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E-CRM Success Factors as Determinants of Organizational Performance in The Telecommunications Sector in Gaza Strip

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Abstract*: This study aimed to find out the relationship and impact of E-CRM success factors on Organizational Performance in the Telecommunications Sector in the Gaza Strip. The study used a questionnaire consisting of (31) items as a tool to collect data from respondents. Data has been collected from 226 respondents and analyzed by SPSS in order to present the statistical indicators for variables. Hypotheses are formulated and analyzed to show the influence of independent variables on the dependent variable. This study found there is a significant effect of E-CRM factors on organizational performance in the Telecommunications Sector, especially system quality that resulted in the highest effect among the other variables. It indicates high users' perception of a system for retrieval and delivery of performance. Also, ease of use, navigation, interactivity and accessibility of a system that gives users the good power to communicate with customers and serve them efficiently.*

Keywords— E-CRM, Organizational Performance, Customer Information Quality, System Quality, System Usage, User Satisfaction.

1. INTRODUCTION

The life is changed to be technologically more than the past, Internet is making social life extremely that everybody gets everything online [1, 2]. Markets, business environments, and company models are all evolving as a result of digital technology [3]. People are using the internet to buy products and services, so when customers visit the company's website it's very important to forecast the customer's questions that lead to their needs and wants [4].

Today we are living in a world which the customer will be the most important part of business process. Successful Organizations should be hard work to meet the needs or over the needs of customers, otherwise it will be losing them. Today the competition is very strong and hard to maintain the customer relationship, so companies in everywhere must be more attention to build a strong relationship with customer's long time [5].

In a highly competitive business climate, the majority of firms struggle to retain consumers. The major reason is that customer satisfaction is poor, making it impossible to build long-term relationships with consumers. As a result, businesses will have a better knowledge of their customers' wants and requirements, resulting in increased customer satisfaction [6]. According to Bradshaw and Brash [7], firms are more efficient in extending marketing contacts when they employ web-based technologies.

Customers have negotiating power, which gives them a competitive advantage in meeting their wants and aspirations. In today's competitive environment, businesses are attempting to win the hearts of their customers. Customers' hearts may be won by recognizing and addressing their requirements promptly and precisel [8-10].

Customers are the main focus of the organization's success and survival; The Internet and mobile applications have contributed to a significant change in customer behavior. It provided many opportunities for the business enterprise environment to shift from traditional CRM to E-CRM, which has become a widespread communication tool and a powerful platform for building relationships. E-CRM has gained great importance due to its role in supporting marketing performance and the competitiveness of enterprises.

The high degree of competition in the telecommunications business, on the other hand, is one of the toughest difficulties. Because of the growth in product price, client attitudes are changing, and they are becoming more price sensitive and complicated. As a result, retaining client loyalty and delivering "value of money" becomes a more challenging challenge [11]

The present study concentrates on E-CRM success factors that contain customer information quality, system quality, system usage and user satisfaction. How do these factors affect the Organizational Performance in the Telecommunications Sector in the Gaza Strip? The study discusses the literature reviews in detail to give attention to the study's variables. Data has been collected from respondents and analyzed by SPSS in order to present the statistical indicators for variables. Hypotheses are formulated and analyzed to show the influence of independent variables on the dependent variable. Finally, the results and conclusions have been considered and indicated briefly.

2. CONCEPTUAL FRAMEWORK

2.1 CUSTOMER RELATIONSHIP MANAGEMENT (CRM)

CRM has grown in importance in marketing research during the past two decades [12]. To fulfill current needs, businesses are looking for new methods to engage with their consumers. CRM stands for customer relationship management, which is described as finding, recruiting, establishing, and managing long-term customer relationships. It allows for increased client satisfaction through the provision of high-value services. Companies nowadays are frantically looking for ways to improve how they connect with and engage with their consumers [13].

"CRM is a strategic approach that is concerned with creating improved shareholder value through the development of appropriate relationships with key customers and customer segments" [14]. CRM is a management strategy that allows a firm to discover, attract, and retain lucrative consumers [15]. CRM tends to support the notion that cultivating customer relationships is the most effective way to create loyal customers, and that loyal customers are clearly more profitable than those who aren't [16].

CRM, in general, is a business strategy aimed at acquiring new customers and retaining existing ones in order to gain a competitive edge. CRM enables businesses to maintain client connections that are directly linked to competitive pay. Relationship marketing is the foundation of CRM, and it attempts to improve customers' long-term profitability by shifting from product-centric to customer-centric marketing [17-19]

CRM allows a company to provide real-time services to clients by creating a connection with each and every valuable customer via the utilization of customer information. The firm may create different offers, services, programs, ordering procedures, and media usages based on the data. Furthermore, the firm may conduct a customer analysis based on particular criteria to create a range of information, such as queries, complaints, or recommendations from consumers, all of which may assist the firm in enhancing its goods and services [20].

