

THE RELATIONSHIP AMONG CUSTOMER RELATIONSHIP  
MANAGEMENT PERFORMANCE, SERVICE QUALITY  
AND MARKETING PERFORMANCE OF  
JORDANIAN HOTELS

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**2019**

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Customer relationship management performance (CRMP) is a competitive tool that can enhance service quality and marketing performance of hotels. Considering the importance of enhancing the marketing performance of Jordanian hotels, this study was conducted to achieve the following objectives; (1) to examine the impact of customer relationship management performance on marketing performance, (2) to examine the impact of customer relationship management performance on service quality, (3) to examine the impact of service quality on marketing performance, and (4) to determine whether service quality mediates the relationship between customer relationship management performance and marketing performance. Resource-based view (RBV) theory and contingency theory were used in this study. The sample of this study comprised of general managers of Jordanian hotels. A total of 162 respondents were surveyed via self-administered survey. Partial least squares structural equation modelling (PLS-SEM) using Smart PLS 3.2.8 software was used to analyse the data. The findings of the study indicated that three out of four CRMP dimensions (i.e, key customer focus, CRM knowledge management and CRM technology) have a positive impact on marketing performance, whereas CRM organization had a negative impact on marketing performance. Likewise, the same CRMP dimensions (key customer focus, CRM knowledge management, CRM-based technology) had a positive impact on service quality, whereas CRM organization had a negative impact on service quality.

It was also found that service quality had a positive impact on marketing performance. In addition, service quality mediated the relationship between CRMP dimensions (key customer focus, CRM knowledge management, CRM organization, CRM-based technology) and marketing performance. This study provides significant contributions to theory and practice. From theoretical perspective, this study fills in the literature gaps and combined the contingency theory and RBV theory by providing insights about the mediating role of service quality in the relationship between CRMP dimensions and marketing performance. For contribution to practice, this study suggests that hotels can enhance their marketing performance by focusing on service quality and CRMP dimensions especially the key customer focus dimension.

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**HUBUNGAN DENGAN PRESTASI PENGURUSAN PERHUBUNGAN  
PELANGGAN, KUALITI SERVIS DAN PRESTASI PEMASARAN  
HOTEL DI JORDAN**

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Prestasi pengurusan perhubungan pelanggan (CRMP) adalah merupakan alat yang kompetitif untuk meningkatkan kualiti perkhidmatan dan prestasi pemasaran hotel. Memandangkan ianya adalah penting untuk meningkatkan prestasi pemasaran hotel di Jordan, kajian ini telah dijalankan untuk mencapai matlamat berikut; (1) untuk menilai impak prestasi pengurusan perhubungan pelanggan terhadap prestasi pemasaran, (2) untuk menilai impak prestasi pengurusan perhubungan pelanggan terhadap kualiti perkhidmatan, (3) untuk menilai kesan kualiti perkhidmatan terhadap prestasi pemasaran, dan (4) untuk menentukan sama ada kualiti perkhidmatan mengantara hubungan di antara prestasi pengurusan perhubungan pelanggan dengan prestasi pemasaran. Teori *Resource Based View* (RBV) dan Teori *kontingensi* telah digunakan dalam kajian ini. Sampel kajian terdiri daripada pengurus umum hotel di Jordan. Seramai 162 responden telah ditinjau melalui kaji selidik secara *self-administered*. Partial Least-squares Structural Equation Modelling (PLS-SEM) menggunakan perisian Smart PLS 3.2.8 digunakan untuk menganalisis data. Penemuan kajian menunjukkan bahawa tiga daripada empat dimensi CRMP (iaitu tumpuan pelanggan utama, pengurusan pengetahuan CRM dan teknologi CRM) mempunyai kesan positif terhadap prestasi pemasaran, sedangkan organisasi CRM mempunyai kesan negatif terhadap prestasi pemasaran. Begitu juga, dimensi CRMP yang sama (tumpuan pelanggan utama, pengurusan pengetahuan CRM, teknologi berasaskan CRM)

mempunyai kesan positif terhadap kualiti perkhidmatan, manakala organisasi CRM mempunyai kesan negatif terhadap kualiti perkhidmatan. Kajian juga mendapati bahawa kualiti perkhidmatan mempunyai kesan positif terhadap prestasi pemasaran. Di samping itu, kualiti perkhidmatan mengantara hubungan di antara dimensi-dimensi CRMP (tumpuan utama pelanggan, pengurusan pengetahuan CRM, organisasi CRM, teknologi berasaskan CRM) dengan prestasi pemasaran. Kajian ini mengisi jurang kesusasteraan dan menggabungkan persepsi teori kontinjensi dan teori (RBV) dengan memberikan pandangan tentang perantaraan peranan kualiti perkhidmatan dalam hubungan antara dimensi CRMP dan prestasi pemasaran. Untuk sumbangan secara praktikal, hasil kajian ini menunjukkan bahawa hotel dapat meningkatkan prestasi pemasaran mereka dengan memberikan tumpuan kepada kualiti perkhidmatan dan dimensi-dimensi CRMP terutamanya dimensi fokus utama pelanggan.