the star ratings from one to five in Jordan. Regarding the unit of the analysis, the current study followed the key informant methodology, choosing the general managers of hotels as respondents. These high-level respondents were chosen because it was judged that they would possess deep knowledge about their organizations and that they would refer to their knowledge and practices to answer all the questionnaire items (Alshourah et al., 2018; Lo et al., 2010). The data collected relate to CRM performance on service quality at Jordanian star-rated hotels (1–5-star rating).

Aside from the demographic items, there are 40 items in the questionnaire and these items are split into two sections. The first section covers the construct of CRM, which entails 4 CRM dimensions (CRM key customer focus, CRM knowledge management, CRM organization and CRM-based technology). Twenty items measure the CRM performance construct, and these items are adapted from the previous studies (Alshourah et al., 2018; Sin et al., 2005). The second section covers the construct of service quality, which entails five dimensions (tangibility, reliability, responsiveness, empathy and assurance). Twenty items cover the service quality construct; the 20 items of service quality dimensions are adapted from the study of Stamenkov and Dika (2015).

As for the instrument validation, the instrument was sent to three academics working in universities, and the instrument was modified as they indicated. In the next phase, the instrument pretested by made interviews with 30 general managers to know the extent of the adequate and clarity of the instrument items and also their comments took into consideration. The response for each item is measured using a Likert scale; this scale is commonly employed in market research, and as reported in the study of Sekaran (2010). By using this scale, there is no specific rule that dictates the exact number of points to be used. Hence, the five-point scale has been proposed as effective.

As for the sample size, the current study followed the G-power technique to determine the minimal sample size through applying the number of predictors. Hence, the minimal sample size in the current study was 74, to ensure that the minimum number of the responses would be obtained and taking into consideration that the survey method had a weak response rate, also the minimum number of the respondents to analyze to be more than 100 questionnaires (Hair et al., 2006). A total of 212 questionnaires were collected in August 2019. The stratified sampling applied to the hotel categories. The next phase involved selecting the hotels (respondents) by different categories. For each category, a simple random sampling technique was used to select the hotel respondents. Moreover, the self-administrative (drop and collect) was applied.

In addition, the data were analyzed using partial least squares structural equation modelling approach (PLS-SEM). Following the PLS-SEM reporting, this study reports the measurement model followed by the structural model. The



measurement model reports the items validity and reliability measured by value of loading factor, convergent validity (AVE), composite reliability (CR) and Cronbach Alpha (Alpha). For discriminant validity, this study uses HTMT for the model constructs (suggested by Henseler et al., 2015). The structural model reports on the value of coefficient determination (R-Square) and hypotheses testing, which consists of regression coefficient (beta value), standard deviation (SD) and t-value (t-statistics).

### Results and Discussion

Before embarking on the data analysis, the screening process on the returned questionnaire was done. Out of the 212 distributed questionnaires, 172 were returned which represents a response rate of 81%. However, 10 questionnaires were omitted due to incompleteness giving a final total score of 162 valid questionnaires. A total of 20 items were employed in the measurement of four first-order reflective constructs; namely, CRM Key customer focus, CRM Knowledge management, CRM organization and CRM-based technology, and 20 items employed in the measurement of one-second order construct which is service quality. In specific, it comprises of five first-order reflective–reflective constructs. In the evaluation of the measurement model, this study employed confirmatory factor analysis. Because the model included a reflective-reflective construct, the two-stage approach was applied in line with the study of Becker et al. (2012). Thus, in the first stage, the repeated indicator approach is applied, through which first-order scores were gathered for first-order constructs; in the second stage, the weighting of the first-order variables was used to calculate the second-order construct's CR and AVE.

