

The role of CRM in Mobile service quality in Egypt

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Abstract

CRM is a crucial tool for enhancing customer service and loyalty. It helps in understanding customer needs, increasing customer acquisition rates, increasing order value, and extending the customer life cycle. This research aims to explore the factors influencing CRM's impact on service quality in the mobile service provider industry. A comprehensive literature review and survey of 270 Egyptian mobile service providers focused on efficiency, interpersonal interaction, and communication. Multiple regressions and correlation analysis were used to test the concept. The study discovered a connection between service quality and all independent factors, including communication, interpersonal interaction, and efficiency. This study highlights the importance of CRM in improving customer satisfaction. The study comes to the conclusion that all independent factors—efficiency, interpersonal interaction, and communication—have a strong correlation with service quality which is the dependent variable.

Keywords: Customer Relationship Management, Marketing, CRM, Mobile, Egypt.

تعد إدارة علاقات العملاء أداة حاسمة لتعزيز خدمة وولاء العملاء. تساعد في فهم احتياجات العملاء، وزيادة معدلات اكتساب العملاء، وزيادة قيمة الطلب، وتوسيع نطاق دورة حياة العملاء. يهدف هذا البحث إلى استكشاف العوامل التي تؤثر على تأثير إدارة علاقات العملاء على جوده الخدمه في صناعة مقدمي الخدمات المتنقلة.

استعراض للأدبيات واستبيان ٢٧٠ من المصريين المستخدمين خدمات الهاتف المحمول تم التركيز علي الكفاءة والتفاعل بين الأشخاص و الاتصال. تم استخدام اساليب الانحدار وتحليل الارتباط لاختبار المفهوم. اكتشفت الدراسة وجود صلة بين جودة الخدمة وجميع العوامل المستقلة (التواصل والتفاعل بين الأشخاص والكفاءة). توصلت الدراسة إلى أن جميع العوامل المستقلة الكفاءة والتفاعل بين الأشخاص والتواصل لها علاقة قوية مع المتغير التابع .

1. Introduction

In order to develop customer loyalty and retention, companies from the administrative, scientific, marketing, and information technology fields recognize the market. The most widely recognized use of CRM is thought to be e-CRM, which is widely called Internet marketing. Providing recognizable services generates market loyalty in the telecommunication segment in the form of customer retention (Talukdar and Chowdhury, 2020). Moreover, loyalty might only grow if consumers believe that mobile organizations provide them with better information. High-quality service or good service relates to consumer satisfaction. It is critical that consumer-care organizations are identifiable because a brand's reputation is characterized by quality. Based on the theoretical review, the researchers may answer the question by presenting the concepts that prevail in the relevant field and indicating the need for and importance of such research.

Organizational processes have been greatly impacted by CRM, a topic that business researchers, scholars, and practitioners have studied extensively. CRM, a concept dating back to the emergence of business units that prioritize long-term relationships and mutual trust with customers. However, it has emerged out of a heavy dependence of modern business entities on customers. The underlying impetuses for the evolution of CRM are technological changes and a shift in the focal point of businesses from manufacturing to service, with the belief that greater attention to the customer's needs may result in better outcomes for both the organizations and customers (Talukdar and Chowdhury, 2020). Organizations are shifting their business strategies from product to customer focus, making Customer Relationship Management (CRM) crucial for building stronger business ties with clients, supporting corporate development and competitiveness (Wali et al. 2015). Further, developing and analyzing the business relationship between consumers and service providers is the goal of the CRM behavior theory. As a business strategy, a customer focus can lead to competitive advantage in the marketplace. In practice, the implementation of CRM is challenging and requires an organization to consider their technology, operational, and human resource components. The complexity of CRM

makes it difficult to achieve successful implementation and full benefits of the system (Wail et al., 2015; Talukdar and Chowdhury, 2020).

CRM is a comprehensive set of methods, approaches, software, and systems that aid businesses in effectively managing customer relationships, focusing on relationship management and customer interaction. According to Alolayan and Al-Kaabi (2020), CRM refers to practices, strategies, and technologies that companies use to manage and analyze customer interactions and data throughout the customer lifecycle, with the goal of enhancing customer service relationships and helping in customer retention and driving sales growth. This is accomplished by providing goods that enrich consumers ultimately leading to their contentment (Ivens et al., 2024).

