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The Factors That Impact of e-Customer Relationship Management Performance (e-CRM) of Mobile Services in Jordan

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Abstract

e-Customer Relationship Management (e-CRM) helps business use technology and human recourses to gain insight into the behavior of customer and the value of those customers. The main objective of this paper is to investigate the antecedents of e-CRM performance and its impact on customer loyalty and Customer-switching intention (CSI). A conceptual model, adapted from Technology Acceptance Model (TAM), was built to relate Customer Privacy (CP) and Customer-Switching Intention (CSI) to e-CRM performance of Jordanian Mobile Services. Self-administered questionnaires were used to collect the data from University's students were selected as the respondents for this research. This paper will describe literature review of CRM and e-CRM, customer factors that including CP and CSI. Also, We will describe research model based on Technology Acceptance Model (TAM) and Hypotheses. The data collocation, sample, Analysis of data and desiccation of results.

Keywords: e-Customer Relationship Management, Customer Privacy, Customer-Switching Intention

1. Introduction

Customer Relationship Management (CRM) has become the main strategy to retain customers for companies regardless of its size. A company's customer care strategy and its CRM software go hand in hand (Baumeister, 2002). The reason for this is that it costs up to five times more to acquire a new customer than to get an existing customer to make a new purchase (Silverstein, 2000). According to Connelly and Yoger (2001), the damage caused by a dissatisfied customer can be expanded exponentially. Dissatisfied customers are more likely to defect to competition and more likely to convince others to switch service provider. Nowadays, it is not a surprise that customer relationship management is a significant issue for discussion in the academic and business arena. Mobile phone is the most promising and high growth area of telecommunication, with more than 1.7 billion global subscribers and about 80% of the world's population covered by mobile networks, mobile phone is becoming so popular that people are leave landline to rely completely on mobile phones primarily because of mobility, safety, price and privacy (DeBaillon & Rockwell, 2005). Furthermore, one of the greatest benefits is the international roaming service capability, which gives consumers the ability to use same number to contact others in many countries any time anywhere. Jordan has developed rapidly in various social and economic fields over the last few years. Telecommunications sector in Jordan proves itself to be one of the most successful and dynamic sectors and has expanded considerably in the last few years. For example, the total market size for telecommunication industry has remarkably boomed over the last few years. It has jumped from US$ 73,085,411 in 2002 to US$ 109,950,682 in 2003 at a growth rate of approximately 50%. In addition, the total market size reached US$ 192,691,509 in 2004 representing a growth rate of 50% over 2003 (Wu & Wu, 2005).The telecommunications sector has achieved remarkable developments on more than one front, including the regulatory and legislative domains, infrastructure, new services, and improving the services quality at more reasonable prices (Ali, 2012).

For example, recently, Jordan has seen the liberalization of the fixed telecommunications sector and significant expansion of the mobile communications market. This progress has resulted in substantial benefits to the public, not only in the availability and in affordability of services but also in the degree of choices afforded to the subscriber. The role of the Telecommunications Regulatory Commission TRC in this expansion, and its ongoing role for the future will continue to focus on creating and maintaining an environment, which fosters continued investment, encourages competition and delivers substantial benefits to the subscribers because of enhanced levels of competition in Jordan (Ali, 2012). TRC is the formal and authorized body responsible for regulating telecommunications and information technology services in accordance with the government's general policy in Jordan. TRC has set the plans and procedures required to continuously keep the local market up with the latest international trends and norms in the field of telecommunications (Wu & Wu, 2005). As Jordan has become an active member in World Trade Organization (WTO), the government is steadfast in its efforts to completely liberalize the market and put an end to the monopoly of Jordan Telecommunications Company (JTC). Over the past few years, this sector has received the full support of His Majesty King Abdullah II who strongly promised to get rid of any potential difficulties that might hold back the progress and development of the sector (Wu & Wu, 2005).