**Table 1. The results of construct validity and reliability for first order (1<sup>st</sup> Order)**

Construct	Items	Loadings	AVE	CR	Alpha
CRM Key Customer Focus (KCF)	KCF1	0.890	0.780	0.947	0.933
	KCF2	0.871			
	KCF3	0.871			
	KCF4	0.872			
	KCF5	0.911			
CRM Knowledge Management (KLM)	KLM1	0.855	0.705	0.923	0.897
	KLM2	0.855			
	KLM3	0.831			
	KLM4	0.825			
	KLM5	0.832			
CRM Organization (ORG)	ORG1	0.877	0.806	0.954	0.907
	ORG2	0.952			

	ORG3	0.870			
	ORG4	0.825			
	ORG5	0.958			
CRM-based Technology (CBT)	CBT1	0.800			
	CBT2	0.844			
	CBT3	0.856	0.692	0.918	0.890
	CBT4	0.844			
	CBT5	0.815			
Tangibility (TNG)	TNG1	0.839			
	TNG2	0.870	0.702	0.904	0.862
	TNG3	0.847			
	TNG4	0.792			
Reliability (RLB)	RLB1	0.853			
	RLB2	0.860	0.714	0.909	0.871
	RLB3	0.867			
	RLB4	0.797			
Responsiveness (RSP)	RSP1	0.839			
	RSP2	0.856	0.695	0.901	0.856
	RSP3	0.840			
	RSP4	0.798			
Assurance (ASU)	ASU1	0.806			
	ASU2	0.825	0.630	0.872	0.807
	ASU3	0.813			
	ASU4	0.727			
Empathy (EMP)	EMP1	0.835			
	EMP2	0.884	0.750	0.923	0.890
	EMP3	0.890			
	EMP4	0.855			

Table 1 displays the evaluation outcomes of the standardized factor loadings of model items. As can be observed, the initial standardized factor loadings were all greater than 0.6 (the loadings range from 0.727 to 0.958). As can be seen in Table 1, the values of AVE for all constructs are ranged from 0.630 to 0.806. These values are all greater than the cut-off value of 0.5 as proposed in the study of Hair et al. (2017). Furthermore, the values of composite reliability for all constructs are ranged from 0.872 to 0.954, and these obtained values all have surpassed the proposed value of 0.7 for all constructs as in the study of Hair et al. (2017).

**Table 2. The results of construct validity and reliability for second order**

Construct	Items	Loadings	AVE	CR	Alpha
Service Quality (SQL)	Tangibility	0.898	0.728	0.930	0.951
	Reliability	0.857			
	Responsiveness	0.839			
	Assurance	0.776			
	Empathy	0.891			

Table 2 displays the evaluation outcomes of the standardized factor loadings of model items. As can be observed, the initial standardized factor loadings are all greater than 0.6 (the loadings range from 0.727 to 0.958). As can be seen in Table 1, the values of AVE for all constructs are ranged from 0.630 to 0.806. These values are all greater than the cut-off value of 0.5 as proposed in the study of Hair et al. (2017). Furthermore, the values of composite reliability for all constructs are ranged from 0.872 to 0.954, and these obtained values all have surpassed the proposed value of 0.7 for all constructs as in the study of Hair et al. (2017).

**Discriminant Validity**

The current study has obtained HTMT for the model constructs (Henseler et al., 2015).

**Table 3. The results of discriminant validity (using HTMT)**

	KCF	KLM	ORG	SQL	CBT
KCF					
KLM	0.821				
ORG	0.752	0.800			
SQL	0.694	0.670	0.882		
CBT	0.789	0.706	0.731	0.648	

As shown in Table 3, all the HTMT values of the constructs in the CFA model are below 0.90, ranged from 0.648 to 0.882. Therefore, it confirms that each latent construct measurement discriminates against each other (Henseler et al., 2015). The results of examining the convergent validity and discriminant validity of the measurement model concluded that the measurement scale to assess the constructs and their relative items in the overall CFA model is reliable and valid.