In addition, retail banks, in particular, must concentrate on developing CRM strategies that lead to service excellence. The benefits could include repeat business, an increase in spend, an increase in the customer base by way of referrals, and an improvement of customer retention through superior customer service, which leads to customer loyalty. Unfortunately, many of these concepts are easier to visualize than to effect as a result of the implementation challenges. This could be because of, amongst others, determining objectives and vision before the organization's strategy is implemented or due to the wrong organization structure where the CEO is reluctant or is only a CRM sponsor (Roy and Ahmed 2016).

The CRM service quality of Egyptian mobile service providers is the main topic of this paper. In Egypt, mobile service usage has become an essential tool of communication not only for individuals but also for businesses. Data analysis has become part of the CRM strategies. They form a very important part in the customer management system in the service industry because of the derived information for the development of strategies of relationship between companies and markets. The techniques of data analysis and interpretation can be classified by the stage of application in operative techniques and those of continuing evaluation. Additionally, the operative techniques manage the tracking of critical parameters directly related to the service. The most used such as measurement, control, monitoring, sampling, supervision, and inspection systems. The second are short-information

systems, which mainly involve satisfaction research, whose intention is to get information about the firm supply, the demand for the service and the customer satisfaction, and to use it as market information to redesign and develop the service (Magatef et al. 2023). Egyptian mobile service providers aim to improve service quality in a competitive market by identifying key components. Researchers conducted a survey to explore strategies for enhancing service quality and identifying key components that contribute to customer satisfaction. They endeavored to discover the components requiring further examination to improve service quality.

The research questions that guided this study are:

1. Does the quality of service in the context of Egyptian mobile service providers significantly correlate with interpersonal relationships?
2. Does the quality of service in the context of Egyptian mobile service providers significantly correlate with communication?
3. Does the quality of service in the context of Egyptian mobile service providers significantly correlate with efficiency?

2. Literature Review

Rahimi and Yazdanfar (2015) assert that CRM is implemented by numerous organizations to ascertain their clients' requirements. This could be accomplished in two stages: The first stage of customer relationship management is to establish relationships with the potential clients who may eventually become clients themselves. It is the infrastructure upon which the second stage of client retention and the development of long-term relationships are based. A number of mechanisms are developed to entice potential clients to decide to become clients. In the business setting, sales calls, sales letters, promotions, the telephone, advertising on the radio and television to attract clients, brochures and websites are among the more common methods of selling information, products, and services to attract clients to the organization. Once they become clients, the strategy changes to develop long-term relationships that keep them thinking of the organization as the one that will provide what they need into the future. The second stage of customer relationship management focuses on fostering long-term relationships with clients. Once they have decided to become

clients, the organization needs to get to know each one on an individual level and establish a set of interactions that will make the client feel supported, valued, and cherished at the same time (Magatef et al. 2023). Many tools already designed to build interpersonal relationships, including conversation, mail, rewards, special offers, chat rooms to socialize in, and support and having the services they are purchasing fit their particular needs, can be used for that purpose. Research also has consistently shown that the more loyal the client believes the relationship with the vendor to be, the more likely they are to purchase than if the vendor was selling only a commodity (Mohamed et al. 2022).

A large part of what gives products and services an emotional appeal that generates this loyalty is the other clients one is likely to meet in the service area such as a gym, private club, or exclusive airplane travel. As long as the price is competitive, client retention is at the mercy of how much enjoyable time the client gets from buying the product or service. Given the realities surrounding client retention, every new customer represents a hard-won victory, and companies that are already using some form of CRM system to seduce new clients before they even arrive on the premises should consider themselves wise and in the forefront of the marketing world (Roy and Ahmed, 2016; Magatef et al. 2023).

The customer is regarded as the key to any organization in the present era, and CRM has emerged as a top concern for any company's marketing plan. Since a company's goal is to attract and keep customers, executives see the importance of CRM practices as absolutely essential. It is the most effective tool available for any company that focuses on both goods and services (Rahman et al., 2021). In other words, monitoring customer behavior is the main reason businesses use CRM applications: it gives them insight into how their needs and preferences are changing. By gathering and applying this data organizations can improve the caliber of their goods and services (Kosar et al., 2021). Additionally, Kumari and Sharma (2020) and Rababah et al. (2011) identified four main CRM perspectives: customer-facing, customer-oriented, cross-functional, and CRM macro-level processes. Customer-facing process involve direct initiatives and approaches used