2. Customer Relationship Management CRM and e-CRM

CRM is a new concept within businesses that has increased its importance dramatically over the last few years, and will continue to do so in the future. CRM exists to replace the traditional 'four Ps' of marketing i-e. product, price, place and promotion (Wu & Wu, 2005). A number of authors propose that the 4Ps of marketing mix is no longer the dominant marketing logic and that RM may be a more appropriate new paradigm for marketing thought, theory and practice (Dwyer, Schurr, & Sejo, 1987; Kotler, 1992). CRM was born from relationship marketing and is simply the practifcal application of long standing relationship marketing principles that have existed since the dawn of business itself Gummesson, 20 CRM provides management with the opportunity to implement relationship marketing on a company wide basis effectively. CRM is a tool and process that allows an organization to identify, understand and serve customers to improve customer service, retain valuable customers, and help provide analytical capabilities (Fjermestad & Romano, 2002). CRM is the driving force that enables the characterization of customer and increases the customer value. In addition, CRM helps companies to retain customer loyalty. It is not only for managing customers and for monitoring their behaviour; it also has the potential to change and improve customer relationship with the service provider and increase business revenue (Dych'e, 2002).Implementing CRM successfully can bring several benefits and profits to the companies and help to get mutual benefits from both parties. Chen (2001) indicated that CRM could bring many benefits for companies to enhance their ability in the competitive market, increase profits and profit rate, reduce costs, upgrade concentration of the market, reduce cycle times of implementation of new sales activities, increase times of small-sized target marketing and increase knowledge. Whereas, Fjermested and Romano (2003) indicate that several benefits might be derived from CRM, namely: increase customer loyalty, more effective marketing, improve customer service and support, and greater efficiency and cost reduction.

CRM performance is defined as the success of creating value for customers by increasing retention, repurchase sales and word of mouth marketing for customers to achieve and improve relationship quality between the company and the customers (Wang, Lo, Chi, & Yang, 2004). Indeed, CRM is an abbreviation for customer relationship management, not customer relationship marketing. Since management is a broader concept than marketing because it covers marketing management, manufacturing management, human resource management, service management, sales management, and research and development management, CRM therefore requires organizational and business level approaches which are customer centric to do business rather than a simple marketing strategy (Silverstein, 2000).CRM consists of three components: customer, relationship and management. Daft and Marcic (1998) assert that people and organizations in the environment who acquire goods or services from organization are customers. When CRM works properly, it helps to solve the problems by engaging everyone together and focusing the whole organization on the customer. In other words, CRM requires commitment and understanding throughout the company. It adds to a sense of expectation and loyalty being instilled within the consumer and the development of a relationship between company and customer. If such relationship is strong, the competitors will find it difficult to break the strong relation (Wu & Wu, 2005). Nevertheless, as the market becomes full of product and service options, many companies are racing to re-establish their connections to new as well as existing customers to boost long-term customer loyalty. Some companies are competing effectively and winning this race through the implementation of relationship marketing principles using strategic and technology-based CRM applications. Additionally, Goldenberg (2000) stated that CRM is not only technology applications for marketing, sales and service, but also when fully and successfully implemented, it’s a cross-functional, customer-driven, technology-integrated business process management strategy that maximizes relationships and encompasses the entire organization. After the advent of internet and new technology, CRM has been converted to e-CRM. E-CRM is a combination of hardware, software, process, applications and management commitment to improve customer service, retain customer, and provide analytical capabilities (Romano & Fjermested, 2002). Many companies have spent large amounts of money pursuing the development of a comprehensive e-CRM strategy in an attempt to implement e-CRM. However, despite the large investment made on e-CRM, many companies are dissatisfied with e-CRM implementations, because e-CRM projects are not creating measurable income on investment (Goldberg, 2000).To implement e-CRM successfully and effectively, service provider needs to spend millions of dollars to identify and define their company strategy to reach higher income for their investment. Scullin, Allora, Lloyd, & Fjermestad. (2002) posit some potential pitfalls with e-CRM implementation that may face companies. Unfortunately, avoiding these pitfalls is easier said than done because sales and marketing teams are unwilling to assume the new automated e-CRM systems considering that companies have to invest up to $70 million in e-CRM establishment and millions more during rollout (Goldberg, 2000).

