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The Effects of Customer Relationship Management Dimensions on Business Performance: A Field Survey on Hotels in Turkey

Tevfik Şükrü Yapraklı[1], Oğuz Han Aykut[2]

Abstract

Customer relationship management is a comprehensive management philosophy that aims to create a customer-centered strategy as a result of a change that covers the entire enterprise. Business performance is a reflection of how a business can benefit from tangible and intangible resources to achieve its goals. The aim of the research is to examine the effect of customer relationship management (CRM) dimensions on business performance. The scope of this research is constituted by the administrators of the 3-, 4- and 5-star hotels in hospitality industry in Turkey. According to the 2021 data of the Turkey Hotel Association (TÜROB), there are 2531 hotels in Turkey that have the tourism management certificate of the Ministry of Culture and Tourism in the hospitality industry. An electronic questionnaire was applied to 1996 hotel managers (CEO, manager, deputy manager, department manager, and other managers) due to in correct or missing e-mail address of 535 hotels. Among them, 174 hotel managers completed the survey. As a result of the study, it was seen that customer relationship management affects business performance and sub-dimensions of business performance, namely financial, internal process, customer, learning and growth performance.

Keywords: Customer Relationship Management, Business Performance, Customer Relationship Management Dimensions, Business Performance Dimensions, Hotels

Jel Codes: M30, M31, M39

Müşteri İlişkileri Yönetimi Boyutlarının İşletme Performansı Üzerine Etkileri: Türkiye'deki Otel İşletmelerine Yönelik Bir Araştırma

Özet

Müşteri ilişkileri yönetimi, işletmenin tamamını kapsayan bir değişim sonucunda müşteri merkezli bir strateji oluşturmayı hedefleyen kapsamlı bir yönetim felsefesidir. İşletme performansı, bir işletmenin hedeflerine ulaşmak için maddi ve maddi olmayan kaynaklardan nasıl yararlanabileceğinin bir yansımasıdır. Bu araştırmanın amacı, müşteri ilişkileri yönetimi boyutlarının işletme performansı üzerine etkilerini incelemektir. Araştırmanın kapsamını Türkiye'de konaklama sektöründe faaliyet gösteren 3, 4 ve 5 yıldızlı otel işletmelerinin yöneticileri oluşturmaktadır. Türkiye Otelciler Birliği (TÜROB) 2021 yılı verilerine göre, konaklama sektöründe Kültür ve Turzim Bakanlığı turizm işletmeciliği belgesine sahip Türkiye'de 2531 otel işletmesi bulunmaktadır. 535 otel işletmesinin e-posta adresinin hatalı veya eksik olması nedeniyle 1996 otel yöneticisine (CEO, müdür, müdür yardımcısı, birim yöneticisi ve diğer yöneticiler) elektronik ortamda anket uygulaması yapılmıştır. Bunlar içerisinden 174 otel yöneticisi geri dönüş sağlamıştır. Araştırma neticesinde müşteri ilişkileri yönetiminin işletme performansını ve işletme performansının alt boyutları olan finansal performans, müşteri performansı, iç süreç performansı ve öğrenme ve büyüme performansını etkilediği görülmüştür.

Anahtar Kelimeler: Müşteri İlişkileri Yönetimi, İşletme Performansı, Müşteri İlişkileri Yönetimi Boyutları, İşletme Performansı Boyutları, Otel İşletmeleri

Jel Kodları: M30, M31, M39

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1. Introduction

As a result of changing economy and market structures, it is observed that customers are constantly in new expectations and needs. The desire to meet the demands of the customers is becoming more and more difficult to keep up with the competition while creating a driving force on the enterprises to keep up with the changing conditions. In order to meet the needs of their customers, businesses operating under intense competition to increase their customer potential and to preserve their current situation, they have to spend a lot of effort by applying various means (Castellanos-Verdugo, Oviedo-Garcia and Roldan, 2009: 215-252). The willingness of businesses in different sectors to establish and manage their relationships with their customers more effectively, their efforts to create customer loyalty and satisfaction, increased profitability and customer retention expectations transform customer relationship management practices into a necessity for businesses (Keramati, Mehrabi and Mojir, 2010: 1173). As a result, hotels can provide a unique experience to their customers by focusing on the implementation of a customer relationship management strategy that aims to find, collect, and store the right information, share it across the organization, and then use all organizational levels to create a personalized structure. (alem Mohammad, bin Rashid and bin Tahir, 2013: 229).