within an organization to interact with customers, defining the CRM process. Whereas the characteristics of the marketing activities can be classified as customer-oriented and general from the direction in which their results are produced. Designs that are based on customer segmentation or individual customer wish spectrum considerations and values in database marketing usually belong to those that are customer-oriented. As for the third process, it brings along a full-scaled cross-functional merge within the company through a range of organizational forms and processes contributing to integrate the market at the company. Here, it is important that departments know which customer service support exists in marketing and selling and, thus, also see the "customer" within their functional work. CRM has been found to positively correlate with customer satisfaction and loyalty in various industries, including financial institutions, fast food businesses, hotels, and Jordanian banking (Khedkar, 2015; Kristian & Panjaitan, 2014, Thai et al., 2024). Additionally, maintaining parent-student relationships positively impacts students' inclination to refer others to their universities. Overall, CRM plays a crucial role in enhancing customer satisfaction and loyalty (Al-Qeed et al., 2017). Moreover, according to Bibi (2022), maintaining parent-student relationships also positively impacts student's inclination to refer others to their universities.

Huma and Najmi (2024), investigated how young consumers' retention of mobile applications is influenced by service quality (MASQ), service convenience (SERCON), and contentment. Information was gathered from young, engaged smartphone users. The findings show that SERCON and MASQ both significantly promote customer happiness, which results in the retention of young clients.

According to Mang'unyi et al. (2017), the main flank for beneficial relationship marketing is information. This data has to be dealt with multiple electronic devices. As a result, the strategic competitive advantage that could be attained by improving electronic CRM practices could have a substantial effect on the relationship between institutions and their customers. Customer interactions with technology-based systems occur at various stages when the term electronic CRM is considered. Seen from the

viewpoint of the potential consumer, the pre-service face of electronic CRM (e-CRM) starts during the decision process to establish a relationship with the firm (Sholihah and Winarto, 2023). In general terms, the stages at which a customer builds contact with the firm and makes use of the company's services are identified as the during-service stage. When a prospect asks for information, views the company's website or requests product advice on products or services and gives necessary information for the firm's products, these involve a service request or engagement and in this sense are conducted at the phase of service (Mang'unyi et al., 2017).

CRM is also vital in the global banking system. Improvement of the globalized banking industry has allowed the customer to be a winning edge. Moreover, analytic customer relationship management clarifies the cost of banks that are targeted at the least beneficial customers. To increase customer loyalty, they encourage bank management to uphold CRM procedures and communicate their CRM policies to clients in an efficient manner. In other words, banking services have to match customer expectations. It is important to emphasize that bank assurance's main concern in the pre-segmentation approach is to satisfy customer needs, and CRM not only focuses on satisfying customers, but also on retaining them, and this is a powerful competitive advantage (Mohamed et al. 2022).

Loyalty is eagerly sought by managers and employees because it can bring financial security in the future and reduce the costs of the firm. Since the company's financial statements show the impact of loyalty, it has been determined that loyalty is extremely relevant. Customer loyalty is the ultimate result of a company's CRM activities. Given the strategic importance of customer loyalty, key CRM practices effective in banking can give fortification and potency for increasing profitability from contemporary loyal customers. Industries based on standardized services like banking need fewer switches, and enhancing the electronic CRM paradigm may lead to positive customer retention. With a massive customer base, the banking sector tries to achieve lower customer acquisition and higher retention costs. These costs can be achieved through better CRM strategies (Abu Rokbeh, 2022).

In today's competitive environment, CRM is a very useful tool for retaining customers and making them loyal. In that regard, Ibrahim et al. (2021), discovered that the effectiveness of CRM has a considerable influence on client loyalty within the hotel business. Establishing trust within the organization by cultivating strong customer connections is an effective method. In their study, Dubey and Srivastava (2016) discovered that tangibility has a substantial effect on customer loyalty, whereas service quality has a favorable effect on customer relationship management (CRM) and customer loyalty. Further, Wasaya et al. (2016) reported that the following factors significantly predicted the loyalty of customers: customer value customer satisfaction and service excellence. Additionally, CRM quality was found to be a positive predictor of customer loyalty. Further, Njuguna and Mirugi (2017) showed that relationship management enhances service delivery, and that service quality has a favorable effect on service delivery.

Suriانشa et al. (2024) emphasize the importance of quality in customer retention, highlighting the need for service providers to maximize their offerings. In Pakistan, responsiveness, call accuracy, and complaint handling are also crucial factors for customer loyalty. In Saudi Arabia, satisfaction with security and call accuracy is most important, while responsiveness and call accuracy are more important in Pakistan. Roy and Ahmed (2016) found that interpersonal relationships and communication significantly enhance the quality of Grameen Banks services. Cvijovic et al. (2017) highlighted the importance of perceived utility value, cost risk compatibility, ease of use context, and personal inventiveness in mobile CRM services.