In addition, a few e-CRM users have decided to stop funding their e-CRM projects because most e-CRM projects do not result in measurable benefits. The remaining cost of the implementation of e-CRM projects typically can be summarized as follows: 28% of the whole cost goes to buying software, 38% of the cost goes to services such as software customizations, application Integration and training, 23% of the cost goes to Hardware, 11% telecommunications expenses and facilities make up the remaining (Goldberg, 2000). It should be noted that e-CRM has its roots in relationship marketing, which is aimed at improving long run profitability by shifting from transaction-based marketing, with its emphasis on winning new customers, to customer retention through effective management of customer relationships (Christopher, Payne, & Ballantyne, 1991). Therefore, e-CRM is a more complex and sophisticated application that mines customer data that has been collected from all customer touch points, creating a single and comprehensive view of a customer while uncovering profiles of key customers and predicting their purchasing patterns. Technology that tracks and analyzes customer behavior allows companies to easily identify the best customers, focus marketing effort and reward those who are likely to buy more. Acquiring a better understanding of existing customers allows companies to interact, respond, and communicate more effectively to improve retention rates significantly.

3. Customer Factors

Obviously, customers are not all the same; in fact, they differ both in personal characteristics and in acquired knowledge. Therefore, even if two members of the organization confront a given organizational and social environment, in terms of the implementation of a new technology, individual characteristics will have a significant effect on the way they perceive this new technology and, subsequently, on their desire to accept it (Avlonitis and Panagopoulos, 2005). Despite the rapid technological progress and development in various areas recently, such as marketing, information technology and social sciences, the customer remains the master and king and he/she becomes the focus of attention of researchers, managers and practitioners. The META Group Report (1998) concluded that investing in CRM technology without a customer oriented cultural mindset is like throwing money into a black hole. Baumeister, 2002 (1999) also warns against starting CRM project if managers and practitioners do not deeply believe in re-engineering a customer-centric business process. Due to the importance of customers to business organization, this factor is chosen as one of the focus of study. The customer factors that chosen as antecedents variables are customer privacy and customer-switching intention which considered as potential antecedents of e-CRM performance. The following sub-section discusses in detail these antecedents.

3.1.Customer Switching Intention(CSI)

