The role of customer relationship management success factors on enhancing the mental image of telecommunications companies in Jordan

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CHRONICLE	ABSTRACT
	This is one of the first studies of customer relationship management (CRM) in an emerging market of Telecommunications Companies in Jordan. The purpose of this study is to investigate the influence of customer relationship management (CRM) success factors on the mental image among a sample of Jordanian Telecommunications Companies customers. A review of the literature relating to CRM and mental image in both developed and emerging markets was undertaken. The variables which were chosen formed the overall success factors of CRM which are (profitability, knowledge-ability, loyalty, attitude, and satisfaction) for enhancing the mental image of telecommunications companies in Jordan. The study sample was selected randomly with a total of 340 citizens by using a quantitative method (questionnaire) to collect data. A 64 percent response rate was achieved. The results revealed the sample held a positive attitude towards the main hypothesis of the study. The variable testing indicated that the most influential variable of the aforementioned on the mental image of the organization appeared through the analysis to be employee attitude as the most influential while profitability appeared to be the least influential variable of all. The researchers recommend the start giving enough attention to the success factors.

1. Introduction

Customer Relationship Management (CRM) is one of the most important business strategies and systems that enable organizations to get closer to their customers and make their main focus for any successful business, to improve customer service, better serve their needs, enhance customer satisfaction and thereby maximize customer loyalty and retention. For instance, Al-Azzam (2016) described CRM as a strategy or a set of activities a firm can implement to increase competitive advantage in the telecommunication sector, whereas, CRM as systems are considered enterprise applications that manage interactions with customers through integrating Customer-oriented business processes, including the process of marketing, sales, and customer services (Rahaman et al., 2011; Gefen and Ridings 2002). CRM can be interpreted as a rotating process through which companies can interact with their customers, thus generating, aggregating, and analyzing customer data, and employing the results for service and marketing activities on a daily bases (Almiman, 2019; Seybold, 2001; Hayati et al., 2020). According to Almiman (2019), CRM helps to create an integrated database through which the business can complete all events of sales, follow-up procedures, open files for customers, and save all the actions taking place daily. Moreover, CRM contains the process of issuing reports, arranging business, and sustaining a good relationship with the customer. Moreover, in the face of the great competition between companies in attracting, satisfying, and continue retaining customers, businesses must understand the services desired by customers and in addition to their preferences. To meet the needs of their customers is a long-term and an important commitment on the part of companies, especially as the market is under the control of the customers, not the vendors (Jones &Suh, 2001, p. 16). As a result, CRM has become a modern topic discussed in various business and

concentrates on establishing long-term relationships with their customers, organizations management must have a forward-looking so that it can recognize the characteristics of customers to satisfy their needs by developing of the surrounding environment such as developing the facilities that offered to the customers. In the current study, the researchers took into perspective the success factors of CRM which appeared before in the study of Alamgir and Shamsuddoha (2015) reviewing the idea of CRM success factors which are (satisfaction, loyalty, and profitability). Based on that, the researchers in the current study will adopt the CRM success factors which appeared in Alamgir and Shamsuddoha (2015) study to examine their influence on the mental image of the telecommunications companies in Jordan according to the perspective of the Jordanian citizens through the year 2019. The researchers added to the variables the ideas of employees' attitude and knowledgeability to understand their influence on the mental image as success factors.

1.1 Customer relationship management (CRM)

The term CRM was first instituted in the mid-80s by scholastics at different business colleges. CRM - Customer relationship management - as instituted by the Gartner Group, it compasses deals, marketing, customer management, and support applications, while the CRM expression is genuinely late, it developed from a blend of terms like Help Desk, Customer Support, ERP, and Data mining (Wang and Feng, 2012; Chen and Popovich, 2003). It advanced because none of the past terms could cover the theme all around in a satisfactory way and because a portion of the terms (ERP) has become met with a lot of aversion in the mouths of the business world (Wang and Feng, 2012).CRM is seen as a Customer Relationship Management the vital utilization of individuals, procedures, and innovation in an organization-wide concentrates on enhancing the gainfulness of customers' relations (Mohammad, 2013). CRM refers to *"a macro-level (i.e., highly aggregated) process that subsumes numerous sub-processes, such as prospect identification and customer knowledge creation"* as a business process, while as a technology it is referring to *"an enabling technology for organizations to foster closer relationships with their customers"* (Rababah et al., 2011. P. 22; Le et al., 2019). CRM is defined as a philosophy that depends on a set of tools, techniques, and processes that help organizations attract, retain develop high-value customers (Almiman, 2019). Within the field of marketing there appeared many concepts and thoughts which were found to have the ability to influence each other according to the setting in which they were found. Among the influenced and influential concepts of marketing is the idea of the mental image about the notion of customer relations management. According to Zhang (2015), brand image has a lot of influence on the behavior of customers and it is deeply influential on the marketing activities that are being done within the organization as a type of marketing plan. On the other hand, CRM was also found to be influential in many aspects of the marketing field. According to Lingavel (2015), CRM and its strategies influenced brand equity while Chen and Ching (2007) noted in their study the influence of CRM and its strategies on the loyalty of customers and the degree of their commitment to the brand. Also, Mishra et al., (2014) found in their study an influence of CRM approaches and strategies on the brand image which in turn can deeply influence the performance of the organization. Other studies came along arguing of the influence of CRM on many other aspects including the competitive advantage of the organization and market share like Alipour and Mohammadi (2011) and also, Mozaheb et al., (2015) who noted to the influence of CRM on the overall performance of the organization.

