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Consideration of satisfaction factors of electronic management of relationship with customers in factories

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Abstract
Widespread usage of web technology provides an opportunity for business in order to use internet as the tool for management of electronic relationship with costumers. Organizations that undertake expense of investment in this field, one of their primary purposes is improvement of satisfaction of costumers. For this reason, in most of organizations which use the system of electronic relationship with costumers, there is this question that does this action affects customer satisfaction or not? Therefore, it is determined that this question and dimensions of customer satisfaction are considered in research project. The present research is functional in terms of the purpose. The results of research, after collection of data and analysis by using LISREL software shows that electronic management in factories affects satisfaction dimensions of after-sale services, product and sales process.

Key Words: *electronic management of relationship with customer, customer satisfaction, structural equations*

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Introduction

Nowadays, organizations believe that they can hope to their long-term profitability only by repetition of customer purchase. The thought of organizations for creating value for customer and achieving stable competitive advantage causes that attention to customer is considered very much. In past, enterprises thought about more sales and profit but today more sale is logical if it is performed through lower customers because the thought of advertisement for anyone and sale to anyone doesn`t assure long-term profitability of an organization. Customer retention and achieving his loyalty and trust that derives from experiences of customer relationship with company is the golden key for long-term profitability and success of companies. In fact, E-CRM is functional approach in customer retention. Business market as the field of competition competitors is focused on customer retention and creation of loyalty in him rather than achieving new customer. Online purchasing facilities may enter customers from virtual terminals into company but what is considered as their second reference from that door is the quality of customer care system of the company. Universality of business, increase of intense competitions, importance of customers' loyalty retention, customer relationship management and marketing force the companies to change management and create special relationship with customers. Customer relationship management cannot maintain customers for long time. Therefore, organizations are using database system and E-CRM now. In addition to encounter with psychological changes of customers priorities and needs of customers yield to challenges in front of managers.

In a dynamic business environment, the priority of business is in improvement of the quality of customers services. In case of challenges in front of managers, many organizations begin application of management strategies of customer relationship management on strategies of business that is introduced for increasing satisfaction and loyalty of customers. This perception is important that E-CRM is not only the execution tool, but suitable approach for relationship with customers. In ideal mode, E-CRM enables the organization to supply its products and services according to needs and expectations of customers. Some of common reasons for achieving E-CRM system are: increase of income and profitability, increase of customer satisfaction, simplifying processes and reducing expenses and acceleration of decision-making.

E-CRM is the last approach that companies use for increasing and improving services and products and purchasing and increasing marketing skills. E-CRM cares rigorously all aspects of users during transaction cycle (before and after purchase).

Hypotheses

1. There is positive and meaningful relationship between electronic management in companies and increase of satisfaction of after-sales services.
2. There is positive and meaningful relationship between electronic management in companies and increase of satisfaction of product in electronic management.
3. There is positive and meaningful relationship between electronic management in companies and increase of satisfaction of sale process in electronic management.

i. 4 There is positive and meaningful relationship between increase of after-sales services and customer satisfaction in electronic management.

4. There is positive and meaningful relationship between increase of satisfaction of the product in electronic management and customer satisfaction in electronic management.
5. There is positive and meaningful relationship between satisfaction of sale process in electronic management and customers' satisfaction in electronic management.
6. There is positive and meaningful relationship between electronic management in facto-

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ries and improvement of electronic relationship with customer.
7. There is positive and meaningful relationship between improvement of electronic relationship with customer and increase of satisfaction of after-sale services.
8. There is positive and meaningful relationship between improvement of electronic relationship with customer and increase of satisfaction of product in electronic management.
9. There is positive and meaningful relationship between improvement of electronic relationship with customer and increase of satisfaction of sale process in electronic management.
10. There is positive and meaningful relationship between improvement of relationship with customer and customers' satisfaction in electronic management.