In addition the customer factor chosen as the antecedent variable in the present study is customer-switching intention. Losing customers can have a negative effect on market share and profits (Colgate & Hedge, 2001). Many researches have highlighted that when a customer switches service provider, the potential for additional profits are lost (Colgate & Hedge, 2001; Keaveney 1995) and the company faces additional cost of acquiring a replacement customer. In light of the above and to understand the process of switching service providers Keaveney (1995) raises a few critical questions: Why are companies losing customers? What kinds of actions of service companies cause customers to churn from one provider to another? To answers these questions and to help managers and researchers understand service switching from the customer's perspective, Keaveney (1995) investigated the determinants of customers' decisions to switch service providers and to explore the critical events combinations that caused customers to leave existing service providers and seek for new provider. She found that customer reasons for switching services could be classified into eight general categories: pricing, inconvenience, core service failures, failed service encounters, response to failed service, competition, ethical problems, and involuntary switching. Keaveney (1995) in her study represents a major step forward in understanding consumer-switching intention across service providers. Besides, the study acts as an incentive to those who are carrying out research on many sectors of the services industry. Literatures reveal that a variety of potential and conflicting reasons cause customers to switch service provider. For instance, customer switching has been related to perceptions of quality (Rust & Zahorik, 1993), overall dissatisfaction (Crosby & Stephens, 1987), and service encounter failures (Keaveney 1995; Kelley, Hoffman & Davis, 1993). Moreover, users' beliefs and attitudes are important in predicting customer-switching intention (Li, Browne & Wetherbe, 2007). Anto´n, Camarero, & Carrero, (2007) investigated customer-switching intentions as a complex phenomenon involving a series of company actions that play an important role in the dissolution process such as; service quality failures, unfair price, low perceived commitment and anger incidents. The found that some factors have a weak influence on the switching intention such as service quality and company commitment and other factors have a strong influence such as price changes and critical incidents. They also underline the moderator role of knowledge about alternatives and switching costs in this process. Due to the ease of switching or jumping from one website to many alternative websites that provide similar products or services with just a click of a mouse, companies have to be concerned about the negative effects of customer switching intention because the high costs are associated with reaching new customers. New account setup, credit searches, and advertising and promotional expenses can add up to five times the cost of efforts that enabled the firm to retain a customer (Peters, 1987). Consequently, retaining the current customer base is much more attractive than searching for new customers. Furthermore, losing a subscriber by a mobile phone service provider, negative word-of-mouth, damage company imaged and reputation, which can have a harmful impact on the service providers' future business. A few studies have investigated online switching intention and behaviours by focusing on the importance understanding consumer behaviour as a major element in e-process. Keaveney and Parthasarathy (2001) found that online consumers characteristics such as prior behavioural patterns (e.g., service usage), attitudes (risk taking, satisfaction, and involvement), and demographic characteristics (income level and education level) were important differentiating factors between loyal customer and non-loyal customers. Chen and Hitt (2002) explore that online consumers' system usage, and the breadth and quality of alternative online service providers were important in expecting switching behaviour. Based on the above literature it is predicted that customer-switching intention plays an important role in influencing e-businesses and e-CRM performance. Therefore, customer-switching intention has been chosen as one of the antecedents of e-CRM performance.

3.2.Customer Privacy (CP)

Another customer factor that has been chosen as an antecedent variable in the present study is customer privacy. Privacy is a difficult concept to describe and define since privacy has been used to indicate a wide number of interests including personal information control, reproductive autonomy, access to places and bodies, secrecy and personal development (Kemp & Moore, 2007). Privacy interests also appear to be culturally relative for instance; in some culture, opening a door without knocking might be considered a serious privacy violation and yet permitted in another culture (Kemp & Moore, 2007).Privacy has long been defined as the right of a person to be left alone and to be able to have control over the flow and disclosure of information about him or herself (Warren & Brandeis, 1890). (Chaffey 2003, p. 146) defined privacy as "the right of an individual to control the information held about them by third parties". Moreover, privacy can be also defined as the people right to be secure in their persons, houses, papers, and effects against unreasonable searches and seizures, shall not be violated, and no warrants shall issue, but upon probable cause, supported by oath or affirmation, and particularly describing the place to be searched, and the persons or things to be seized (Kemp & Moore, 2007). Bull, (2000) identified privacy as a key issue that internet marketers need to recognize and address. Concerns about privacy are not new. It has often surface because new information technologies and information systems have improved the collection, storage, use, and sharing of personal information (Shalhoub, 2006). In the wide world web and internet environment, consumers became very concerned about the privacy and security of their personal information and looked for greater data protections. Concern about the privacy of personal information and communications is the top reason many consumers have stayed out off the internet (Bull, 2000). Therefore, service providers have to worry about customer privacy over the internet. Recently, as e-commerce continues to grow worldwide, companies are gathering an increasing amount of personal information from consumers on the Internet. A sensitive consumers concern about online privacy is likely to affect all internet-based activities that could result in the collection personal data. However, when consumers perceive that negative consequences from submitting personal data online, they are less likely to do so (Nam, Song, Lee, & Park, 2006).Consumers with high concerns about online privacy could be unwilling to make e-commerce transactions, since such transactions require the disclosure of sensitive personal information, such as credit card numbers, telephone numbers, e-mail and postal addresses, etc. (Dinev and Hart, 2006). Similarly, consumers who are very concerned about protecting their privacy online may recognize that even if they do not submit any personal information to a website voluntarily, their information is still exchanged between the consumer's client computers and the host server of the website (Bandyopadhyay, 2009). However, when the internet users are extremely concerned about online privacy, and unknowingly to disclose sensitive information while online, they may heavily limit their internet surfing behavior. Based on the degree of customers concern about online privacy, Bandyopadhyay (2009) highlights three levels of outcome exists when customer have high privacy concern namely; refusing to provide personal information on the internet, refusing to enter into e-commerce transactions where personal information is asked for and refusing to use the internet altogether in fear of privacy violation. In other words, consumers who are concerned about their privacy will be unwilling to release personal information to Websites (Nam et al., 2006). Mobile phone privacy concern is became a critical issue. Dickinger, Scharl and Murphy (2005. p, 25) observed that: "The mobile phone cannot distinguish between spam and genuine communication automatically."They also found that consumers fear registration on SMS-based information services because of privacy concerns. Permission-based mobile advertising is considered to be the easiest way to undertake the privacy issue (Godin, 1999). The internet browsers activities are bringing new threats to personal privacy. Customer activities, whether passive or active, can provide company a great deal of information about customer (Attaran & VanLaar, 1999). The internet consists of a vast number of linked computers carrying many information and data. When the customer accesses to the internet he/she is opened to various threat and may lose very important data. Customers have very strong views about protecting their privacy on the internet (Attaranm & VanLaar, 1999). Nowadays databases are becoming accessible from the internet and search engine makes it quite easy and accessible. Because customer privacy is very important in transaction between customer and service provider online, privacy concern was found to have a significant affect on users' behavioural intention in e-commerce (Tao, 2008). Moreover, in the context of electronic commerce, privacy has found to be a significant factor affecting user behavior (Dinev & Hart 2006). Therefore, customer privacy is proposed to be antecedent of e-CRM performance in this study.