1.2 CRM Success Factors

The concept of success factors refers to the set of functions, factors, practices, and activities that can influence the vendor-customer relationship (Gates, 2010). Wang (2011) confirmed most of the activities that are being done in our daily life are mainly based on a set of factors that determines the level of success that we would be able to reach through the process of application. For instance, writing research depends on the individual's proficiency in the language but at the same time this would not be the only element that influences the degree of mastering research, it also depends on some external factors like the time, space, environment, mood, and academic sources. The same goes when applying CRM practices and strategies. It depends on some factors that can influence the degree of success that this organization can reach. According to Wang (2011; Croteau and Li, 2009), among the factors that may influence the adoption of CRM in the organization can include financial ability, feasibility, organizational culture, industry differences, and many others. Moreover, Oracle (2006) noted that among the critical success factors that may influence the success of CRM implementation are (available technology, support from the team, organizational goals, and the level of empowerment applied). Finally, Alamgir and Shamsuddoha (2015) noted that the idea of CRM success factors includes (satisfaction, loyalty, and profitability) which are seen to be deeply influential in reaching a successful state of influence on customers' mental image.

1.3 CRM and its Role in Changing the Mental Image

According to Haridasan and Venkatesh (2011), all telecommunication industries have a formal CRM program. In any case, CRM applications might be executed in an assortment of routes because of the substantial number of instruments accessible. Telecommunications companies' dedication goes past building up the telecom marketing yet looks to have dynamic cooperation and commitment in creating territories, sustaining the groups, and connecting with its customers. These companies and through CRM applications can effectively bolster activities and activities that add to the improvement of different areas and advantages, especially in the zone of training, games, and wellbeing. To expand its market share, it tries to enhance its capacities to contend with rivals, procure new clients, and to hold the best of them. Telecommunication companies in Jordan actualized on the web and disconnected CRM exercises. It constructed an advantageous site for client advancement that spares time and expands profitability by giving fast data get to and proficient exchange preparing. Every client that registers to those

companies' sites needs to present his/her data. The sort of individual data that the organization gathers incorporates, for instance, the individual's name, address, date of birth, gender, and phone and fax number, email address. Organizations gather clients' statistical information and other data to utilize information mining and information warehousing devices that change over this enormous volume of information into valuable data, which can be utilized for settling on business choices later. Different uses of individual data that the organization gives are customized services that meet clients' needs on their site (Toyese, 2014).

1.4 Benefits of CRM

CRM relates to the methods applied by a company to help it organize, study, and evaluate its relationship with its clients (Almiman, 2019). Companies have realized the importance created by CRM concepts such as enhanced customer interaction, and the open possibilities for personalization and creation of competitive advantage. According to Mohammed (2013), CRM reinforces customer relationships and interaction and creates a competitive advantage in the market. Moreover, more efficient and fast ways to market products through the website are available. Also, through the CRM activities, a great reduction in cost is achieved and on the other hand, CRM applications will benefit customers through the improved level of satisfaction, convenience, improved service quality, and speed of processing transactions which will save customers time and effort. Almiman, (2019) and Greenberge (2004) asserted that there are many benefits to the company through using CRM usually include the following: benefit to identify and target the best customers; help plan and implement advertising campaigns with clear objectives; help to create an individual relationship with the consumer and increase sales quality. Based on the above benefits, customers must feel that the company produces is dedicated to them, this will increase their satisfaction. Furthermore, companies contribute to higher levels of customer-oriented services and provide their employees with important information through learning about customers' requirements and needs so they can build a unique relationship with them. Finally, the applications of CRM enable integrated sales units and customer service, and they allow employees to share information to improve sales success and deliver consistent and efficient services (Greenberg, 2004). According to Almiman (2019, p. 31) "Sales and customer service features include managing opportunities and leadership and making customers the primary focus through knowing their aspirations and ensuring their satisfaction and loyalty to the company". Based on this, when all employees contribute to collecting customer data, detecting errors will become more effective, and any customer remark will be forward to all the units of the company, and this will let the company become more proactive especially in achieving customer loyalty.