2.2 ELECTRONIC CUSTOMER RELATIONSHIP MANAGEMENT (E-CRM)

The core of E-CRM is how can you know more about customer's needs, behavior and characteristics [21]. Actually E-CRM plays a critical role for organizations to enhance customer satisfaction that be lead to maximize the loyalty and intention of customers [22]. E-CRM is a set of principles, technologies, and procedures that enable a company to get the most out of its e-commerce investment [4]. The E-CRM is a set of concepts, technologies, and processes that allow a company to optimize its value by using unique resources. It assists businesses in improving customer satisfaction through communication while also allowing for personalized engagement through individualization [4]. E-CRM enhances the company's performance by utilization of maximum resources and tools to maintaining a strong relationship by individual satisfaction and customized communication services [23].

E-CRM was formerly associated with the use of email as a method of interpersonal communication between firms and their customers. E-CRM is currently increasing in lockstep with the rise of internet connection on a variety of devices, including PCs, laptops, mobile phones, Blackberries, Android, and other platforms. Companies are starting to see the significant advantages of employing an online system to recruit and retain customers [24]. E-CRM is described as a strategy for discovering, building, and sustaining effective customer relationships over time in order to boost an organization's revenue by increasing customer satisfaction [7]. The main goals of E-CRM are gaining new customers, increase customer knowledge and maximize the loyalty for existing customers and support them.

Customers will be more satisfied and loyal to companies who effectively use E-CRM, as well as more effective marketing, services, and customer support, as well as cost savings [25]. CRM strategies that used contact centers and direct marketing technologies to promote mass-produced goods and services to tiny market segments gave rise to E-CRM. E-CRM is simply CRM adapted for use in an e-commerce context, and it aids in the development and maintenance of customer relationships through the internet. It's a web-based company approach that necessitates the creation of a suite of integrated software applications to handle all elements of client engagement, such as sales, marketing, field assistance, and customer care. The goal of the E-CRM exercise would be to focus on gaining new customers, increasing the profitability of current customers, and maximizing the real worth of profitable customers during their lifetime [26].

E-CRM helps organizations to personalize and improve the efficiency of their client relationships. To succeed with E-CRM, businesses must match items and marketing to prospects and consumers. Its mission is to effectively manage the client life cycle in three stages: acquiring new clients, increasing customer value, and retaining existing customers [4]. Further, according to Feinberg and Kadam [27], the right use of technology represents an opportunity for enterprises to utilize technology as a rostrum for the delivery of E-CRM services on websites by using technology as a medium of commerce and information [28].

To address the Market conflicts that they faced as an entity, the company needed to learn a lot from its customers' attitudes. In order to deliver exceptional service quality, a firm needs study its customers' reactions to the items on the market. E-CRM will assist the organization in gaining a competitive advantage and achieving success [29]. The majority of organizations are utilizing technology that is both accessible and inexpensive to the client. Because application software is extensively utilized throughout the world, it is critical to retain client connections via web-based technology. Such technology

would assist the firm in getting to know its consumers before committing to a long-term engagement [30].

Because each individual has a limited amount of time to deal with everyday company operations and market competitiveness, the majority of workers demonstrate a favorable influence on E-CRM. As a result, individuals must embrace new techniques for contacting consumers. Understanding consumers and the variables that affect customer loyalty and retention rates is the major objective of E-CRM in order to sustain long-term connections with consumers [31, 32]. E-CRM is concerned with leveraging technology such as websites, e-mail, data collecting, data storage, and data search to enhance sales to current customers and promote continued use of online services, therefore improving the value of the customer relationship over time.

The issue of Electronic Customer relationship has numerous implications as it has major contribution in the success of an organization [33, 34]. Companies are increasingly turning to E-CRM to boost their marketing skills and capacities. E-CRM is beneficial in maintaining client relationships and provides a number of benefits for businesses, such as boosting profit, providing satisfying services by integrating information, and exhibiting consistency, method, and method for problem resolution [35, 36]. The common features of E-CRM, according to Feinberg, et al. [37], include site/mobile customization, alternative offers, local search engine, membership, mailing list, and chat, which provide website flexibility in performing customization, personalization, and quality interactions with customers. Customers, employees, and administrators should have continual access to the E-CRM system. This should also allow access to the system by customers through different connection points such as self-help network, e-mail, the Internet generally, in addition to the traditional channels of communication.