In this study, the effects of customer relationship management dimensions on business performance were examined. The research consists of four parts. In the first part; a conceptual framework and literature review has been made about customer relationship management, dimensions of customer relationship management, business performance, and business performance dimensions and explanations have been given. In the second part; information about the research framework, constraints, data collection and sampling method and survey design is given. In the third part; various analyzes were made on the data by evaluating the findings. In the last part, various suggestions were made by stating the results obtained.

2. Conceptual Framework

2.1. Customer relationship management

Businesses are required to manage customer relations effectively in order to maintain their competitiveness in dynamic markets where there is constant change and intensive competition. In order for businesses to be successful and profitable, they must understand, meet and even exceed the expectations of existing and potential customers. The notion of customer relationship management is critical for businesses in this context (Akroush, Dahiyat, Gharaibeh and Abu-Lail, 2011: 161-162). Customer relationship management is a comprehensive management philosophy that aims to create a customer-centered strategy as a result of a change that covers the entire enterprise (Korkmaz, Eser and Öztürk, 2017: 374). The main purpose of customer relationship management practices is to identify customers individually and to act uniquely to them. In this context, business managers aim to achieve maximum benefit through the relationships they will establish with their customers by integrating customer relationship management elements into their business processes. In order to have this benefit, it is necessary to carry out all the activities needed to attract the attention of the customers and to manage the relations with the customers in a systematic way by finding new customer profiles or introducing the products or services produced by subjecting innovation to the market (Yiğit, 2017: 10). Customer relationship management is a multifaceted concept with four behavioral components. Customer orientation, customer relationship management organization, knowledge management, and technology-based customer relationship management are among the behavioral components, and they are the dimensions of CRM (Sin, Tse and Yim, 2005: 1266).

2.1.1. Customer orientation

Customer focus may be achieved by creating a system that places the customer at the center of all business operations. Employee performance is seen to have a positive influence on customer satisfaction, and customer orientation refers to an employee's inclination to satisfy the needs of customers.

Furthermore, customer-focused actions foster positive connections between service providers and consumers, resulting in increased business success (Brown, Mowen, Donavan and Licata, 2002: 111). Customer-focused behaviors have a number of goals, one of which is to enhance long-term satisfaction and loyalty. Stronger customer-focused behaviors in companies have been found to have a beneficial influence on institution performance in studies (Yılmaz, Alpkan and Ergun, 2005: 1340; Kim, 2008: 195-196). Customer orientation is a strategic approach that provides the most return to the business, although it is extremely difficult to implement in enterprises. In this direction, the main purpose of the enterprises and their employees; to meet the needs of customers. The customer is considered to be the determinant of the quality in the enterprises that aim to focus on the customer. In addition, customer orientation is a long-term initiative based on customer loyalty for businesses. Therefore, it is necessary to analyze the customer very well and to try to minimize possible errors in the customer oriented enterprises. As long as businesses are able to establish close and intimate relationships with their customers, they will have no difficulty in identifying the needs of their customers and they will be able to use the information they have about their customers in their marketing activities (Hennig-Thurau, 2004: 460).

2.1.2. Customer relationship management organization

If businesses do not have a culture focused on developing long-term customer relations, they should not be expected to succeed in customer relationship management practices (Dutu and Halmajan, 2011: 106). For this reason, enterprises should design their organization structures and processes with a customer-oriented approach (such as customer satisfaction and follow-up systems, employee rewarding systems, equipping employees with modern tools and equipment, high coordination and integration between different departments of the organization) and developing behaviors that will establish strong relationships with customers. In this way, businesses can make it possible for their employees to display desired customer-oriented behavior (Lanjananda and Patterson, 2008: 6).

2.1.3. Knowledge management

Knowledge creation and use of information are the two behavioral dimensions of knowledge management that enterprises use to build relationships with customers (Grant, 1996: 376; Zahra and George, 2002: 186). These dimensions are strongly related to customer relationship management because they are based on getting information from customers, analyzing the acquired knowledge and making it useful to improve business performance (Peppard, 2000: 322; Parvatiyar and Sheth, 2000: 4). As a result, customer data has been recognized as a vital organizational resource in recent years. Sharing customer information within the enterprise and transferring it to the appropriate individuals has been acknowledged as the primary resource that allows a company to enhance its relationship with its customers, gain a durable competitive advantage, and improve its performance (Croteau and Li, 2003: 23).