2. The Study Problem and Question

The Jordanian Telecommunications Companies are subject to very competitive environments in the telecommunications business market, in which it is difficult to create a loyal customer base of the companies, as customers know that all companies offer the same services. The marketing competition, however, lies in the mechanism of the service delivery process. Accordingly, CRM strategies are very supportive to companies in general, the Jordanian Telecommunications Companies in particular, to achieve their goals and further success in the communication industry market. The study depends on the main hypothesis which can be formulated as follows:

H_{01}: CRM success factors positively influence the mental image of telecommunications companies in Jordan.

The following sub-hypotheses are derived from the main hypothesis.

$H0^a$: Satisfaction positively influences the mental image of telecommunications companies in Jordan.
$H0^b$: Loyalty positively influences the mental image of telecommunications companies in Jordan.
$H0^c$: Profitability positively influences the mental image of telecommunications companies in Jordan.
$H0^d$: Employee attitude positively influences the mental image of telecommunications companies in Jordan.
$H0^e$: Knowledgeability positively influences the mental image of telecommunications companies in Jordan.

Many studies have been conducted on the subject of customer relationship management (CRM). Almiman (2019) conducted a study to investigate the role of CRM in enhancing the mental image of Saudi Telecom companies. The study employed a qualitative approach. The study was randomly selected base on a total of 507 customers. The main findings of the study show a strong positive correlation and statistical relationship between CRM and loyalty and the study shows that there are statistical differences between Saudi Telecom Company customers in terms of achieving loyalty were attributed to the variable of age and educational level. The study concluded that Saudi Telecom Company should understand the personal characteristics of customers to ensure their satisfaction and comfortability with the services offered. Salah et al. (2018) conducted a study aimed to investigate the factors affecting CRM system implementation in small and medium enterprises in Palestine. The findings of the study show that CRM coordinates and integrates several company aspects like sales, marketing, outstanding orders, customer-organization interactions, service and repair, unresolved issues, and customer service. It also enables the integration of the CRM systems flows from bottom to top, involving supply chain, external and internal customers, stakeholders, and labor requirements. The study concluded that CRM systems help to improve organizational performance by using networking technologies to expand CRM applications to major customers and suppliers well. Lingavel (2015) investigated

the relationship between different dimensions of CRM on brand equity in private hospitals in Jaffna city, Sri Lanka. Four dimensions of CRM include information technology infrastructure, human capital, organizational architectural framework, and quality of services that are selected to measure their relationship with brand equity. The results showed that CRM has an influence on brand equity, and there is a significant difference in brand equity between male and female consumers. The study suggested that private hospitals top management should have to acquire skills and knowledgeable employees in their hospitals, of providing quality services based on humanity, action plan, and consider the organizational structure. Choi, et al. (2013) conducted a study to investigate the impact of CRM factors on customer satisfaction and loyalty. The data was collected from a departmental store in Tehran, Iran. The study based on 300 respondents by using the quantitative approach. The study main findings showed that the behavior of the employees is significantly associated and contributed to customer loyalty compared to other dimensions of CRM such as interaction management, service quality, and relationship management. Khaligh et al. (2012 conducted a study of the communication sector to determine the impact of CRM on loyalty and retention in Iran. The data was collected from 200 service users of Iranian telecom. The finding of the study shows that vision and commitment of the management system are highly required for successful CRM applications, also the structure of the strategy must be based on explicitly and flexibility of the policies especially on the pricing policies. The study considered these factors very important to benefit Iranian telecom and increase customer loyalty. Soliman (2011) conducted a study titled customer relationship management and its relationship to marketing performance. The objective of this study was to explore the theoretical foundations of CRM and its relationship to marketing performance from several perspectives. The study highlighted three major variables of CRM to be tested (i.e. organization efficiency, focusing on the main customer, and customer knowledge management). The finding indicates that there is a positive relationship between CRM and marketing performance such as customer loyalty and customer satisfaction. The study concluded that all variables of CRM a have a positive relationship with customer loyalty and customer satisfaction.