2.3 E-CRM Success Factors

Regarding to past previous studies in the E-CRM area, the study will discuss the fourth factors that lead to success E-CRM; customer information quality, system quality, system usage and user satisfaction.

2.3.1 Customer Information Quality

Information quality refers to the desirable qualities of the system outputs. The system's capacity to create data in the form of reports, analyses, and web pages is referred to as the quality of information. One of the most essential aspects to consider while assessing a CRM system, which is a valuable tool for businesses to better understand their customers' expectations, is the information quality. Currency, accuracy, completeness, understandability, and timeliness are the most prevalent qualities of information quality [38]. Customer impression of the quality of information shown on a mobile commerce application is referred to as information quality. Content adequacy (reliability, sufficient, and fullness of information supplied) and content usefulness are two elements of information quality [39].

Sales managers benefit greatly from having complete and thorough information when making sales choices. Information accuracy is defined by its correctness and the absence of mistakes. The accuracy level affects the quality of information with which an approach is correctly employed to emphasize a more customer-focused perspective [40].

The CRM system is a cutting-edge technology for managing client interactions. This system is frequently used for collecting, integrating, and analyzing consumer data. As a result, CRM systems enable businesses to process client data at a high degree of efficiency. Furthermore, some research has highlighted the importance of client information quality in CRM operations [41].

2.3.2 System Quality

Customers' perceptions of information retrieval and transmission of a mobile commerce application's performance are referred to as system quality. Key components are used to analyze system quality: simplicity of use (awareness of how easy it is to use the system), connectivity (assessment of connections to information needed), interactive elements (accessing the search engine and individual specification, i.e., the shopping cart feature), and accessibility (intensity of connectivity and reliability of the system) [39].

The number of faults in the system, the integrity of the user interface, the quality of the documentation, and the reliability and integrity of the computer code are all examples of system quality. The quality of a system may be a key motivator for potential users to use it and extract any favorable outcomes that help firms achieve a high return on investment [38].

Accessibility, usability, navigation, and interaction are the four factors that make up system quality. The level of access to the system at any one time is referred to as accessible. The system's usability refers to the website's and layout's simplicity of use. The amount of accessibility of connections to important information is referred to as navigation. Customization of system design is referred to as interactivity. Many aspects, such as service quality, work satisfaction, and system performance, are influenced by system quality [42]. Any system must have meaningful, relevant, timely, and valuable information in order to properly deploy CRM and get better results [43].

2.3.3 System Usage

Because it is connected to the system's impacts and benefits, system usage is an important component of information system (IS) success. System utilization indicates the extent to which employees make use of information system capabilities. It may be described as the system's frequency, amount, and appropriateness of usage. It's feasible to measure it depending on the purpose of system usage rather than the total amount of usage. Many studies have looked at information system utilization as a dependent variable and a

crucial success factor in the phases of information technology installation and development, such as admittance, expansion, and acceptance. It has to do with what users do when they interact with technology to complete a goal [38].

System utilization refers to how much a user uses all of a system's available features to fulfill his or her needs. System use, in particular, is concerned with determining the overall amount of time that a user spends with an information system. Furthermore, having a fair level of backup support gives you peace of mind, which usually leads to a higher level of system usage, which leads to a higher overall net benefit [44].

An individual's effort in utilizing the IS is referred to as system usage. It has been characterized using a range of variables, including lean measurements like frequency of use, length of use, and amount of use, richer measures like breadth of use and diversity of use, and extremely rich metrics that capture the system, user, and task [45].

2.3.4 USER SATISFACTION

User satisfaction is defined as the demands and objectives that a service must meet in order to give a satisfying degree of fulfillment and emotional reaction. User satisfaction is an important indicator of how well consumers' needs and desires are met. Furthermore, dissatisfaction is more likely to occur when service performance is considered to fall short of expectations. Previous service experience attitudes and perceptions might indicate levels of pleasure or discontent and impact repurchase intentions. User satisfaction is a crucial component of delivery service since it allows you to understand and meet the requirements and wishes of your consumers, which may lead to increased market share through repeat purchases and referrals [39].

One of the most important aspects in determining the effectiveness of an information system is user happiness. The amount to which an academic information system's user (e.g., instructors and students) are satisfied with the system's functions for a productive learning experience, as well as how well it performs in meeting the expectations of all stakeholders, is decided by user satisfaction. The degree to which a user views a specific Computer Supported Collaborative Learning (CSCL) System to be beneficial and successful in attaining his or her goals is referred to as user satisfaction [44].