**Table 4. The results of hypotheses testing**

Path	S. $\beta$	S. D	t-value	P-value	VIF	R <sup>2</sup>
KCF -> SQL	0.390	0.081	4.819	0.001	3.152	0.513

KLM -> SQL	0.218	0.066	3.318	0.001	2.419
ORG -> SQL	0.165	0.078	2.119	0.050	1.069
CBT -> SQL	0.188	0.071	2.644	0.004	2.162

Table 4 displays the results of hypotheses testing. The value of R<sup>2</sup> for service quality is 0.513. This indicates, for example, 51,3 percent of variations in service quality is explained by its predictors (CRM Key customer focus, CRM Knowledge management, CRM organization and CRM-based technology) findings showed that the R<sup>2</sup> values satisfy the requirement for the 0.19 cut off value as recommended by Chin (1998). The model exhibits an acceptable fit and high predictive relevance. While the VIF for inner model values are 3.152, 2.419, 1.069 and 2.162 respectively represented for CRM Key customer focus, CRM Knowledge management, CRM organization and CRM-based technology. It is less than 5 (Hair et al., 2017), further in the prediction of service quality, the p-value of Key customer focus, Knowledge management, CRM organization and based technology are respectively 0.000, 0.000, 0.017 and 0.004. This means that the probability of achieving through absolute p-value is 0.000, 0.000, 0.017 and 0.004. Further, the standard beta (S.B) values for CRM Key customer focus, CRM Knowledge management, CRM organization and CRM-based technology are respectively 0.390, 0.218, - 0.165 and 0.188. Hence, H1, H2 and H4 have supported because they positively effects, but H3 has a negative effect, thus not supported.

### Discussion

The objective of this study is to examine the impacts of CRM dimensions on service quality. The result of this study found that if the hotels focus on the CRM key customer focus such as focusing on customers' needs and feedback, hotels can improve and sustain their service quality. The findings of this study are similar to past study by Irfan et al. 2013. Indeed, focusing on key customers is crucial to improve service quality in the hotel industry. Focusing on existing and potential customers' needs and wants, hotels can meet the service quality expectations that customers demand for.

The result of this study revealed that CRM knowledge management has a positive impact on service quality. This study provides support for past studies (e.g., Pasebani et al., 2012). The orientation toward knowledge management inspires hoteliers to obtain important information about customers and/or competitors, as it is possible to benefit from this information and turn it into useful and factual knowledge that would serve the hotel in improving the work they do.

Another important dimension of CRM that can enhance service quality among hotels is CRM-based technology. Indeed, technology is crucial in the hotel sectors considering the number of clients and stakeholders that hotels are dealing with. The result has shown a positive impact of CRM based-technology on service quality,

consistent with past studies that found the same result (Talón-Ballesteros et al., 2018).

This knowledge would also help the hotel management develop action plans to keep good and long-term quality services. As for the CRM organization, it is impacted positively on service quality. This result implies that the embedding of customer relationship values of hotels does not necessarily improve the quality of the service provided. This stems from the fact that some hotels have lacked skilled training programs, which are designed to develop skills for acquiring and deepening customer relationships. The result differs from past studies (Asgari et al., 2016; Pasebani et al., 2012).

### **Managerial Implications**

From a managerial point of view, the study indicates that while hotels are making substantial investments in CRM. The planning and implementation of CRM need to be taken with caution as it is not a straightforward strategy. Therefore, hotels should invest in selecting the appropriate dimensions. Before investing in a CRM system, market research would help in identifying and analyzing appropriate dimensions to be chosen. The study has highlighted that CRM key customer focus, CRM knowledge management and CRM-based technology are significant CRM dimensions that are able to enhance service quality among hotels in a developing country like Jordan. Perhaps, these are the dimensions that managers need to focus on ensuring service quality in the short-term and long-term.