3. Study Methodology

The objective of the current study is to identify the role of Customer Relationship Management success factors in enhancing the mental image of Telecommunications Companies in Jordan among a sample of Jordanian citizens. The following section presented the methodological scheme which was followed in building the current research study. The method that will be used in this research study is in the following order: study population and sample, study variables and framework, data collection method, and study result.

3.1 The Study Population and Sample

The population of the study consisted of citizens who are seen to be the beneficiary of the services that are provided by the telecommunications companies in Jordan. Mainly, there are 22 telecommunication services suppliers in Jordan which are registered under the telecommunications regularity commission. The study was limited to the customers of telecommunication services suppliers in Jordan. As for the study sample, a random sample of Jordanian Telecommunications Companies customers was selected to reach 530 customers. Therefore, 530 random questionnaires were distributed to a group of JTC customers, and 340 valid responses were obtained for analysis. Thus, a convenience sample of the study was set to be (340) individual from the beneficiary citizens, therefore the active response rate was 64 percent, which is a good one since response rates between 30 percent and 50 percent are typical for hand-delivered and hand-collected questionnaires (Saunders et al, 2009).

3.2 The study variables and conceptual framework

The definition of the study model of the variables under study is essential to explain the dimensions (i.e. parameters) of CRM success factors on the mental image of customers to be measured. The following figure represents the model and conceptual variables on which the study was built on.
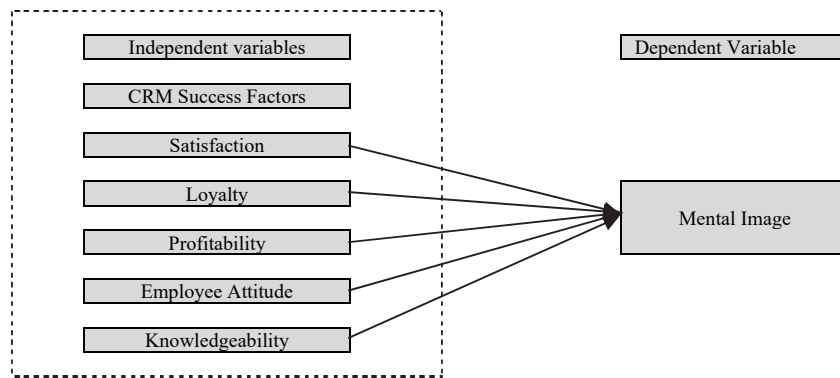

Fig. 1. Conceptual framework

3.2.1 Independent study variables

The aim of CRM is emphasizing the relationships between the company and its customers that must continue to exist, and it emphasizing the importance of customer service and developing many transactions with those customers. Therefore, companies must strive for long-term relationships with their customers to become more profitable.

Definitions of independent Variables

According to the aforementioned model, the following terms will appear repeatedly in the current study:

Customer Relationship Management (CRM): CRM is considered as a marketing strategy which concentrates on increasing firms' ability to understand the needs of their current customers to know their previously preferred services and the services they want in the future, and to develop their experience in the use of services, which will lead to increase of satisfaction and loyalty of customers (Amiman, 2019). Rababah, et al. (2011, P. 22), defined CRM as a "*macro-level (i.e., highly aggregated) process that subsumes numerous sub-processes, such as prospect identification and customer knowledge creation*" as a business process. While as technology is referred to as *"an enabling technology for organizations to foster closer relationships with their customers"* (Rababah, et al., 2011, p. 22; Sutono, 2019).

Success Factors: refers to the set of functions, factors, drivers, practices, and activities that can influence the vendor-customer relationship (Gates, 2010). Also, Robert et al. (2005) added that organizational, extra-organizational, and technological aspects are all important to guarantee CRM success in organizations. This study, based on past researches, considers CRM, customer knowledge, loyalty, profitability, customer satisfaction, and employee attitudes (Almiman, 2019; Alamgir and Shamsuddoha, 2015).

Profitability: refers to the organization's ability to generate income, profit, and earnings (Tulsian, 2014), which associated with operating performance and efficiency of business firms because profitability analysis is considered as one of the best techniques of CRM. Moreover, realizing the importance of implementing CRM systems is to increase profitability, reduce costs, and to collect and analyze customer data to better fulfill customer wants and improve customer satisfaction regardless of the organization size are increasingly implementing CRM systems (Rahman, et al., 2011).