User satisfaction refers to how happy a user is with system reports, outcomes, and support services. User satisfaction may be measured in a variety of ways, including end-user computing satisfaction and the user information satisfaction instrument. Customer satisfaction is one of the most significant and critical business elements that companies cannot overlook. When compared to information characteristics, user satisfaction is a statistic for determining if a user's information requests are being met (content, accuracy, format, convenience of use, or timeliness). It also indicates that simplicity of use may be more significant than other aspects in determining user happiness [38].

Previous research has largely discussed the idea of consumer satisfaction from two viewpoints: transaction-specific and cumulative views. The amount of pleasure with a given transaction in a given scenario is referred to as the transaction-specific viewpoint of satisfaction. Customer satisfaction is determined by consumers' overall evaluations of their interactions with a certain organization, such as a service delivery system, vendor, or service provider, according to the cumulative perceptive. Consumers' respect in the vendor's distinctive value will progressively grow as a result of a series of transactions, positively impacting repurchase intention. As a consequence, from a cumulative perspective, user satisfaction may be defined as an emotional reaction based on consumers' overall appraisal of their expectations and experiences from previous interactions with m-services [46].

2.4 ORGANIZATIONAL PERFORMANCE

Institutional performance is defined as the outcomes and objectives that an organization intends to attain through its staff, as it represents both the goals and ways to accomplish them, that is, it is a process that includes the elements of action and the objectives that an organization aim to accomplish through the responsibilities and activities performed by its staff [47]. Organizational performance refers to how well companies as a social system achieved their objectives. Performance appraisals used to be largely concerned with work, people, and organizational structure [38].

To recognize the aspects that influence an organization's success, Gavrea, et al. [48] proposed three essential characteristics or dimensions for organizational performance. The first factor is structural difficulties related to the size of the company, such as the number of personnel, their age, and their function. The second element is variables used to analyze the sampled firms are divided into two categories: external environment variables such as consumers, competitors, and distributors, and internal environment variables such as current leader, tactic, staff, performance evaluation, quality, creativity, and information technology development. The third aspect is the quantifiable measurements' performance in relation to the findings of the company.

Organizational performance has become one of the most variables studied in the management field as a contingent or criterion factor. Improvements to the functioning of experience and understanding organizations are becoming increasingly important. According to Koohang, et al. [49], The advancement and growth of an organization is measured by its performance of the organization. Ngah and Ibrahim [50] defined Organizational Performance as "comparing the expected results with the actual ones, investigating deviations from plans, assessing individual performance and examining progress made towards meeting the targeted objectives". Researchers such as Akhavan, et al. [51] argue that when evaluating an organization's success, its goals must be taken into consideration. As a conclusion, in order to assess Organizational Performance in the context of research institutions, this study examines customer satisfaction,

curriculum development, responsiveness, research productivity, and research ranking.

3. Research Model and Hypotheses Formulation

Based on the literature review, the research model can be developed to link E-CRM success factors to Organizational Performance. Figure 1 below shows the correlation between independent variables and dependent variable.

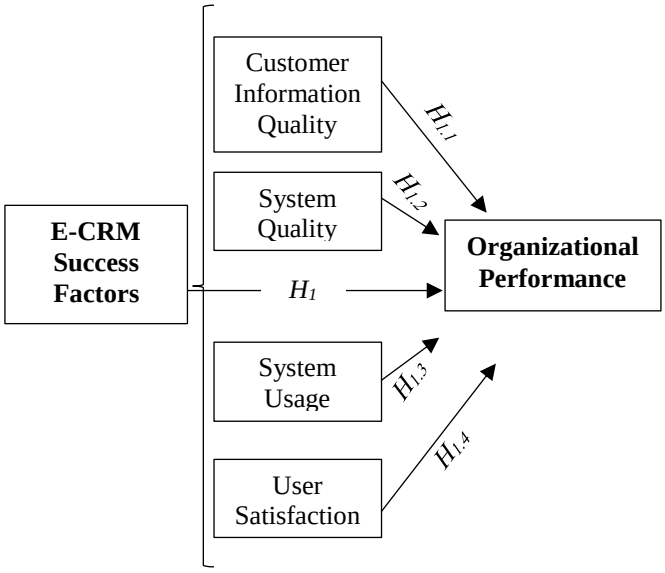

Fig. 1. *Study Model*

Based on the study framework, the main hypothesis can be formulated and moreover, four sub-hypotheses can be extracted based on each factor of E-CRM.

H1: There is a significant effect of E-CRM factors on Organizational Performance in The Telecommunications Sector.

H1.1: There is a significant effect of Customer Information Quality on Organizational Performance in The Telecommunications Sector.