2.1.4. Technology-Based customer relationship management

Developments in technology is accepted as a modern system to reach information quickly and easily, to reduce the internal costs of enterprises, to interact better with the environment and to increase economic profit in the long term (alem Mohammad et al., 2013: 232). The differentiated price policies of the enterprises, their quality understanding and size cause enterprises to implement customer relations management at different levels. In addition, customer relationship management strategies are not expected to reach the targeted results in enterprises that do not use technology correctly (Moriarty, Jones, Rowley and Kupiec-Teahan, 2008: 300). Businesses closely following technological developments and adapting them to business processes, at the right time, can have a strategic advantage in the competition in order to make the right decisions by having the right information from the right customers (Dev and Olsen, 2000: 46).

2.2. Business performance

Performance is a vital concept for businesses and is at the heart of all activities in businesses. A company's primary aim is to obtain a long-term competitive advantage and high performance. For this reason, business performance is a reflection of how a business can benefit from tangible and intangible resources to achieve its goals (Wang, Bhanugopan and Lockhart, 2015: 23). When businesses are taken as a whole, they perform performance criterion by taking into account cost, profit, efficiency, employee satisfaction, organizational learning, innovation and operational dimensions in order to sustain their lives under the conditions of competition. Businesses that have high performance-oriented activities and who determine their mission and vision in accordance with the performance criteria; take decisions about product / service, technology, resource distribution and production processes within the framework of this understanding (Göztepe, 2009: 43). In this respect, businesses need to develop a comprehensive strategic approach so that they can start and monitor their activities effectively (Punniyamoorthy and Murali, 2008: 423). As a result, in this study, the balance scorecard technique was utilized to assess the performance of a company. The equilibrium scorecard approach not only covers the financial performance criterion, but also three other non-financial performance criteria; it covers customer performance, internal process performance, learning and growth performance, and they are the dimensions of business performance (Kaplan and Norton, 1992: 71).

2.2.1. Financial performance

Financial performance includes the financial variables that the companies aim to achieve through the strategies they follow. The objectives of the enterprises that want to reach profitability levels, income growth, reducing costs, increasing productivity and evaluating assets (Tseng, Chiu and Chen, 2007: 688-689). Companies that manage their financial resources in an effective and efficient manner and analyze their financial needs accurately can see their profitability levels in the markets. However, it is known that the companies that cannot use their resources effectively and efficiently and who cannot analyze their financial needs correctly face financial risks or even go bankrupt. In this respect, it is important for enterprises to determine and use financial performance criteria in the correct standards (Upadhaya, Munir and Blount, 2014: 857).

2.2.2. Customer performance

Customer performance is measured by the value suggestions used by businesses to determine the target customer profiles that form the basis of their strategic plans (Bento, Bento and White, 2013: 51). The content of strategic plans, the products offered to the market by the companies, price policies, service delivery forms and levels, the relationship established with customers and business image that represents a unique mix of customer value suggestion (Kaplan and Norton, 2001: 93). Value proposition is a tool to define how businesses differentiate themselves from competitors in order to attract the attention of targeted customers, retain customers and manage the relationship to be established with customers (Korkmaz et al., 2017: 351). For this reason, the customer value proposition is of vital importance in order for the managers to direct the internal processes correctly in consequence of the results of the relationships established by the businesses with their customers. In this direction, the basic criteria of customer performance are constituted by creating customer satisfaction, retaining existing customers, reaching potential customers, ensuring customer profitability, and capturing the ideal market share (Kaplan and Norton, 1996c: 26).

2.2.3. Internal process performance

Internal process performance is in order to create and deliver value to the customers, the businesses are required to make the right planning within the internal processes and actions (Bento et al., 2013: 50). In order to meet the expectations of their stakeholders (partners or customers), business executives should determine what they need to do in their business and the processes that need to be managed correctly. In

this performance dimension, businesses should expect successful financial results by developing a number of value suggestions on how they can affect customers in target markets and why customers should choose business (Kaplan and Norton, 1996c: 26).