Satisfaction: refers to the feeling and perceptions that an employee/customer has towards the organization in all its aspects (Sageer et al., 2012). Ganiya et al. (2012) defined Customer satisfaction as the "consumer's fulfillment response". It is an assessment that a service or product feature, or the service or product itself, provides a pleasurable level of consumption-related fulfillment. In other words, it is considered the overall level of contentment with a product/ service experience. Moreover, Ganiya et al. (2012) argued that satisfaction is the customers' evaluation of a service or product in terms of whether that service or product has met their needs and expectations.

Employee Attitude: refers to the general feelings and beliefs that an employee holds against their job in all its aspects (Pickens, 2005). According to Sageer et al. (2012), employees' attitudes reflect the moral of the organization, especially in areas of customer service and sales, and happy employees are extremely essential because they represent the organization to the public. Moreover, employees' attitudes can be reached through the level of satisfaction which is a measure of how happy workers are with their job and working environment.

Knowledgeability: refers *to "the processes of evaluating knowledge resources authenticity, knowledge contents accuracy, and knowledge compatibility with working aspects"* (Al-Dala'ien et al., 2016, p.2). Alamgir and Shamsuddoha, (2015) stated that knowledge about customers' needs and wants is up to customer services executives to create customer satisfaction and added that in-service relationship and through interaction, a salesperson can congregate knowledge about competing products, customer's preferences, and their appealing features.

Loyalty: refers to the level of customers' adherence to a certain company, brand, or organization (Ganiyu et al., 2012). Moreover, loyalty related to the repeated use of firm's services by customers and the consistent purchase pattern even in changes in business scenarios (Toyese, 2014), and considered one of the key concepts in the field of marketing which plays an important role in creating long-run benefits for the firm because loyal customers don't require extensive promotion efforts (Amir, et al., 2014).

3.2.2 Dependent study variable

Mental image: The mental image is what an organization offers to get a distinguished position in the mind of customers and, therefore, achieve its market goal. Moreover, the term "mental image" is a linguistic concept. Therefore, the word "imitari" refers to the act of representation, and it is a mental simulation of something. A mental image in psychology is the continuation of a sensory impression due to the response of central nerve tissue (Almiman, 2019, p. 4; Alshurideh et al., 2020).

3.3 Data collection

Two types of data collection sources have been relied upon: The secondary data included previous studies and periodicals related to the subject of the study at the local, national, and international levels. The primary data included a questionnaire designed to measure the influence of CRM success factors, as represented in the various dimensions (satisfaction, loyalty, profitability, employee attitude, and knowledgeability), in enhancing customers a mental image of telecommunications companies in Jordan. The quantitative approach was followed in the current research study, depended on the closed-ended questionnaires as a tool of collecting data primary data; the questionnaire was built by the researchers and is constituted of paragraphs that were related to every variable in the model of the study. This study is cross-sectional where the data is collected once to answer the study questions among a sample of Jordanian citizens. The used scale in the current research study was 5 Likert scale on which the answers of the sample of the study refers to test subjects to the extent that they agree to each of the terms which consist of the proposed trend scale. The responses to the questionnaire were as follows: (1=Strongly Disagree; 2=Disagree; 3=Neutral; 4=Agree; 5=Strongly Agree).

3.3.1 Reliability Test

Reliability refers to the degree to which measurement will reproduce consistent findings if the measurement is applied to the same sample at different times (Malhotra and Birks, 2006; Sekaran, 2003). George and Mallery (2003) provide a set of rules for Cronbach's coefficient alpha and are categorised as follows: the Cronbach's alpha coefficient >0.9 excellent, > 0.8 good, > 0.7 acceptable, > 0.6 questionable, > 0.5 poor, and < 0.5 unacceptable. A reliability test was carried out using Cronbach's coefficient alpha, The result showed a value of (0.943) for all items, as well as alpha for each variable, is greater than accepted percent 0.70, which is a reasonable value indicating the tool consistency that enhanced its use for the study.

4. Study Results

4.1 Descriptive statistics

4.1.1 Profile of respondents

Considering the demographic characteristics (Gender and Education) of the sample included in the study 54.1 percent of respondents were male (184 respondents) and 45.9 were female (156 respondents). The difference between the genders was seen to be slight; however, men were more into answering the questions of the paragraphs compared to women as they have formed more than 50% of the sample. 79.4 percent of the sample had a bachelor's degree with a frequency of 270 customers while 14.7 percent of the sample study who had high school diplomas formed of the sample and postgraduate holders appeared to be the least of the sample appearing with a percentage of 5.9%.