H1.2: There is a significant effect of System Quality on Organizational Performance in The Telecommunications Sector.

H1.3: There is a significant effect of System Usage on Organizational Performance in the Telecommunications Sector.

H1.4: There is a significant effect of User Satisfaction on Organizational Performance in The Telecommunications Sector.

4. Method

This study chose a systematic random sample in which 226 respondents were identified from three places in the Communication Sector in the Gaza Strip. The sampling frame for this study consisted of employees and managers who work in the Telecommunications Ministry, Cell Phone Companies and Internet Companies that represent the Telecommunications Sector in the Gaza Strip. Thus, a total of 226 responses were usable and used for subsequent analysis. The questionnaire is divided into two parts: The first part contains demographic variables (6 items). The second part contains Independent and Dependent variables which are: Customer Information Quality (5 items), System Quality (6 items), System Usage (7 items), User Satisfaction (6 items), and Organizational Performance (6 items). All of them are adapted by Al-Weshah, et al. [38].

5. Reliability and Validity

Table 1: Cronbach's Alpha Reliability Coefficients

Variables	No. of items	Cronbach's alpha	Split Half
Customer Information Quality	5	0.762	0.765
System Quality	6	0.784	0.775
System Usage	7	0.847	0.786
User Satisfaction	6	0.803	0.827
E-CRM variables	25	0.888	0.899
Organizational Performance	6	0.871	0.919
Total	**31**	**0.911**	**0.940**

According to (table 1), the results show that the values of Cronbach's Alpha were in the range of 0.762 and 0.888. This range is considered high; the result ensures the reliability of each field of the questionnaire. Cronbach's Alpha equals 0.911 for the entire questionnaire, which indicates excellent reliability of the entire questionnaire.

Table 2: Pearson Correlation Structural Validity Coefficients

Variables	Pearson Correlation Coefficient	P-value (sig.)
Customer Information Quality	0.596	0.000
System Quality	0.790	0.000
System Usage	0.602	0.000
User Satisfaction	0.736	0.000
E-CRM variables	0.878	0.000
Organizational Performance	0.921	0.000

According to (table 2), the results show that the p-values (Sig.) are less than 0.05, so the correlation coefficients of all the fields are significant at $\alpha = 0.05$, so it can be said that the fields are valid to be measured what it was set for to achieve the main aim of the study.

6. Data Analysis

Table 3: Respondents' characteristics by "Gender"

Gender	Frequency	Percentage
Male	170	75.2
Female	56	24.8

Total	**226**	**100**

Table 4: Respondents' characteristics by "Age"

Age	**Frequency**	**Percentage**
Less than 30 years	30	13.3
30 – less than 40 years	64	28.3
40 – less than 50 years	79	35.0
50 years and older	53	23.5
Total	**226**	**100**

Table 5: Respondents' characteristics by "Education Level"

Education Level	**Frequency**	**Percentage**
Diploma or less	32	14.2
Bachelor Degree	131	58.0
Master Degree	50	22.1
PhD Degree	13	5.8
Total	**226**	**100**

Table 6: Respondents' characteristics by "Years of Service"

Years of Service	**Frequency**	**Percentage**
Less than 5 years	30	13.3
5 – less than 10 years	72	31.9
10 – less than 15 years	86	38.1
15 years and higher	38	16.8
Total	**226**	**100**

Table 7: Respondents' characteristics by "Level of Management"

Level of Management	**Frequency**	**Percentage**
Executive Management	135	59.7
Middle Management	67	29.6
Top Management	24	10.6
Total	**226**	**100**

Table 8: Respondents' characteristics by "Place of Work"

Place of Work	**Frequency**	**Percentage**
Ministry of Communications	140	61.9
Internet Company	32	14.2
Mobile Company	54	23.9
Total	**226**	**100**

7. FINDINGS

Table 9: Means and Standard Deviations for "Customer Information Quality" factor

Customer Information Quality	**Mean**	**SD**	**Relative Weight**	**P-value**	**Rank**
E-CRM provides me with reports that contains all the information that I need	7.44	1.39	74.40	0.00	3
E-CRM provides reports with correct information	7.92	1.44	79.20	0.00	1
I find errors in the information that I obtain from the E-CRM	5.87	2.29	58.70	0.39	5
The available information from E-CRM reports is well-coordinated	7.35	1.44	73.50	0.00	4
The E-CRM constantly updates the information in its reports	7.52	1.27	75.20	0.00	2
All statements of the field	**7.22**	**1.04**	**72.20**	**0.00**	**--**

According to (table 9), the "Customer Information Quality" statements were analyzed using descriptive analysis, it is seen that the statement "E-CRM provides reports with correct information" has the highest rank with a mean (7.92), it refers to the quality of E-CRM that bring the correct data and make the correct operations to produce the correct information. In other meaning, the correct inputs will lead to the correct outputs.