3. Conceptual Framework

Figure 1 illustrates the developed conceptual framework of this study. It is constructed according to the literature review, formulated research hypothesis, and the designated research objectives.

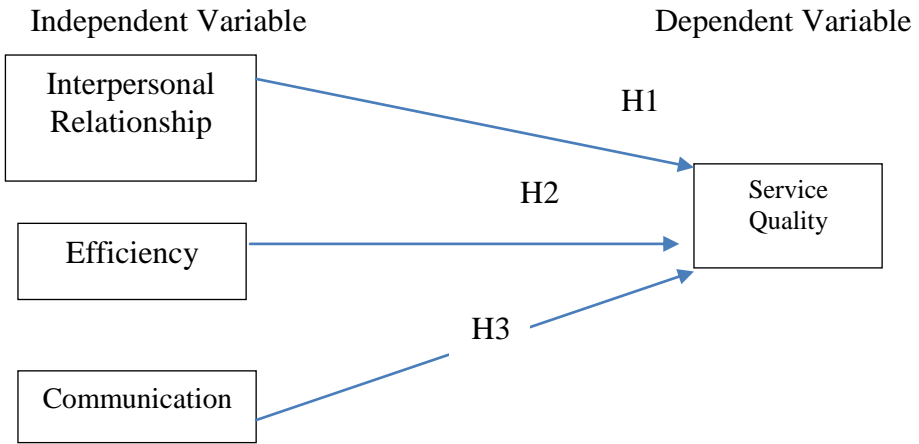


Figure 1: Conceptual Framework

4. Research Hypothesis

The study hypotheses can be stated as follows in light of the research objectives and problem:

H1: In Egypt, there is a correlation between service quality and interpersonal relationship in mobile service providers.

H2: In Egypt, there is a correlation between service quality and communication in mobile service providers.

H3: In Egypt, there is a correlation between service quality and efficiency in mobile service providers.

5. Methodology

This study employs a questionnaire survey and is classified as quantitative one, where the questionnaire has proven to be extremely dependable and consistent. The researcher aimed to examine the relationship between service quality and efficacy communication and interpersonal relationships in mobile service providers in Egypt using correlation analysis. Data was collected using a survey instrument from 270 mobile users in Alexandria from July 15th to 25th, 2024. The study followed Sekaran and Bougie (2016)'s recommendation for sample sizes under 500 and greater than 30. The correlation between the independent and dependent variables was ascertained using Pearson's correlation analysis. The variables' correlation

matrix was created, and stepwise regression was used to assess the strength of the correlation. The survey data was analyzed using Version 28 of the Statistical Package for Social Sciences (SPSS).

6. Analysis

Table 1: Quantity of items and dependability coefficient of CRM (interpersonal relationships, communication, efficiency, and service quality).

Variables	Number of items	Alpha
Interpersonal Relationship	4	0.768
Communication	5	0.772
Efficiency	5	0.855
Service Quality	5	0.871

According to Nunnally and Bernstein (1994), reliability is the overall consistency of a measure, high reliability produces similar results under consistent conditions, a reliability coefficient of 0.50-0.60 is adequate, although a coefficient of 0.70 or higher is preferable (Hair et al., 2009). The Cronbach's Alpha coefficient was employed to assess the reliability of the measures in this investigation. The Cronbach's Alpha coefficients for all variables are within the acceptable range, ranging from (0.768) to (0.871).

Table 2: Descriptive statistics regarding relationships with consumers of mobile service providers (communication, efficiency, interpersonal relationships, and service quality)

Scale	Number of items	Mean	SD
Interpersonal Relationship	4	2.3572	0.83686
Communication	5	2.3256	0.80011
Efficiency	5	2.2915	0.81272
Service Quality	5	2.2258	0.85867

In the attempt to calculate the mean scores, the mean scores of all elements were equally weighted. The mean score for interpersonal relationships is 2.3572 (SD = 0.83686) on a five-point scale. The mean score for communication is 2.3256 (standard deviation = 0.80011). The efficiency score has a mean of 2.2915 (standard deviation = 0.81272). The average score for service quality is 2.2258, with a standard deviation of 0.85867.

Every variable was subjected to a correlation analysis in order to investigate the relationship between them.

Table 3: Service Quality Correlation Matrix (Interpersonal Relationship, Communication, Efficiency).