2.2.4. Learning and growth performance

The learning and growth performance of businesses affects their success in the three performance dimensions stated above. Learning and growth performance is the scope of business infrastructure activities that businesses have to design and grow correctly (Kaplan and Norton, 1996c: 28). On the basis of these infrastructure activities are companies' human resources and information technologies with important business processes, individualized value suggestions and customer relations management need to align with the strategic needs of the idea (Kaplan and Norton, 2001: 94). In this context, business managers and employees should define their skills, technology and institutional structure correctly. Furthermore, in strategies that require more performance, business managers need to make significant investments in activities that will increase employees, systems and institutional capabilities (Yükçü, 2014: 667).

2.3. Tourism sector in Turkey

Turkey which has unspoiled nature, exceptional cultural diversity, the historical heritage of many civilizations, its hospitable people, it’s extremely modern and new accommodation facilities and transportation facilities and strong tourism infrastructure, it has become a center of attraction in every historical period.

Especially with the economy experiencing profound changes in the 1980s, Turkey's both socio - economic and socio - cultural life have given rise to significant changes. These shifts in the past to now have been Turkey's most important tourism sector affecting the economic and social life. Thanks to the incentives provided and the investments made, the tourism sector has not only grown in quantity in the last 30 years but has also grown in quality. The tourism sector, where 1.2 million people work today, has a direct impact on the lives of approximately 5 million people when family members and relatives are considered (Karabulut et al., 2014: 8).

Hosting more than 51.2 million tourists in 2019 and being the 6th most popular tourism center in the world, Turkey continues to offer extensive investment opportunities in both established and newly developing sub-sectors of the sector. With its convenient location, current potential, giant projects and ambitious vision for 2023, the tourism sector continues to grow at a rate that exceeds its bed capacity. Although there has been a surge in investment over the past few years, there is still ample room for new ventures. In addition to the neglected potential for cultural tourism, the Eastern and Southeastern Anatolia Regions have a boutique hotel concept that is well blended with both the characteristic nature and history and culture of the regions, which is becoming more and more popular. Some important facts and figures on the tourism sector in Turkey is as follows (Presidency of The Republic of Turkey Investment Office, 2020):

- According to United Nations World Tourism Organization (UNWTO) data, Turkey became the 6th most popular tourist destination in the world in 2019.

- According to the UNWTO World Tourism Barometer, 51.2 million tourists came to Turkey in 2019 and international tourism revenue was USD 29.8 billion.

- According to the figures of the Ministry of Culture and Tourism in 2020, 15.9 million international visitors came to Turkey. At the same time, tourism revenue was 12.1 billion USD.

- Average spend per visitor in 2020 compared to 2019 increased by 14.5 percent to USD 762.

- In terms of faith tourism, Turkey is among the few countries in the world to host a variety of major religions, including Islam, Christianity, and Judaism.
- Antalya is the most preferred city by tourists in Turkey with 33.3 million accommodation in 2020. There are over 500 4-star and 5-star hotels in the center of Antalya and its surrounding districts such as Kemer, Belek and Kaş.
- The number of hotel chains operating in Turkey is 60, 44 of which are domestic and 16 are abroad. The number of hotels in these 60 chains operating in Turkey is 942 and the number of rooms is 177,785.
- Turkey, which ranks 3rd in the world with 519 blue flag beaches, has a coastline of 8,300 km.
- Turkey is among the top seven countries in the world in terms of geothermal tourism potential. At the same time, it ranks 1st in Europe with 1500 thermal springs. The total bed capacity in thermal spas has reached 100,000.
- Belek, one of the most popular tourism centers in the world, has 27 golf courses, has a bed capacity of more than 70,000 and hosts nearly 2 million tourists. Due to these features, it stands out as Turkey's most important golf destination.
- According to the fDi Intelligence Tourism Investment Report for 2021, Turkey ranked 7th among the top 10 European countries with 36 tourism projects between 2016 and 2020.
- The Turkish Government, which offers incentives such as reduced service prices and reduced tax rates, also pursues policies to eliminate bureaucratic obstacles that may hinder growth in the tourism sector.

3. Literature Review

In many studies in the domestic and foreign literature, the relationship between the concepts of customer relationship management and business performance has been examined.