Research literature

Features and advantages of E-CRM

Philip Kotler, popular name in marketing, believes that electronic relationship management with customer is the part of the concept of electronic business that describes use of electronic tools and platforms for guiding affairs of companies and factories and enables institutions to service their customers faster and more accurate in extensive time and place domain and also with lower cost. As a result, we can customize and personalize products and services for customers (Kotler, 2003:40). All managerial aspects of this case are affected from this matter that how customer choose his purchases and also providing different and typical services for customers. This opportunity even improves function of customer and more practical. Electronic environments with electronic channels introduce functional advantages that fill disadvantages of much effective customer relationship management capabilities. These advantages include relationship costs that are cheap in comparison with relationship costs by using common channels. In addition, it is provided better one to one relationship for performing market affairs because carrier stations have more personal information about their customers. Extensive coverage of internet enables all companies to achieve full information about their customers. For example, about history of purchase, psychological statistics, and profitability of services history etc. companies can use this information in the way of behavior and encounter with their customer.

This possibility enables companies to differentiate their way of behavior with different customers and as a result, among their other competitors in the market. Whatever there are better information and more accessibility to them, we can be successful in management of affairs (Reinmartz & Kumar, 2000:35). Electronic customer relationship management is not only about faster interaction of information but also ability of increasing electronic channels value is as the tool for attraction, achievement and retention of customers in a personalized form and different from others. Electronic channels provide this possibility to implement capabilities of customer relationship management with lower cost and risk. (For example, principally, electronic costs calculation is half of calculation of the cost of performed affairs on the paper). For implementation of effective capabilities of customer relationship management, there are several ways for entering aged and emerging electronic channels.

Customer satisfaction

Undoubtedly, customer satisfaction is one of much strategic matters in the recent decade. Customer care is the most important factor of success in any organization. Customer is the largest investment of any institution. Customer pays all out income, salary and advantages (Azrei Matin, 2009:160). Now, in world economy that customer creates organization survival; organizations cannot ignore expectations and demands of customers. They must orient all their activities and abilities toward customers because their only source of investment return is customers. Therefore,

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the first principle of today business world is creation of customer approval value. Nowadays, we live in service-oriented social and economic conditions that this condition is ever-increasing. In other words, referred need more services and care rather than past. In a general view, any customer (generally) is satisfied or unsatisfied after receiving services or purchase and using a product. Satisfaction is existence of positive feeling that is created in customer or receiver. This feeling is created by fulfilling customer expectations and the performance of supplier. Based on this matter that customer expectations and service or product are even, or the product is higher or lower than the expectation of the customer, feeling of satisfaction or excitement or dissatisfaction is created. Customer satisfaction is better than his dissatisfaction. Therefore, we must try customer is satisfied with product of service of performance of organization and also enjoy from them. Satisfaction is only the part of level that should be passed in the path in order to customer enjoys product.

Enjoying product (and not customer satisfaction) causes his loyalty and continuity of his loyalty. From emotional point of view, satisfaction is something that customer expects it. But enjoying the product is something else that assures customer. Form customer point of view, enjoying product is something that is somehow more than expected value added. Enjoying product causes value added in his long-term relationship with organization, the relationship that exists between supplier of product and services with customer (Dadkhah, 2008, 41). Services are intangible and often based on information for customer. They are produced based on the need of costumer and their production and consumption are simultaneous. Therefore, separation of process and product from each other is difficult (Haataja, 2005).

History of the research

MousaKhani & Shams (2006) performed the research as electronic customer relationship management, Relationship Bridge of business management and information technology. The results of this research show that recognition og any data through techniques of data warehouse and business customer care strategy helps organization to sale more products and services for retention of good and loyal customer. In other words, advanced analysis of customer data allows company to recognize the customers that doesn't want to service them and beside technological advancements and CRM innovations, introduces a basic and fundamental portfolio management of product to customer portfolio management that needs change of business process and individuals.

Baghri and Omidi kia (2007) performed the research as designing conceptual model of electronic relationship management with customers in leasing industry. Based on achieved results from this research, from 80 respondents, 64 percent at least referred to one of websites of leasing companies while only 6 persons purchased from business sites. This statistics show that although customers believes that website is proper tool for information gathering, because of different reasons these persons have little tendency for online purchase. Karimi and Shaban Elahi (2008) performed the research as introduction of strategic framework for electronic management of relationship with customer and after consideration of execution levels of E-CRM resulted that successful execution of E-CRM needed integration of information and resources.