Table 10: Means and Standard Deviations for "System Quality" factor

System Quality	**Mean**	**SD**	**Relative Weight**	**P-value**	**Rank**
Processes and tasks performed by the E-CRM are reliable for customer service	7.92	1.20	79.16	0.00	1
E-CRM is able to meet customer needs	7.84	1.05	78.36	0.00	3
E-CRM facilitate the integration of information	7.92	1.44	79.16	0.00	1

System Quality	Mean	SD	Relative Weight	P-value	Rank
in various departments of the company					
E-CRM responds to my queries about customers	7.57	1.21	75.66	0.00	4
I find it easy to use E-CRM	7.32	1.26	73.23	0.00	5
The design of E-CRM interface easy to deal and work with	7.88	1.21	78.85	0.00	2
All statements of the field	**7.74**	**0.85**	**77.40**	**0.00**	**--**

According to (table 10), the "System Quality" statements were analyzed using descriptive analysis, it is seen that the statement "Processes and tasks performed by the E-CRM are reliable for customer service" and the statement "E-CRM facilitate the integration of information in various departments of the company" have the highest rank with a mean (7.92), it refers to the reliability of E-CRM that give the power for the integration of information between the company's departments in order to make the user more comfortable with their task and procedures.

Table 11: Means and Standard Deviations for "System Usage" factor

System Usage	Mean	SD	Relative Weight	P-value	Rank
It's easy for me to learn how to benefit from E-CRM	7.77	1.37	77.70	0.00	4
I want to continue to use E-CRM to meet my needs at Work	8.24	1.07	82.43	0.00	1
I use E-CRM for planning and following-up my duties	7.85	1.32	78.50	0.00	3
I find my interaction and dealing with E-CRM clear and Understandable	7.52	0.99	75.22	0.00	6
E-CRM helped me to be more efficient in the performance of my work	7.92	1.47	79.25	0.00	2
I use E-CRM for taking and justifying my decisions	7.72	1.59	77.21	0.00	5
I use E-CRM to coordinate the activities of the Department	7.49	2.25	74.91	0.00	7
All statements of the field	**7.79**	**0.93**	**77.89**	**0.00**	**--**

According to (table 11), the "System Usage" statements were analyzed using descriptive analysis, it is seen that the statement "I want to continue to use E-CRM to meet my needs at Work" has the highest rank with a mean (8.24), it refers to productivity of E-CRM that overcome the gap between what the customer needs and what he/she possess; so, E-CRM is seeking to meet users' needs in their work continuously.

Table 12: Means and Standard Deviations for "User Satisfaction" factor

User Satisfaction	Mean	SD	Relative Weight	P-value	Rank
I feel satisfied from using E-CRM	7.85	1.50	78.50	0.00	1
I feel pleased from my experience of using E-CRM	7.65	1.47	76.46	0.00	4
I prefer using E-CRM more than using the old traditional methods	7.73	1.67	77.30	0.00	3
E-CRM increases my efficiency in communicating with Customers	7.49	1.75	74.91	0.00	6
E-CRM helps me to achieve a better level	7.61	1.53	76.06	0.00	5

User Satisfaction	Mean	SD	Relative Weight	P-value	Rank
of customer Service					
E-CRM helps me to retain and keep customers	7.77	1.46	77.70	0.00	2
All statements of the field	**7.68**	**1.27**	**76.82**	**0.00**	**--**

According to (table 12), the "User Satisfaction" statements were analyzed using descriptive analysis, it is seen that the statement "I feel satisfied from using E-CRM" has the highest rank with a mean (7.85), it refers to the effectiveness of E-CRM that works as the users want. It means the user achieves the goals successfully by using E-CRM.

Table 13: Means and Standard Deviations for "Organizational Performance"

Organizational Performance	Mean	SD	Relative Weight	P-value	Rank
Implementation of E-CRM assists in increasing the number of the company's customers	7.96	1.54	79.65	0.00	4
Implementation of E-CRM contributes to increase the profitability of the company	8.08	1.26	80.84	0.00	3
Implementation of E-CRM enhances the existence of the company's brand in the market	8.36	1.20	83.63	0.00	1
E-CRM has helped to reduce the complaints and claims of customers	8.09	1.33	80.88	0.00	2
E-CRM contributes to maintain the company's market share	7.37	1.39	73.67	0.00	6
E-CRM has contributed to retain customers	7.53	1.48	75.31	0.00	5
All statements of the field	**7.90**	**0.98**	**79.00**	**0.00**	**--**

According to (table 13), the "Organizational Performance" statements were analyzed using descriptive analysis, it is seen that the statement "Implementation of E-CRM enhances the existence of the company's brand in the market" has the highest rank with a mean (8.36), it refers to high competition for implementing E-CRM in the company, it strengthens the company's brand in the market.