In the domestic literature; Güleş, Akgemici and Civelek (2005) examined the effect of customer relationship management practice on business performance in accommodation businesses. Findings obtained from 40 accommodation businesses within the scope of the research reveal that there is a positive relationship between customer relationship management application level and business performance. In his study Özilhan (2010) examined the application process of customer relationship management in businesses and the effects of customer relationship management on business performance. As a result of the study, he determined that customer relationship management had an effect on business performance. Civelek (2016) discussed the effect of customer relationship management on business performance in accommodation businesses. In Kemer and Side regions in Antalya, 113 businesses including 4- and 5-star hotels and 1st class holiday villages were included in the scope of the research and 42 of them were evaluated. As a result of the research, he concluded that the performance of businesses with a high level of customer relationship management structure is high. Ergün and İşler (2020) investigated the contribution of the customer-focused hospitality businesses operating in Fethiye and Marmaris to their social customer relationship management capabilities and customer relationship performance. As a result of the study, they concluded that accommodation businesses that adopt the customer-oriented management system have higher social customer relationship management capabilities and customer relationship performance.

In foreign literature; alem Mohammad et al. (2013) investigated the relationship between customer relationship management dimensions and various aspects of organizational performance. In this context, it included 152 hotel business managers with 3 and 5 stars in the sample in Malaysia. As a result of the study, they concluded that all dimensions of customer relationship management have a positive and significant effect on different perspectives of hotel performance. Charoensukmongkol and Sasatanun (2017) examined the relationship between the intensity of social media use for customer relationship management and business performance satisfaction. As a result of the study, they determined that

entrepreneurs who use social media extensively for customer relationship management reported higher satisfaction in their business performance. Rafiki, Hidayat and Al Abdul Razzaq (2019) investigated the relationship between customer relationship management dimensions and corporate performance in telecommunications companies in Kuwait. As a result of the research, he concluded that the processing of top management support, customer data and customer information processing were positively related to corporate performance, while the variables of customer orientation, training orientation and integration of customer relationship management did not have a significant effect on organizational performance. Medjani and Barnes (2021) examined the effect of social customer relationship management on organizational performance. As a result of the study, it was seen that social customer relationship management has a significant effect on firm performance.

When the literature on the variables is scanned, it has been seen that there are many studies investigating the relationship between the concepts of customer relationship management and business performance, which are considered within the scope of the study, but that the studies aiming to determine which dimensions of customer relationship management have the strongest effect on business performance dimensions are limited. Therefore, as a result of the research, it is thought that it will be beneficial for managers to implement appropriate customer relationship management practices in order to improve their business performance capabilities so that they can gain sustainable competitive advantage. Accordingly, the following hypotheses are proposed:

H1: Customer relationship management affects business performance positively.

H1a: Customer orientation affects business performance positively.

H1b: Customer relationship management organization affects business performance positively.

H1c: Knowledge management affects business performance positively.

H1d: Technology-based customer relationship management affects business performance positively.

H2: Customer relationship management affects financial performance positively.

H2a: Customer orientation affects financial performance positively.

H2b: Customer relationship management organization affects financial performance positively.

H2c: Knowledge management affects financial performance positively.

H2d: Technology-based customer relationship management affects financial performance positively.

H3: Customer relationship management affects customer performance positively.

H3a: Customer orientation affects customer performance positively.

H3b: Customer relationship management organization affects customer performance positively.

H3c: Knowledge management affects customer performance positively.

H3d: Technology-based customer relationship management affects customer performance positively.

H4: Customer relationship management affects internal process performance positively.

H4a: Customer orientation affects internal process performance positively.

H4b: Customer relationship management organization affects internal process performance positively.

H4c: Knowledge management affects internal process performance positively.

H4d: Technology-based customer relationship management affects internal process performance positively.

H5: Customer relationship management affects learning and growth performance positively.

H5a: Customer orientation affects learning and growth performance positively.

H5b: Customer relationship management organization affects learning and growth performance positively.

H5c: Knowledge management affects learning and growth performance positively.