Conceptual model of research

Research method

The present research is descriptive of the type of correlation from nature aspect. Statistical population in this research is managers of industrial factories of Tehran province that are selected after electronic consideration of customer relationship process. Present research is based on structural equations. For consideration of relationship among variables, several

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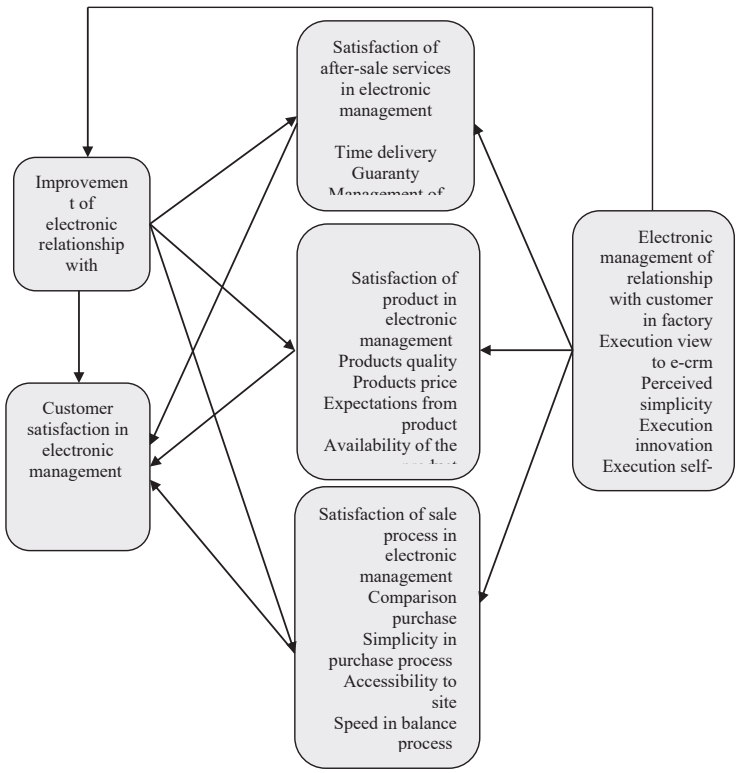

Figure 1. conceptual model of research

approaches are introduced in recent decades. One of these approaches is the model of structural equations or multi-variable analysis with Latent variables. The model of structural equations is comprehensive statistical approach for examining the hypothesis about relationship among observed variables and latent variables. Through this approach, we can examine accessibility of theoretical models in special populations. Because most of current variables are in the form of latent or hidden, necessity of using these models increases day to day (Segares, 1997).

To determine sample volume and in terms of technique of structural equations, sample volume is calculated as:

$5q \leq n \leq 15$

Here, q is the number of measuring variables.

$$15 \times 40 \leq n \leq 5 \times 40$$

$$600 \leq n \leq 200$$

In the present research, in terms of using technique of structural equations and to achieve reliable results, 330 questionnaires are distributed that 300 numbers of them are used and sampling performs by using regular category. Present research is field study and the most common technique of data collection in this kind of researches is use of questionnaire.

Validity of research

The purpose of validity is that measuring tool can measure intended feature and characteristic. If a tool doesn`t have valid measuring tool, it will make valueless and unfair the research. For validity evaluation of the tools of the present research, validity of this research is confirmed by related professors.

Stability of research tool

Stability means that research tools measure intended feature with what accuracy and how much the results are stable. For this aim, if we measure a feature under the same conditions several times, the results will be the same and similar. In this research, the amount of Cronbach`s Alpha based on the first 30 ques-

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tionnaires that researcher distributes is 0.91 that shows high level of stability.

Research findings

As we can see from figure number 1, the variables which are defined in the model are in an independent variable equation and dependent in other equations and this matter creates linkage and interrelation in the form of equations. Therefore, all these equations should be considered simultaneously. This category of equations is in fact equations which determine hypothesized relationship among latent variables in the model. Through them, standardized coefficients of regression (path coefficients i.e. B) are calculated.

Figure 2 shows significantly for each of coefficients of structural equations.

Figure number 3 shows the amount of t statistic for each of coefficients in terms of introduced equations.

As it is observed from results of table 4, it is obvious that structural coefficient of electronic management of relationship with customer on satisfaction of after sale services is 0.68 and according to the amount of T statistic that is 4/43>1/96, this coefficient is meaningful. Interpretation of other results of table is also similar.