4.1.2 Degree of satisfaction

Table 1 shows the frequency and percentage of the study sample satisfaction with the services offered by Jordanian Telecommunications Companies. On answering the question of "Are you currently satisfied with the services of your telecommunications company?" the responses of the participants appeared to be in favor of the answer 'Yes' indicating that there was a positive attitude of the participants towards the services of the telecommunications company that they are dealing with and they have a positive image about its CRM approaches. As it appears through table 1 above 57.4% of the participants were satisfied with a frequency of 195 individuals while 42.6% were not satisfied. Even though most of the samples were satisfied with the services of their telecommunication company that they are dealing with but the percentage of 42.6% unsatisfied customers is a good percentage and organizations need to look through their customer relationship practices to guarantee the best satisfaction level there is.

Table 1
Frequency and percentage of the study sample satisfaction with the service of Jordanian Telecommunications Companies.

	Frequency	Percent	Valid Percent	Cumulative Percent
No	145	42.6	42.6	42.6
Yes	195	57.4	57.4	100.0
Total	340	100.0	100.0	

4.1.3 Attitudes of the study sample

Examining the results in table 2, it can be seen that there are positive attitudes from participants in the study towards the questionnaire paragraphs. This appeared through the mean of each paragraph in the questionnaire. The mean for each scale was over three, which reflects a high level of attitudes from participants and appeared to be a good indicator of the study. The most influential paragraph of the questionnaire and which gained most of the respondents' satisfaction appeared to be the 24th paragraph articulated "Employees have regular and interactive communication with customers" with a mean of 4.38 ranking as the highest mean of all. The least influential paragraph was the 19th paragraph articulated "Employees tend to figure out

my problem through their tools and equipment" with a mean of (3.84). Generally speaking, the results of the questionnaire analysis were positive referring to the fact that the sample was able to answer the questions correctly and there appeared no problems in understanding the paragraphs or the mean of the questionnaire from the individuals who formed the overall sample of the study.

Table 2
Attitudes of study sample towards questionnaire paragraphs.

	No.	Minimum	Maximum	Mean	Std. Deviation
Mental image					
Every time I recall the organization I remember long phone calls and negotiations	340	1	5	4.32	.757
I see that my organization is the best of all	340	1	5	4.28	.745
My organization is always up-to-date with the recent technologies	340	1	5	3.94	1.205
Better innovations are what resembles my telecommunications company	340	1	5	3.91	1.179
I am always updated to the recent technological advancements through my company	340	1	5	4.36	.764
CRM success Factors					
Satisfaction					
Employees seem happy in their work	340	1	5	3.99	1.201
There appears to be a good relationship between the employees and their leaders	340	1	5	4.09	1.063
Employees have a friendly interaction with the customers	340	1	5	3.97	1.249
Based on good interaction I am as a customer willing to overlook minor mistakes	340	1	5	4.23	.819
Loyalty					
Employees are loyal to their organization	340	1	5	4.28	.915
Employees do their best to show their organization in the best way possible	340	1	5	4.24	.997
Employees develop themselves to give a better image of their organization	340	1	5	3.94	1.264
Employees are always understanding under the name of their organization	340	1	5	3.99	1.256
Profitability					
I always recommend my organization to my friends and family	340	1	5	4.31	.923
The organization seems to always want to attract customers	340	1	5	4.25	.848
New offers refer that the organization manages to reach its financial goals	340	1	5	3.91	1.076
I am not willing to change the telecommunication company that I deal with	340	1	5	4.31	.754
Employee attitude					
Employees are welcoming and polite	340	1	5	3.98	1.217
Employees tend to figure out my problem through their tools and equipment	340	1	5	3.84	1.298
Employees are patient with me	340	1	5	4.35	.764
The customer service department is working 24/7	340	1	5	4.31	.753
Employees are aware of the concept of customer service and service design	340	1	5	3.96	1.219
Knowledgeability					
Employees are always ready to answer questions	340	1	5	3.94	1.195
Employees have regular and interactive communication with customers	340	1	5	4.38	.769
Employees have a complete understanding of key customers through collected knowledge	340	1	5	4.02	1.212
Every time I deal with the employees they help me in the best way possible	340	1	5	4.12	1.072
Most of the time employees are right about their solution	340	1	5	3.99	1.259
Variable Analysis					
Image	340	1.00	5.00	4.1600	.69200
Satisfaction	340	1.00	5.00	4.0699	.86309
Loyalty	340	1.00	5.00	4.1088	.78019
Profitability	340	1.00	5.00	4.1949	.72034
Attitude	340	1.00	5.00	4.0871	.79345
Knowledgeability	340	1.00	5.00	4.0906	.81144

As for the analysis of the variables' strength according to the fields of the questionnaire, it appeared that all the variables were positively received by the respondents given that their means came to be above 3.00 and all of them scored higher than 4.00 as a mean.