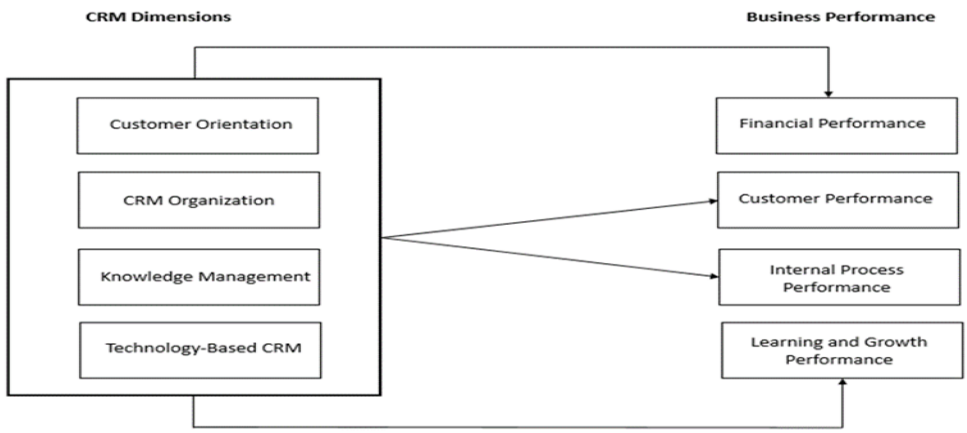
H5d: Technology-based customer relationship management affects learning and growth performance positively.

4. Methodology

4.1. Research framework

The aim of the research is to consider the effect of CRM dimensions on business performance. Figure 1 depicts the study's research framework and connection model. The research model was developed by the authors.

Figure 1. Research Model



4.2. Data collection and sample

The scope of this research is constituted by the administrators of the 3-, 4- and 5-star hotels in hospitality industry in Turkey. According to the 2021 data of the Turkey Hotel Association (TÜROB), there are 2531 hotels in Turkey that have the tourism management certificate of the Ministry of Culture and Tourism in the hospitality industry. An electronic questionnaire was applied to 1996 hotel managers (CEO, manager, deputy manager, department manager, and other managers) due to in correct or missing e-mail address of 535 hotels. Among them, 174 hotel managers completed the survey.

In our study, data were collected by using questionnaire method. The questionnaire includes 3 groups of questions. The first group of questions was prepared to measure the dimensions of customer relationship management; a total of 23 sub-variables were used including 7 sub-variables in the customer-oriented dimension, 7 sub-variables in the customer relationship organization dimension, 4 sub-variables in the knowledge management dimension and 5 sub-variables in the technology-based customer relationship management dimension. The second group of questions were prepared to measure the business performance dimensions. A total of 17 sub-variables were used: 4 sub-variables in the financial performance dimension, 4 sub-variables in the customer performance dimension, 5 sub-variables in the internal process performance dimension and 4 sub-variables in the learning and growth performance dimension. The third group questions were prepared in order to determine the gender, education level of

the participants, their duties in the hotels where they work, the region where the hotels operate, the duration of the hotels and how many stars the hotels are.

4.3. The questionnaire design

On the basis of relevant literature and theory, this study creates a questionnaire. The scales are in Table 1. The 5-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree) was used to determine the perception of customer relationship management and business performance.

Table 1. Questionnaire Content

Questionnaire Content	Evaluate Items	Evaluate Scales	References
Customer Relationship Management	Customer Orientation CRM Organization Knowledge Management Technology-based CRM	Likert five-point scales	Moreno and Melendez (2011), Narver and Slater (1990), Sin et al. (2005)
Business Performance	Financial Performance Customer Performance Internal Process Performance Learning and Growth Performance	Likert five-point scales	Wu and Lu (2012), Kaplan and Norton (1996, 2001, 2004)

4.4. Research constraint

The scope of the research consists of 3-, 4- and 5-star hotels in Turkey, which have the certificate of Ministry of Culture and Tourism, and which are the members of Turkey Hotels Association (TÜROB). The limitations of the study are that some of the hotels included in the study do not have corporate e-mail addresses.

4.5. Data analysis and evaluation

In analyzing the data obtained in the research, arithmetic mean, standard deviation, frequency distribution, reliability and regression analysis were used. The analyses were performed using SPSS 22.0 package statistical program. The analysis and comments are listed below in sub-headings in line with the research model.

The distributions of hotel managers in terms of gender, level of education and their duties in the hotel where they work and the time of activity of the hotels, the region they are located and the stars they have are presented below.