Conclusion and suggestions

There is positive and meaningful relationship between electronic management in factories and increase of satisfaction of after sale services.

This hypothesis is confirmed by structural coefficient of 0.0268 and statistic t of 4.43. Achieved results in this research are similar to the results of research of Mansouri and Kazem Zade (2009), Kamalian and Amiri Lari (2009), Duncan and Grey (2002) and John becker et al. (2009).

There is positive and meaningful relationship between electronic management in factories and increase of satisfaction of sale process in electronic management. Achieved results in this research are similar to research of Albadavi and EnayatTabar (2006), Kamalian and Amiri Lari (2009), Duncan and Grey (2002) and John becker et al. (2009).

There is positive and meaningful relationship between increase of product satisfaction and customers' satisfaction in electronic management in factories. Achieved results in this research is similar to the results of researches of Albadavi and EnayatTabar (2006), Kamalian and Amiri Lari (2009), Duncan and Grey (2002) and John becker et al. (2009).

There is positive and meaningful relationship between increasing satisfaction of after-sale services in electronic management with customers` satisfaction in electronic management. Achieved results are not similar to the results of research of Duncan and Grey (2002). There is positive and meaningful relationship between increasing product satisfaction and customers` satisfaction in electronic management. This hypothesis is confirmed by evaluated coefficient of 0.68 and statistic t of 4.56. Achieved results are similar to the results of Albadavi and EnayatTabar (2006), Sarfaraz and Memar Zadeh (2009), Duncan and Grey (2002) and John becker et al. (2009). There is positive and meaningful relationship between sale process satisfaction in electronic management and customers` satisfaction in electronic management. This hypothesis is confirmed by evaluated coefficient of 0.25 and statistic t of 2.64. Achieved results are similar to the results of Albadavi and EnayatTabar (2006), Sarfaraz and Memar Zadeh (2009), Duncan and Grey (2002) and John becker et al. (2009).

There is positive and meaningful relationship between electronic management in factories and improvement of electronic relationship with customer. This hypothesis is confirmed by evaluated coefficient of 0.60 and statistic t of 7.89. Achieved results are similar to the results of Albadavi and EnayatTabar (2006), Sarfaraz and Memar Zadeh (2009), Duncan and Grey (2002) and John becker et al. (2009).

There is positive and meaningful relationship between improvement of electronic relationship with customer and increasing after-sale

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stability	question	Variable name	row	stability	question	Variable name	Row
0.75	26-31	Customer satisfaction in electronic management	4	0.79	1-11	Satisfaction of sale process in electronic management	1
0.70	32-34	Improvement of electronic relationship with customer	5	0.74	12-15	Satisfaction of after sale process in electronic management	2
0.82	35-40	Electronic management of relationship with customer	6	0.76	16-25	Satisfaction of product in electronic management	3
				0.91	1-40	total	

Table 1. Number of questions and stability of each variable

Test name	Standard amount	Achieved amount	result
RMSEA	<0/1	0/01	Fitting is proper
GFI	>0/9	0/94	Fitting is proper
AGFI	>0/9	0/99	Fitting is proper
RMR	<0/08	0/01	Fitting is proper
SMRM	<0/08	0/01	Fitting is proper
NFI	>0/9	0/83	Fitting is not proper
NNFI	>0/9	0/86	Fitting is not proper
CFI	>0/9	0/9	Fitting is proper
IFI	>0/9	0/9	Fitting is proper

Table 2. Results of goodness of fit test

services satisfaction. This hypothesis is not confirmed by evaluated coefficient of -0.17 and statistic t of -1.65. Achieved results are similar to the results of Duncan and Grey (2002) and John becker et al. (2009). There is positive and meaningful relationship between improvement of electronic relationship with customer and increasing product satisfaction in electronic management. This hypothesis is confirmed by evaluated coefficient of 0.26 and statistic t of 2.899. Achieved results are similar to the results of Albadavi and EnayatTabar (2006), Sarfaraz and Memar Zadeh (2009), Duncan and Grey (2002) and John becker et al. (2009).