4. Technology Acceptance Model (TAM) and Hypotheses

Theoretical framework in the present study is derived mainly from Technology Acceptance Model Theory (TAM). The majority of the variables were extracted from the previous researches. Literature about customer attitude to adopt a particular technology has been derived from the TAM, initially proposed by Davis (1989) to predict the acceptance of new technology within organizations. TAM derives from the Theory of Reasoned Action (TRA). Many researchers have used TAM successfully to predict behavioural intent towards technology usage (Ma and Liu, 2004; Venkatesh, Morris, Davis, & Davis, 2003; Venkatesh & Davis, 2000). Previous studies interested in predicting the intention in adopting a particular technology or assessing the usage itself have used TAM effectively and successfully. TAM is the most referred theoretical framework that applies to the understanding of individual's e-behaviour towards a new technology (Lee, Kozar & Larsen, 2003).Human behaviour can be seen as the actual performance of intentions (Maslow, 1943). It is triggered by various reasons and motivations (Hanley & Wilhelm, 1992), whether they be psychological or physical (Lester, 1990), social, cultural or situational (Maslow, 1943). Behavioural intention can be explained by the attitude towards use of the system and its perceived usefulness. Attitude towards use of the system can be explained by perceived usefulness and perceived ease of use. Warshaw and Davis (1985) define behavioural intention as the degree to which a person has formulated conscious plans to perform or not perform some specified future behaviour. This is consistent with the TRA (Fishbein & Ajzen, 1975) and its successor Theory of Planned Behaviour. Ajzen (1985) argues that behavioural intention is a strong predictor of future actual behaviour. Researchers have simplified TAM by removing the attitude construct found in TRA from the current specification (Venkatesh et al., 2003). For example, Chau and Hu (2001) established that subjective norm did not influence behavioural intent directly, as result, it was not included into their TAM. E-CRM performance in mobile phone service industry is a new area of research. Majority of the coming variables are new in the sense of this area of study, as not much literature are found to explore it in the term of the general perception e-CRM performance. Based on the literature found concerning e-CRM performance concept and TAM theory, researcher purposed dimension and sub dimension to represent the antecedents of e-CRM performance. The sub dimensions adopted by this study were t, customer privacy and customer switching intention. However, when the user perceive the mobile phone services is enjoyable he will recommends the service provider to his friends, maintain service usage and provide positive word of mouth. Therefore, this study hypothesized the following:

H1:Customer privacy is positively related to electronic customer relationship management performance.