Table 2. Demographic Characteristics of Participants

Gender	**Frequency**	**%**	**Status**	**Frequency**	**%**
Male	124	71,3	General manager	47	27,0
Female	50	28,7	Manager	38	21,8
Total	**174**	**100,00**	Deputy manager	14	8,0
Education level	**Frequency**	**%**	Department manager	54	31,0
Primary and secondary	1	0,6	Other	21	12,1
High school	22	12,6	**Total**	**174**	**100,00**
University graduate	129	74,1	**Operating Period of Hotel**	**Frequency**	**%**
Master	19	10,9	1-5 years	53	30,5
Doctorate	3	1,7	6-10 years	43	24,7

Total	**174**	**100,00**	11-15 years	28	16,1
Region of Hotel in Turkey	**Frequency**	**%**	16-20 years	19	10,9
Mediterranean	34	19,5	21 years and above	31	17,8
Eastern Anatolia	8	4,6	**Total**	**174**	**100**
Aegean	39	22,4	**Hotel Rating**	**Frequency**	**%**
Southeastern Anatolia	11	6,3	Three-star	60	34,5
Central Anatolia	24	13,8	Four-star	63	36,2
Black Sea	25	14,4	Five-star	51	29,3
Marmara	33	19,0	**Total**	**174**	**100,00**
Total	**174**	**100,00**			

As shown in Table 2; 71.3% of the hotel managers who participated in the survey and answered the survey were males and 28.7% were females. According to their educational status respectively, 74.1% hotel managers surveyed were university graduates, 12.6% were high school graduates, 10.9% were master graduates, 1.7% were doctoral graduates, and 0.6% of the were primary and secondary school graduates. According to their duties in the hotel, 31% of the hotel executives surveyed are department managers, 27% are general managers, 21.8% are managers, 12.1% are in another position at the hotel where they work, and 8% are deputy managers. 22.4% of the surveyed hotels are located in the Aegean Region , 19.5% in the Mediterranean Region, 19% in the Marmara Region, 14.4% in the Black Sea Region, 13.8% in the Central Anatolia Region, 6.3% in the Southeastern Anatolia Region, and 4.6% in the Eastern Anatolia Region. 30.5% of the surveyed hotels are classified as 1-5 years, 24.7% is 6-10 years, 17.8% is 21 years and above, 16.1% is 11-15 years, and 10.9% is 16-20 years. The distribution of the participating hotels according to stars is 36.2% 4 stars, 34.5%, 3 stars, and 29.3% 5 stars.

As it can be seen from the results, the majority of the hotel managers participating in the survey are male, university graduate and department manager. The majority of the hotels participating in the research is located in the Aegean Region. The majority of the hotels participating in the research is four-star hotels. İn addition, the service period of most of the hotels participating in the research is 1-5 years.

The mean and standard deviation values of the scales for the variables considered within the scope of the research are given in Table 3.

Table 3. Mean and Standard Deviation Values of the Scales Used in the Scope of the Research

Factor and item	Arithmetic Mean	Standard Deviation
CRM: Customer Orientation	**4,30**	**0,79**
The business objectives of an organization are oriented on client pleasure.	4,57	0,81
The organization keeps a close eye on and evaluates its commitment to meeting customer needs.	4,55	0,84
Understanding customer needs gives an organization a competitive advantage.	4,28	0,94
The goal of an organization's business strategies is to increase customer value.	4,21	0,92
Customer satisfaction is routinely measured by businesses.	4,22	1,07
After-sales service is a priority for the company.	4,33	0,90
For essential clients, the company provides tailored goods and services.	3,97	1,11
CRM: CRM Organization	**3,93**	**0,94**
My business has the sales and marketing skills as well as the resources needed to succeed in CRM.	3,54	1,32

Table 3. Mean and Standard Deviation Values of the Scales Used in the Scope of the Research (Continuation of Table 3)