There is positive and meaningful relationship between improvement of customer relationship and customers` satisfaction in electronic management. This hypothesis is not confirmed by evaluated coefficient of 0.14 and statistic t of 1.63. Achieved results are not similar to the results of Duncan and Grey (2002) and John becker et al. (2009). Nowadays, factories must focus on considering high value for customer through better relationship, faster conveyance and personal products and

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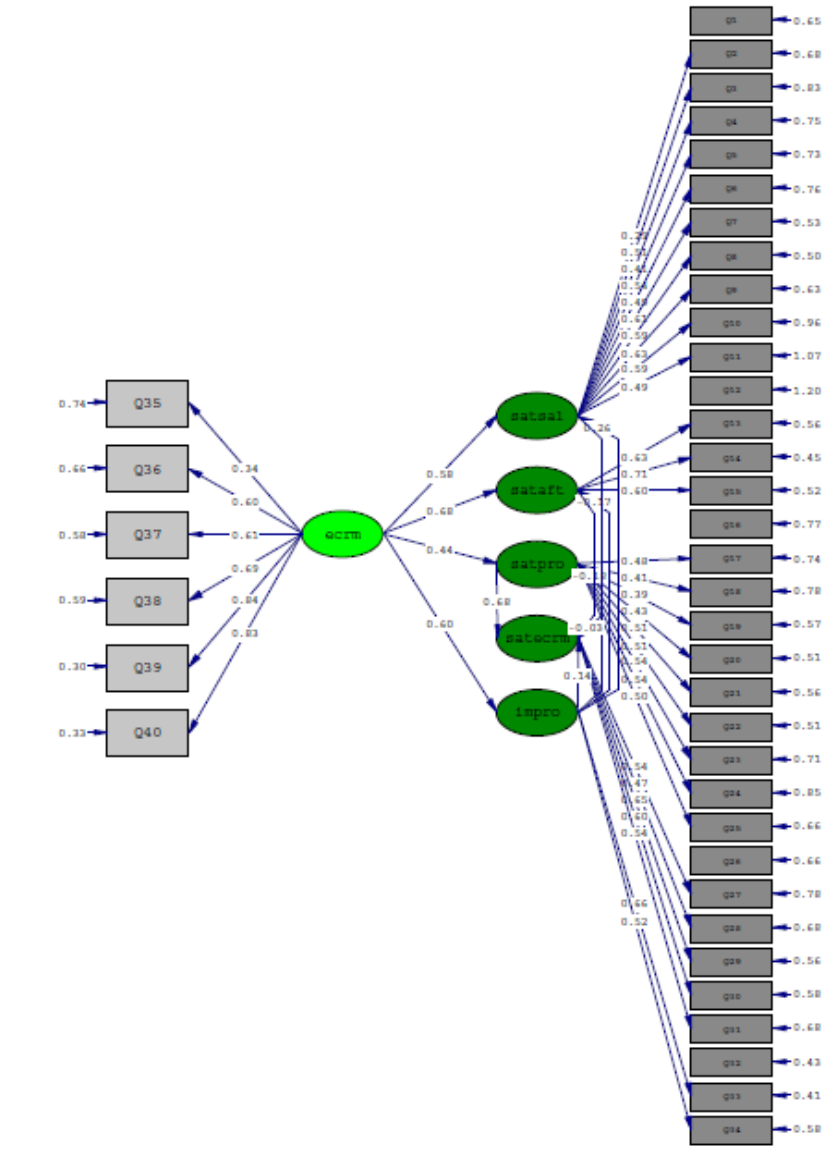

Fig.2: significantly of coefficients

services. Since high percentage of customers `interaction occurs before relationship with staff through internet (Bultema, 2000), technology must be adapted to adjust with changing and unpredictable market. Organizations that perform E-CRM and electronic business forms achieve maximum advantages (Lange, 1999). The future of E-CRM is management of relationship with electronic customer that coordinates inter channel relationships (Saunders, 1999:17). Also, this matter is considered as an electronic participation ecosystem with a complicated world network with connected partners that surround collection of markets and industries (Creighton, 2000; Siebel, 2001).

In the present competitive environment, factories must maintain their valuable customers for protection of competition. An approach that can be used for achieving loyalty of customers is introduction of personal services to them. Now, E-CRM provides the possibility of any service for customers.