H2:Customer-switching intention is negatively related to electronic customer management performance.

5. Research Method

Data were collected by self-report questionnaires from Jordan university students in Jordan. Once the entire respondents have been identified, the next procedure in the study involved distribution of the questionnaires. Data were collected through survey whereby the questionnaires were distributed to the respondents personally by hand and by mail.

The study's population consisted of mobile phone users in Jordan. The study sample was students studying in Jordan University. In this research, students were chosen as the study samples for several reasons. Firstly, using university students for this study was appropriate because this group is an important target market for mobile phone services providers (Li & Zhang, 2005). The students represent professional users who handle typical mobile phone service activity such as SMS, chatting, games and other services (Li & Zhang, 2005). Furthermore, in a recent study of mobile phone usage, consumers in the 18-24 year age group used mobile phones 71% more than the average for all age , additionally, Wang and Head (2007) chose university students in their study on e-retailing research because they can use the internet for communication and commercial transactions and are a representative appropriate sample for such studies. The measures of the variables in this study are summarized in the table 1 below.

Table 1. Summary of Measurement for Variables

Variables	Questionnaire Design	Previous Alpha Value	Sources
E-CRM	Likert scale 1-5	0.88	Wang et al. (2004)
CP	Likert scale 1-5	0.92	Flavian & Guinaliu, (2006)
CSI	Likert scale 1-5	0.71	(Anto´n, Camarero, & Carrero, 2007; Jones, M., Mothersbaugh, & Beatty, 2002)

6. Analysis and Desiccation

Chi-square test is conducted to examine if there is any significant difference between the early and the late response, in term of their demographic profiles. Chi-square test was used to determine if two categorical variables are related (Pallant, 2001). Demographic variables, which were not in a categorical format in the questionnaire (experience with mobile phone service provider), were converted into categorical variables. Before the test was carried out, it was examined that we have not violated the assumption for chi-square test that is, minimum expected cell frequency in any cell should be five or more for two by two tables (Pallant, 2001). T-test was used to see if there is a statistically significant difference in the mean scores for two groups of variables (gender) and marital status. One-way analysis of variance (ANOVA) is used to examine whether there exist any difference in the level of e-CRM performance performed by demographic variables with more than two categories (that is age, academic qualification and the length of using the current mobile phone service provider). As

ANOVA test assumed equal variances, the test of homogeneity of variance was first examined in order to insure that the assumption of homogeneity of variance has not been violated.

Table 2 shows evidence of the influence of the antecedent factors on e-CRM performance. The F-statistic of 46.428 and Sig .000 (a) provide evidence that the relationship between the customer privacy and e-CRM performance is significant (R2 =.619; Sig =.000 (a), and the relationship customer switching intention and e-CRM performance was not significant, Sig =.239 (a) .The R2 obtained indicates that the antecedent factors account for 61.9 percent of the variation in e-CRM performance. Of all the variables included in the regression equation, one of variables emerged as significant and other was not significant predictors of e-CRM performance. These are customer privacy and customer switching intention.

Table 2. Summary of Multiple Regression Analysis for Factors Influencing e-CRM Performance

Antecedents	Unstandar Dized Coefficients		Standardi dizd Coefficients	Sig.
	B	Std. Err	Beta	
CP	.139	.029	.123	.000
CS	-.026	.027	.031	.239

Note; Dependent Variable = e-CRM; R = .786(a); R2 =.619; F = 46.428; Sig = .000(a)