4.2 Regression analysis

Regression analysis aims to find out the significant influence or impact of the independent variables on the dependent variable (Ndubisi, 2006; Othman et al., 2019). To answer the study main hypothesis and the main question that addresses the relationship between CRM Success factors on enhancing the mental image of Jordanian Telecommunications Companies, regression analysis was conducted in table 3 to test the main hypothesis. In this analysis, CRM success factors are treated independent variables, whereas mental image as the dependent variable. From table 3 it was found that R (0.915) is the correlation of the independent variables and the dependent variable. From table .4 also it was found that the F value of (341.731) is significant at (0.05) level. In more detail, the ANOVA table in the regression analysis, the significant P-value is 0.000. It is less than the significant level of 0.05. Therefore, we can conclude that 83.6 percent of the influence is at a significant level. Thus, according to the analysis it was found that CRM success factors influence the mental image of the customers in the telecommunications companies in Jordan. Therefore, the main hypothesis **H01**: "CRM success factors positively influence the mental image of telecommunications companies in Jordan" is accepted.

Table 3

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.915[a]	.836	.834	.28191

a. Predictors: (Constant), Knowledgeability, attitude, Profitability, Loyalty, Satisfaction

Tab. 4: ANOVA table in the regression analysis

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	135.792	5	27.158	341.731	.000[b]
	Residual	26.544	334	.079		
	Total	162.336	339			

a. Dependent Variable: Image
b. Predictors: (Constant), Knowledgeability, Attitude, Profitability, Loyalty, Satisfaction

From Table 5 Coefficients table in the Regression analysis, the Beta value between mental image and, satisfaction is 0.389, loyalty is 0.090, and profitability is 0.292, employee attitude 0.631, and knowledgeability is 0.551 respectively. This is significant at 0.05 levels (P < 0.05). These are at a significant level. The P values of CRM variables are greater than the 0.05 levels. However, all the predictor variables of CRM factors have a positive influence on the dependent variable of the mental image. First, sub-hypothesis **H0a**: "Satisfaction positively influences the mental image of telecommunications companies in Jordan" is it accepted. From table .5 it was found that there is a statistically significant positive association between satisfaction and mental image. The Beta value between satisfaction and, the mental image is 0.389. This is significant at 0.05 levels (P < 0.05). It reflects that satisfaction has a positive influence on the mental image. Hence, the second sub-hypothesis **H0b** also accepted: "Loyalty positively influences the mental image of telecommunications companies in Jordan". It was found that there is a statistically significant positive association between loyalty and mental image. The Beta value between satisfaction and, the mental image is 0.090. This is significant at 0.05 levels (P < 0.05). It reflects that satisfaction has a positive influence on the mental image. Hence, the third sub-hypothesis **H0c** is accepted: "Profitability positively influences the mental image of telecommunications companies in Jordan". It was found that there is a statistically significant positive association between profitability and mental image. The Beta value between satisfaction and, the mental image is 0.292. This is significant at 0.05 levels (P < 0.05). It reflects that profitability has a positive influence on the mental image. Hence, the fourth sub-hypothesis **H0d** is accepted: "Employee attitude positively influences the mental image of telecommunications companies in Jordan". It was found that there is a statistically significant positive association between employee attitude and mental image. The Beta value between satisfaction and, the mental image is 0.631. This is significant at 0.05 levels (P < 0.05). It reflects that employee attitude has a positive influence on the mental image. Hence, **H0e** is also accepted: "Knowledgeability positively influences the mental image of telecommunications companies in Jordan". Also, it was found that there is a statistically significant positive association between knowledgeability and mental image. The Beta value between satisfaction and, the mental image is 0.551. This is significant at 0.05 levels (P < 0.05). It reflects that knowledgeability has a positive influence on the mental image.