Electronic management of relationship with customer is the comprehensive approach that

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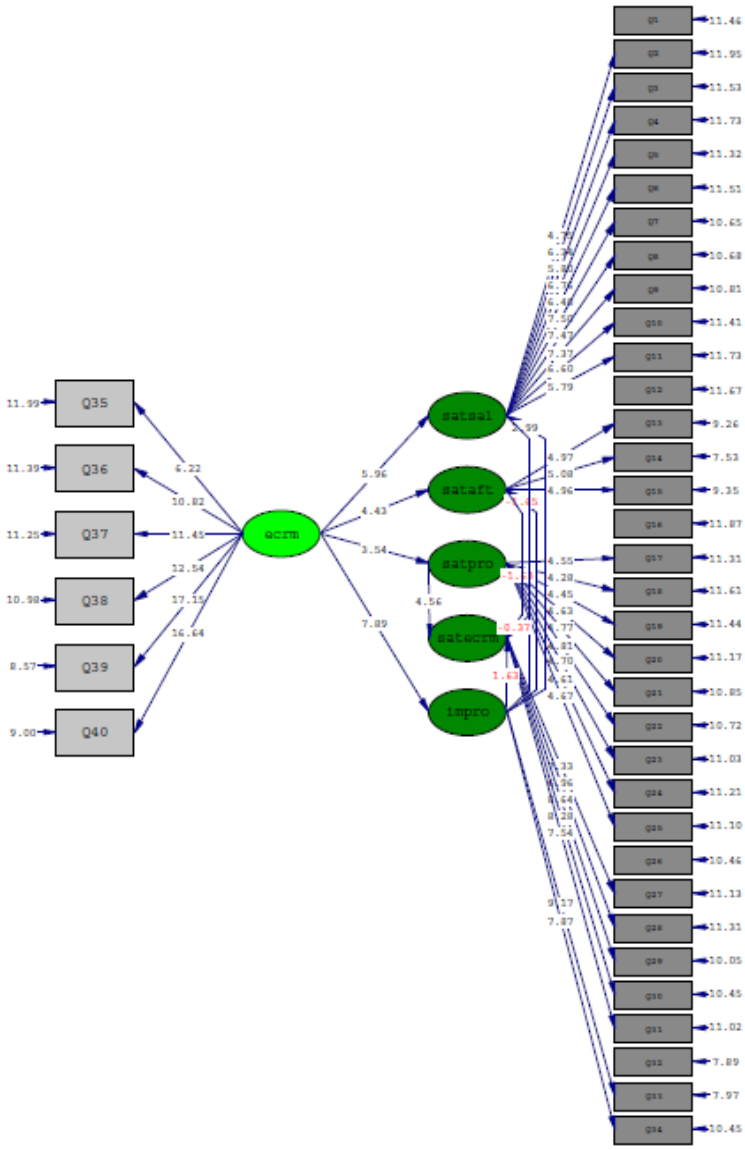

Figure 3. The amount of t statistics

assures to maximize relationship with all customers. These customers include internet or electronic customers, members of distribution channels and providers of products and services. Recognition of any customer through techniques of data warehouse and strategy of customer care business help organization to sale more products and services for retention of proper and loyal customer. Peppers and Rogers (1999), as a factor for maximizing lifetime customer share, consider this subject that result to customer retention and customer profitability. In other words, advanced analysis of customer data allows company to recognize the customers who does not want to service them. Beside technological advancements, CRM innovations introduce a basic orientation from portfolio management of product to portfolio management of customer that needs change of business process and individual change. Simultaneous with beginning second engineering of factories, each staff must walk through his engineering way by changing business process, organizational culture and his view about customers and how encounter with them.

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Latent variables	Observed variables	β	t
Satisfaction of sale process in electronic management	Q1	----	-----
	Q2	0/29	4/75
	Q3	0/51	6/34
	Q4	0/41	5/80
	Q5	0/54	6/76
	Q6	0/49	6/40
	Q7	0/61	7/50
	Q8	0/59	7/47
	Q9	0/63	7/37
	Q10	0/59	6/60
	Q11	0/49	5/79
Satisfaction of after sale services	Q12	----	----
	Q13	0/63	4/97
	Q14	0/71	5/08
	Q15	0/60	4/96
Satisfaction of product in electronic management	Q16	----	----
	Q17	0/48	4/55
	Q18	0/41	4/28
	Q19	0/39	4/45
	Q20	0/43	4/63
	Q21	0/51	4/77
	Q22	0/51	4/81
	Q23	0/54	4/70
	Q24	0/54	4/61
	Q25	0/50	4/67
Customer satisfaction in electronic management	Q26	----	----
	Q27	0/54	7/33
	Q28	0/47	6/96
	Q29	0/65	8/64
	Q30	0/60	8/28
	Q31	0/54	7/54
Improvement of electronic relationship with customer	Q32	----	----
	Q33	0/66	9/17
	Q34	0/52	7/87
Electronic management of relationship with customer	Q35	0/34	6/22
	Q36	0/60	10/82
	Q37	0/61	11/45
	Q38	0/69	12/54
	Q39	0/84	17/15
	Q40	0/83	16/64