In the current business environment, where competition is stiff, hotels need to always find ways to improve the service quality further to stay competitive in the marketplace. Considering the challenges of implementing CRM with the limited understanding of appropriate CRM dimensions in the hospitality context, the study recommends that managers always need to find ways to understand their customers better, perhaps using CRM, services can be tailored to meet the needs and wants of different customers. In addition, customizing products and services would also enhance customers' satisfaction and loyalty. In this way, customers will feel a stronger bonding with respective hotels.

### **Conclusion**

The implementation of CRM may enhance service quality among hotels. However, developing a CRM system is a complex phenomenon that requires careful planning and implementation to identify appropriate dimensions to gain advantages. This study has been conducted among the general managers of hotels in Jordan to examine the impact of four selected CRM dimensions on service quality. Moreover, the study provides empirical evidence that three (i.e., key customer focus, knowledge management and CRM technology-based) out of the four CRM dimensions have positive impacts on service quality. The results have revealed interesting, significant research directions for academics and practical managerial

implications for hotel managers. This study determined that implementing CRM strategies will have a significant and positive influence on service quality if appropriate dimensions of CRM have been chosen. Thus, to enhance service quality of hotels, managers need to focus on CRM key customer focus, CRM knowledge management and CRM-based technology. Understanding customers' needs using the latest IT technology, such as big data mining, would enhance the quality of hotel services. Additionally, improving knowledge management among the employees of hotels is undeniably important to ensure service quality among hotels.

This paper is confined to classified hotels in Jordan; therefore, future studies may include unclassified hotels and tourism restaurants using the same approaches. Also, this study has examined the direct relationship between customer relationship management performance and service quality. Future studies may confirm if other variables mediate the relationship between customer relationship management performance and service quality. Also, CRM organization has a negative impact on service quality, future studies may examine the training as a moderator between CRM organization and service quality. As this study used a quantitative methodology, future studies could instead use the mixed methods approach for potentially superior insights.

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## WPLYW WIELKOŚCI ZARZĄDZANIA RELACJAMI Z KLIENTAMI NA JAKOŚĆ USŁUG

**Streszczenie:** Niniejsze badanie przyczynia się do poszerzenia wiedzy o jakości usług. Wpływ wielkości zarządzania relacjami z klientami (CRM) na jakość usług zbadano w oparciu o teorię poglądu opartego na zasobach (RBV). W badaniu wykorzystano podejście ilościowe, uzyskując dane od dyrektorów generalnych hoteli w Jordanii. Dane przeanalizowano za pomocą modelowania częściowych równań strukturalnych metodą najmniejszych kwadratów (PLS-SEM). Wyniki pokazały, że koncentracja na kluczowych klientach CRM, zarządzanie wiedzą CRM i technologia oparta na CRM miały pozytywny wpływ na jakość usług. Z drugiej strony organizacja CRM wpłynęła negatywnie na jakość usług. Badanie to wskazało kilka interesujących odkryć w kontekście branży hotelarskiej w Jordanii. Wyniki będą miały odniesienie do innych hoteli na świecie znajdujących się w podobnej sytuacji, aby poprawić jakość usług.

**Słowa kluczowe:** zarządzanie relacjami z klientami (CRM), jakość usług, hotel, Jordania, teoria RBV.

### 客户关系管理维度对服务质量的影响

**摘要:** 本研究有助于提高服务质量知识。基于基于资源的视图(RBV)理论,研究了客户关系管理(CRM)维度对服务质量的影响。该研究通过从约旦酒店总经理那里获取数据来利用定量方法。使用偏最小二乘结构方程模型(PLS-SEM)分析数据。结果表明,CRM关键客户焦点,CRM知识管理和基于CRM的技术对服务质量产生了积极影响。另一方面,CRM组织对服务质量产生了负面影响。这项研究针对约旦的酒店业指出了一些有趣的发现。研究结果将为类似情况下的其他全球酒店提供参考,以提高服务质量。

**关键词:** 客户关系管理(CRM), 服务质量, 酒店, 约旦, RBV理论。