Table 14: Means and Standard Deviations for study variables

Study Variables	Mean	SD	Relative Weight	Test value	P-value (sig.)	Rank
Customer Information	7.22	1.04	72.20	17.58	0.00	4
Quality System	7.74	0.85	77.40	30.64	0.00	2
Quality System Usage	7.79	0.93	77.89	28.99	0.00	1
User Satisfaction	7.68	1.27	76.82	19.97	0.00	3
E-CRM Factors	**7.61**	**0.79**	**76.08**	**30.53**	**0.00**	**--**

According to (table 14), the results show that the mean of all E-CRM factors equals to 7.61 (76.08%), Test value= 30.53 and p-value (sig.) is less than the significance level α= 0.05. while "System Usage" was ranked first by a mean of 7.79 (77.89%), which means it is the most important factor in E-CRM factors. The factor "Customer Information Quality" was ranked last with 7.22 (72.20%).

8. Hypotheses Analysis

H1: There is a significant effect of E-CRM factors on Organizational Performance in the Telecommunications Sector.

Table 15: Multiple Regression results for E-CRM

Variables	B	T	P-value (sig.)	Decision
(Constant)	.347	.699	.485	

Variables	B	T	P-value (sig.)	Decision
Customer Information Quality	-.086	-1.737	.084	
System Quality	.786	12.867	.000	
System Usage	.207	3.206	.002	
User Satisfaction	.062	1.181	.239	
R	**0.763**			
R^2	**0.582**			
F	**77.019**			
P-value (sig.)	**0.000**			**Supported**

According to (table 15), the results of multiple regression show that (F= 77.019, P< 0.05) which indicates that the null hypothesis is rejected and the alternative hypothesis is accepted, and there is a significant effect of E-CRM factors on organizational performance in the Telecommunications Sector. The results show that (R = 0.763), while (R^2 = 0.582) which indicates that E-CRM explains 58.2% of the variance in the dependent variable (Organizational Performance (OP)) is due to the effect of the following independent variables (System Quality (SQ), System Usage (SU)). The remaining 41.8% is due to other factors affecting the dependent variable.

Impact Equation: **OP** = 0.347 + 0.786 (SQ) + 0.207 (SU)

The following might be concluded from this equation:

-When SQ is increased by 1 unit, OP rises by (0.786), while all other factors remain constant.

-When SU is increased by 1 unit, OP rises by (0.207), while all other factors remain constant.

This result is supported by a lot of studies that are; [38], [12], [23], [52], [53], [54] and [55]. These past studies have confirmed that there is a significant positive impact of E-CRM factors on Organizational Performance.

H1.1: There is a significant effect of Customer Information Quality on Organizational Performance in the Telecommunications Sector.

Table 16: Simple Regression results for "Customer Information Quality"

	R	R^2	F	P-value (sig.)	Decision
Customer Information Quality	0.359	0.129	33.135	0.000	**Supported**

According to (table 16), the results of simple regression show that (F= 33.135, P< 0.05) which indicates that the null hypothesis is rejected and the alternative hypothesis is accepted, and there is a significant effect of Customer Information Quality on Organizational Performance in the Telecommunications Sector. The results show that (R= 0.359), while (R^2= 0.129) which indicates that Customer Information Quality explains 12.9% of the variance in the dependent variable. The remaining 87.1% is due to other factors affecting the dependent variable. The result of R^2 for Customer Information Quality is the lowest score between the other variables, and that may return to the weak ability of the system to produce information of customers related to the pressure of the system, and the system has some errors that give low accuracy outputs and misunderstand of analyzing information regarding to overload the system.

This result is supported by Al-Weshah, et al. [38] who confirmed that there is the lowest effect for Customer Information Quality on Organizational Performance. The results are also compatible with Rafiki, et al. [11], Ali, et al. [56] that found a significant positive relationship between customer data quality and organizational performance. And compatible with Bagus Nyoman Udayana, et al. [40] that found a significant effect for Customer Information Quality on salesperson performance.

H1.2: There is a significant effect of System Quality on Organizational Performance in the Telecommunications Sector.