Table 3. The amount of coefficient and t statistic

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hypotheses	Relationships	Structural coefficient	T	Comparison with critical amount	significantly
H1	*ecrm → sataft*	0/68	4/43	4/43>1/96	Significant
H2	*ecrm → satpro*	0/44	3/54	3/54>1/96	Significant
H3	*ecrm → satsal*	0/58	5/96	5/96>1/96	Significant
H4	*sataft → satecrm*	-0/03	-0/37	1/96< 0/37	Not significant
H5	*satpro → satecrm*	0/68	4/56	4/56>1/96	Significant
H6	*satsal → satecrm*	0/25	2/64	2/64>1/96	Significant
H7	*ecrm → impro*	0/60	7/89	7/89>1/96	Significant
H8	*impro → sataft*	-0/17	-1/65	1/65<1/96	Not significant
H9	*impro → satpro*	-0/18	-1/63	1/63<1/96	Not significant
H10	*impro → satsal*	0/26	2/99	2/99>1/96	Significant
H11	*impro → satecrm*	0/14	1/63	1/63<1/96	Not significant

Table 4. Direct impacts of latent variables on each other

With ever-increasing growth if information technology, factories do not consider digital advantages of customer relationship just as a choice but they must know it as undeniable necessity. Like agriculture era, high dependency is created between seller and buyer and customers expect their special products. Here, factories need tools of information technology by which create new innovations for customer satisfaction.

E-CRM does not abolish traditional marketing but empowers it. One of these empowerments is information technology tools that marketers can use them for developing an online technology. Different strategies of marketing must be codified through application of these tools and of course awareness of future challenges and help managers for developing optimum strategy based on condition of organization.

E-CRM is considered as strategic investment for all factories in this era and the processes indicate factories that have the best strategy of customer relationship are the brand of intense competition in customer attraction and retention.

Factories must try to customers observe a type of conformity between features of received services and their needs. For this aim, factory can personalize its E-CRM system. It means, by formation of comprehensive and specialized profiles for any customer, factory introduces required services of that customer as soon as his entry to E-CRM system.

The factory must try to recognize ideal E-CRM system from customer point of view and moves toward improvement of current system and even higher than customer ideal. For this aim, factory can ask questions about customers` ideals or by formation of a re-

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search panel or a group of test and consideration of tastes, their opinions and approaches steps toward improvement of current level of E-CRM system of factory.

Most of factory income is supplied from old customers. Experience shows that about 5 percent increase in customer retention means 25 percent growth of profitability of company. Therefore, we can achieve below results about electronic management of relationship with customer in functional frameworks:

o Presentation of better service to customer
o Helping sale section staff
o Simplifying processes and procedures of marketing and sale
o Exploring new customers and new needs of customers
o Increasing customer income
o Effective centers of telephone and internet
o Helping business for using human resource and technology for achieving insight about customer behavior
o Helping to achieve value of special information for customer

Researchers always face with limitations in their researches that some of them are observed at beginning. From most common principles of research and study is accessibility to statistics and information. There are some problems in this field that causes accessibility to research services like books, magazines, statistics and datasets etc. are not simple. Part of this problem is the result of lack or shortage of mentioned research services. On the other hand, wrong culture causes personalized view about these cases and as a result, individuals and institutions avoid transfer of their findings to others. Also, unwanted variables that may result from special designs and approaches that are used in the research often compromise internal and external validity of the research with different kinds. We must know that in behavioral sciences, controlling or full removing of these kinds of factors is impossible. However, researchers try to predict and recognize these factors as much as possible and use all necessary cautions for reducing them.

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