Table 5
summary of coefficients table in the regression analysis for CRM success factors and mental image to Jordanian telecommunications companies customers

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.406	.100		4.072	.000
	Satisfaction	.312	.052	.389	5.971	.000
	Loyalty	.079	.038	.090	2.117	.035
	Profitability	.281	.037	.292	7.510	.000
	Employee attitude	.550	.028	.631	19.846	.000
	Knowledgeability	.470	.058	.551	8.061	.000

a. Dependent Variable: Mental image

To summarize the above results: Satisfaction positively influences the mental image of telecommunications companies in Jordan; Loyalty positively influences the mental image of telecommunications companies in Jordan; Profitability positively influences the mental image of telecommunications companies in Jordan; Employee attitude positively influences the mental image of telecommunications companies in Jordan, and; Knowledgeability positively influences the mental image of telecommunications companies in Jordan.

5. Discussion

According to the analysis it was found that CRM success factors influence the mental image of the customers in the telecommunications companies in Jordan. This finding is consistent with the study of Almiman (2019) who found a significant relationship between CRM factors in enhancing customers' mental image of the Saudi Telecom Company. The result which appeared through the analysis came out to be positive, meaning that when the organization pays extra attention to the success factors of CRM it will end up having a positive influence on the mental image of the organization among customers. Among the chosen variables of the success factors of CRM which were chosen by the researchers, the analysis indicated that between (profitability, satisfaction, employee attitude, knowledgeability, and loyalty) employee attitude came out to be the most influential variable with a mean of (0.550) followed by knowledgeability and satisfaction with means of (0.470) and (0.312) respectively. This finding is consistent with Omrani and Asgari (2016) who noted that the concept of CRM along with its success factors are among the drivers that change the status of the service quality leading to better satisfaction from customers which in its turn can mean the development and enhancement of the mental image of the organization among its customers. Moreover, the results of the study matched what came along with Sedaghat and Andervazh (2015) who confirmed in their study that the organizational mental image can be driven forward through increasing the quality of the service based on the (knowledge, beliefs, opinions, and feeling) of the customers, the authors meant that if an organization wanted to change the mental image of the customers towards the organization, those factors are the main drivers that can take the mental image into a whole new different level.

6. Conclusions and Recommendations

6.1 Conclusion

The current study aimed at examining the role of CRM success factors on enhancing the mental image of telecommunication companies' customers in Jordan. The customer relationship success factors were the independent variables and the mental image is the dependent variable. It is concluded from the results of the study that CRM success factors are responsible for creating a mental image. The results of the study indicated that consumers had a positive attitude (positive mental image) towards the telecommunication companies that they are dealing with under the variables which were presented. Moreover, the analysis confirmed that the employee attitude is the most influential success factor in increasing the positivity of the mental image among customers of a certain brand. Knowledgeability, satisfaction, and loyalty came after the attitude in the analysis respectively, which is also logical given that the amount of knowledge that an employee has on their organization and the way they initiate helping the customer shows how loyal this employee to the organization and satisfied they are from the job. Pickens (2005) noted to the fact that the attitude of the employees influence the mental image of the organization in a formula called (image and perception), which explains the fact that an employee holds an attitude specifically whenever dealing with a customer can deeply influence the series of images and perceptions inside the mind of a customer. In conclusion, this study has provided a conceptual framework to illustrate company relationship among customer relationship management success factors, and mental image. The study contributes widely to the body of knowledge, as it provides an inclusive framework that is applied for the explanation of the role of the CRM success factors on a mental image. Thus, this study will also increase awareness among telecommunications companies' managers to pay more attention to CRM success factors, and to assist them in developing mental image and competitiveness.

6.2 Recommendations

Based on the above argument, the researchers recommend the start giving enough attention to the idea of success factors as they are considered to be of a huge influence on the success of the firm and the ability to reach the needed results from it. As it appeared from the analysis, more than 50% of the sample was happy about the services that their telecommunication company provides, however, the remaining percentage is not fairly small and the companies must be aware that idea to be able to come up with new strategies and techniques which may help them overcome the obstacles of reaching better satisfaction rate and enhance their mental image in the heads of their customers. This indicates that Telecommunications Company's management in Jordan should give greater emphasis on service quality provided to customers as well as giving high attention to solving customer's problems and complaints which was responsible mainly for customer mental image as shown in this study. Although our study produces some useful insights, it leaves some suggestions for further studies. Some suggestions for future studies are as follows:

1- Future study could be conducted by using in-depth types of studies that focus on customer-service managers in telecommunications companies Jordan by using qualitative methods.
2- Future studies could be conducted by investigating whether the findings vary in different markets or industries.
3- Future studies could be conducted by investigating the relationship between CRM success factors and culture, structure, performance, and decision making in telecommunications companies Jordan.

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3526