Table 17: Simple Regression results for "System Quality"

	R	R^2	F	P-value (sig.)	Decision
System Quality	0.725	0.526	248.596	0.000	**Supported**

According to (table 17), the results of simple regression show that (F= 248.596, P< 0.05) which indicates that the null hypothesis is rejected and the alternative hypothesis is accepted, and there is a significant effect of System Quality on Organizational Performance in the Telecommunications Sector. The results show that (R= 0.725), while (R^2= 0.526) which indicates that System Quality explains 52.6% of the variance in the dependent variable. The remaining 47.4% is due to other factors affecting the dependent variable. The result of R^2 for System Quality is the highest score between the other variables, and that may return to high respondents' perception of a system for retrieval and delivery of performance, also ease of use, navigation, interactivity and accessibility of a system that give users the good power to communicate with customers and serving them efficiently.

This result is supported by Al-Weshah, et al. [38] who confirmed that there is the highest effect for System Quality on Organizational Performance. The results are also compatible with Ali, et al. [56] that found a positive relationship between system quality and organizational performance.

H1.3: There is a significant effect of System Usage on Organizational Performance in the Telecommunications Sector.

Table 18: Simple Regression results for "System Usage"

	R	R^2	F	P-value (sig.)	Decision
System Usage	0.388	0.151	39.745	0.000	Supported

According to (table 18), the results of simple regression show that (F= 39.745, P< 0.05) which indicates that the null hypothesis is rejected and the alternative hypothesis is accepted, and there is a significant effect of System Usage on Organizational Performance in The Telecommunications Sector. The results show that (R= 0.388), while (R^2= 0.151) which indicates that System Usage explains 15.1% of the variance in the dependent variable. The remaining 84.9% is due to other factors affecting the dependent variable. It may be due to the capabilities of the information system being used incorrectly by the users. Also, users may use the system a few times or take a long time to use the system.

This result is compatible with Al-Weshah, et al. [38] who confirmed that there is an effect for System Usage on Organizational Performance. The results are also compatible with Stein and Smith [57] that found the relationship of 'CRM use' to 'firm performance' is positive.

H1.4: There is a significant effect of User Satisfaction on Organizational Performance in the Telecommunications Sector.

Table 19: Simple Regression results for "User Satisfaction"

	R	R^2	F	P-value (sig.)	Decision
User Satisfaction	0.493	0.243	71.989	0.000	Supported

According to (table 19), the results of simple regression show that (F= 71.989, P< 0.05) which indicates that the null hypothesis is rejected and the alternative hypothesis is accepted, and there is a significant effect of User Satisfaction on Organizational Performance in The Telecommunications Sector. The results show that (R= 0.493), while (R^2= 0.243) which indicates that User Satisfaction explains 24.3% of the variance in the dependent variable. The remaining 75.7% is due to other factors affecting the dependent variable. It may be due to the user's need and want are fulfilled in a good way, and the system meets the expectations of users effectively. Attitudes and perceptions from previous service experiences can reflect the level of satisfaction or dissatisfaction.

This result is supported by Al-Weshah, et al. [38] who confirmed that there is an effect for User Satisfaction on Organizational Performance. The results are also compatible with Anaam, et al. [58] that found there is a positive impact on employee satisfaction factors on individual performance.

9. Conclusion

Today we are living in a world where the customer will be the most important part of the business process. Successful organizations should work hard to meet the needs or over the needs of customers, otherwise they will lose them. Today the competition is very strong and it is hard to maintain the customer relationship, so companies everywhere must pay more attention to building a strong relationship with customers for a long time [5].

E-CRM uses all resources internally and externally to add value to their users and customers. Therefore, E-CRM facilities the integration of information between the company's departments in order to make the user more comfortable with their task and procedures. By seeking E-CRM to overcome the gap between the customers' needs and what they are possessing, E-CRM can meet the expectations of customers efficiently and effectively. The power of E-CRM is bringing the correct data and making the correct operations to produce the correct information, in order to maintain the long relationships between their customers. When a company considers its customers to be an important part of its assets, it will implement a strong E-CRM, which will lead it to enter fierce competition in order to strengthen the company's brand in the market.

This study found there is a significant effect of E-CRM factors on organizational performance in the Telecommunications Sector, especially system quality that resulted in the highest effect among the other variables. It indicates high users' perception of a system for retrieval and delivery of performance. Also, ease of use, navigation, interactivity and accessibility of a system that gives users the good power to communicate with customers and serve them efficiently.

A company that uses E-CRM effectively can gain a lot of benefits, which make it a strong company in the market. Successful E-CRM improves customer relations, service and support, matches the customers' behavior with suitable offers, increases customer satisfaction and loyalty, means greater efficiency and cost reduction, finally increases business revenue.

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