	Interpersonal Relationship	Communication	Efficiency	Service quality
Interpersonal Relationship	----	.488	.644	.654
Communication		-----	.682	.635
Efficiency			-----	.867
Service quality				-----

Table-3 displays the findings of the correlation analysis for each variable. It looks at how customer relationship management is impacted by interpersonal relationships (IR) communication efficiency and service quality. Interpersonal relationships were the variables that had a significant correlation with efficiency ($r=0.867$, $p<.05$), communication ($r=0.635$, $p<.01$), customer relationship management ($r= 0.488$, $p<.01$).

Research hypothesis 1 has been supported by the analysis results which showed that the variable interpersonal relationship and quality of service are related in the study. The study's conclusion indicates a substantial correlation between the variable of communication and service quality. Consequently, the analysis's results have substantiated research hypothesis 2. The study's conclusion indicates a relation between service quality and the variable efficiency. Consequently, the analysis's results have substantiated research hypothesis 3.

Table 4: Service Quality Multiple Regressions.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.877 ^a	.769	.758	.42229

a. Predictors: (Constant), Efficiency, IR, Communication

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	39.104	3	13.035	73.092	.000 ^b
	Residual	11.770	66	.178		
	Total	50.874	69			

a. Dependent Variable: SQ

b. Predictors: (Constant), Efficiency, IR, Communication

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.065	.177		-.368	.714
	IR	.162	.080	.158	2.031	.046
	Communication	.073	.087	.068	.841	.403
	Efficiency	.759	.098	.718	7.747	.000

a. Dependent Variable: SQ

Table 4 summarizes the findings of the regression output. Regression analysis used to examine the relationship between variables. It has been determined that the quality of services is positively correlated with the CRM dimensions of mobile service providers in Egypt. (R=0.877). Nevertheless, the adjusted R square value of 0.769 indicates that these dimensions account for 76.9% of the variance in service quality (dependent variable).

It is evident that the independent variable with a higher level of β has a greater impact on the dependent variable. Consequently, the research findings showed that the efficiency dimension has a significant impact on Services Quality with a t-statistic of 7.747 and a significance level of 0.000, which is less than the P-value of 0.05. The Beta value ($\beta= 0.718$, sig<.05) is the most influential dimension on SQ, followed by the interpersonal

relationship with a Beta value of 0.158, $\text{sig} < .05$, t-statistics of 2.031, and significance at 0.046.

Furthermore, the third influential dimension has been proved is communication, with a t-statistic of 0.841 and a level of significance of 0.403. The study rejects the null hypothesis, stating that communication and service quality are not related, indicating that efficiency and interpersonal CRM dimensions are the only CRM dimensions related to service quality provided by mobile service providers in Egypt.

7. Conclusion

The study found a strong correlation between service quality and efficiency, communication, and interpersonal relationships. However, this contradicts Talukdar and Chowdhury (2020) findings, which suggest that telecommunication and interpersonal relationships are more crucial for improving service quality. Therefore, mobile service providers in Egypt should prioritize efficiency, communication systems, and interpersonal relationships to improve customer service standards. Consequently, the research's implications have illustrated the importance of Egyptian mobile service providers taking practical measures to enhance the quality of their offerings by fostering efficient communication and interpersonal relationships. The study's sample size was limited to Egypt's mobile service industry, which may limit its applicability to other industries in addition study was limited to Alexandria, Egypt. One other limitation is the data collecting method. Therefore, more research is needed to expand the sample size, use different data collecting method, and examine additional variables related to consumer relationship management to improve service quality. As a final comment, it is expected to find CRM studies and research to have a relationship with measuring how effective things are within organizations.

For future research CRM could be relate to customer profitability at the product level and study the product capabilities. Developing and using KPIs in each of the five CRM managerial components is also directed for future research. More future research could explore CRM's role across different industries or cultural contexts to assess the generalizability of findings.

Further, future research could investigate additional factors, like digital CRM or artificial intelligence CRM tools, that may influence service quality. In addition, future research could use qualitative methods, such as interviews or focus groups to collecting data to gain a deeper understanding of customer perceptions and preferences.

The study aims to offer potential solutions for Egyptian telecommunications companies to effectively implement CRM concepts in the mobile sector. These results may help to provide mobile service providers with clear insights in Egypt. Mobile service providers can use the results to facilitate development of their strategic planning by providing them with applicable insights that take into account the customer point of view and address the opportunity. Moreover, the results provide an application to the providers to identify the CRM drivers responsible for enhancing individual and technical service quality.

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