Respecting customer privacy preferences and providing customer confidentiality are vital to establishing and maintaining a trusting relationship between customers and service providers. As business develops more sophisticated technologies to collect, store and distribute information on customers, privacy and security of this information are raising concerns among customers. Indeed, lack of privacy in online transactions is becoming a major obstacle and barrier to the spread of e-commerce (Lardner, 1999), due to the loss of control perceived by the user over the use of personal information supplied to the seller (Hoffman Hoffman, Novak & Peralta, 1999) With the increasing importance of mobile phones as informational and transaction tools, mobile phone privacy becomes an important concern for customers. However, if subscribers are concerned about privacy in general and mobile phone service privacy in particular, service providers have to understand the nature of their concerns and interest and focus more on customer privacy. Indeed, this research found a significant relationship between customer privacy and e-CRM performance in mobile phone service context. This finding is consistent with previous research by Singh and Hill, (2003) who found that customers have very strong views about protecting their privacy on the internet transaction context. In addition, Kervenoael, Soopramanien, Hallsworth, and Elms (2007), and Singh and Hill (2003) found that a positive relationship between customer privacy and service provider become a main driver in internet business (Singh & Hill, 2003) and purchase intention. Furthermore, Janowski and Marcus (2002) argued that customer information privacy is also a critical consideration for customer service. Similarly, Singh & Hill, 2003 in a study to investigate the different aspects of the relationship between e-businesses and customers, noted that, incorporation of privacy issues in e-business is good practice not only to lighten consumer concerns about privacy but also to meet customer expectations of e-businesses to provide quality customer relationships. Indeed Goldberg, 2000 (2009) asserts that customer privacy will have a positive effect on customer performance.

In Jordan, privacy is a major concern among mobile phone users, and privacy-related risk reduces consumer trust in service providers. The service providers are expected to able to identify the person who broke a law, breached a privacy policy, or allowed unauthorized access to its mobile phone subscribers if the providers did not have sufficient security procedures. On the other hand, the customers also expect that they are allowed to block any user who broke the privacy law or try to disturb users. Indeed, this study found a positive relationship between customer privacy and e-CRM performance in mobile phone industry. This result indicates that when the service providers protect the subscribers' privacy, they will be more satisfied with the service provided and trust the service providers. This will then encourage the providers to adopt more e-CRM. Therefore, e-CRM performance will be enhanced.

As mobile phone service providers increase their understanding of the factors and situations that foster privacy concerns, such knowledge can be employed to reduce consumer concerns and enhance consumer satisfaction and loyalty. This situation makes customers more confident on the level of privacy when dealing with this type of business in their daily life. Furthermore, service providers have to guarantee their customers on the protection of their data all the time especially when they serve for their account information, transaction history and other daily transaction.

In the present study, customer-switching intention was found to be not related to electronic customer relationship management performance. This means that the intention of the customers to switch service provider is not related e-CRM performance. The non significant relationship found in this study is not expected because customer-switching intention has been regarded as particularly a problematic issue among mobile phone service users (Aydin, Ozer, & Arasil, 2005; Aydin & Ozer, 2005). This study's findings contradict with Gerrard and Cunningham (2004) who found that many incidents such as pricing, service failures, and inconvenience influence customers in a bank switching decision. These incidents were found to account for about 90 percent of bank switching. Keaveney (1995) asserted that once customers switch services, it is likely that they will engage in post-switching behaviors related to the incident, She found that 75 per cent of customers had told at least one other person, and usually several other people, about the service switching incident. She also discovered that 85 per cent of the respondents already found a new service provider and half of them found the new service provider through word-of-mouth communications, references and referrals. The reason of the non significant impact of customer switching intention on e-CRM performance is more likely due to the overriding effect of customer trust, customer commitment and customer privacy on e-CRM performance.

7. Conclusion

The factors influencing e-CRM performance, several inferences can be made from these findings. It can be concluded that the antecedents of e-CRM performance are quite diverse in their nature and origin. The present research suggests several factors as important determinants of e-CRM performance. By having a sufficient channel for the electronic transaction, customers feel confident and their level of trust and commitment toward the services will increase. The online service requires a higher level of trust since the situation is not normal as usual physical transaction. So it is important for the service providers to improve their services by considering the important features than can enhance commitment and trust so that the higher level of e-CRM performance can be achieved .

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