Factor and item	Arithmetic Mean	Standard Deviation
Our staff training programs are designed to help employees learn the skills they'll need to build and maintain strong customer connections.	3,91	1,12
Acquisition, development, retention, and reactivation of customers are all clear business objectives for my company.	4,21	0,95
Employee performance is evaluated and rewarded depending on how well they satisfy customer needs and provide excellent service.	3,84	1,21
Our organizational structure has been painstakingly developed with our customers in mind.	4,12	1,04
At all customer touch points, customer-centric performance goals are developed and monitored.	3,97	1,10
My company devotes time and resources to client relationship management.	3,95	1,07
CRM: Knowledge Management	**4,37**	**0,77**
Employees at my company are eager to assist clients in a responsible way.	4,49	0,86
My firm has a comprehensive grasp of the demands of our key customers because of knowledge learning.	4,18	0,98
My company provides a mechanism for our key customers and us to connect in a continual, two-way manner.	4,20	0,94
Customers may anticipate quick service from my company's workers.	4,63	0,82
CRM: Technology-based CRM	**3,87**	**0,95**
To service its customers, the organization has the appropriate hardware.	4,17	0,91
To service its customers, the company has the appropriate software.	4,13	1,01
The information systems of enterprise are linked across all functional areas.	3,52	1,36
At all points of connection, individualized information about each client is available.	3,97	1,15
The organization is able to combine all client data into a complete, consolidated, and up-to-date database.	3,57	1,24
CUSTOMER RELATIONSHIP MANAGEMENT GENERAL AVERAGE	**4.12**	**0,79**
BP: Financial Performance	**3,49**	**0,93**
Reduce the hotel's overall cost.	2,83	1,39
Reduce unexpected losses.	3,67	1,07
Increase return on assets.	3,74	1,04
Increase net profit margin.	3,72	1,15
BP: Customer Performance	**4,18**	**0,81**
Increase sales growth rate.	4,02	1,11
Meet the needs of a diverse range of customers.	4,17	0,94
Increase the likelihood of a customer making a purchase.	4,24	0,87
Increase customer satisfaction.	4,28	0,89
BP: Internal Process Performance	**4,23**	**0,80**
Increase market share.	4,05	1,07
Increase operating efficiency.	4,18	0,89
Reduce customer complaint.	4,34	0,88
Improve your ability to retain existing clients.	4,28	0,92
Enhance your capacity to verify target clients.	4,27	0,88

Table 3. Mean and Standard Deviation Values of the Scales Used in the Scope of the Research (Continuation of Table 3)

BP: Learning and Growth Performance	**4,10**	**0,89**
Improve the capacity of employees to solve problems.	4,10	0,94
Improve the service quality of your employees.	4,14	0,93
Improve the willingness of employees to learn.	4,09	0,94
Effectively promote corporate culture.	4,07	1,03
BUSINESS PERFORMANCE GENERAL AVERAGE	**4,00**	**0,73**

According to Table 3, the average perception level of the participants towards customer relationship management is 4.12. As a result of the analysis, the average of the perception levels of the participants in the sub-dimensions of customer relationship management was found to be 4.37 in the dimension of knowledge management, 4.30 in the dimension of customer orientation, 3.93 in the dimension of customer relationship management organization, and 3.87 in the dimension of technology-based customer relationship management.

According to Table 3, the average perception level of the participants towards the business performance is 4.00. As a result of the analysis, the average of the perception levels of the participants in the sub-dimensions of business performance was found to be 4.23 in the dimension of internal process performance, 4.18 in the dimension of customer performance, 4.10 in the dimension of learning and growth performance, and 3.49 in the dimension of financial performance.

According to Table 3 the overall average of customer relationship management variables is 4.12 and the overall performance of organizational performance variables is 4.00. In addition, knowledge management (4.37) has the highest average of customer relationship management sub-dimensions, while technology-based customer relationship management (3.87) has the lowest average. Internal process performance (4.23) has the highest average while financial performance (3.49) has the lowest average in business performance sub-dimensions.

Scale-based reliability analysis was performed for the variables in the research model below and the reliability coefficient (Cronbach Alpha Coefficient) is given in the table below.

Table 4. Reliability Analysis of Scales

Sub Factors	Cronbach's Alpha
CUSTOMER RELATIONSHIP MANAGEMENT	**0,968**
Customer Orientation	0,924
Customer Relationship Management Organization	0,929
Knowledge Management	0,879
Technology-Based Customer Relationship Management	0,888
BUSINESS PERFORMANCE	**0,944**
Learning and Growth Performance	0,946
Internal Process Performance	0,916
Customer Performance	0,872
Financial Performance	0,805

The reliability coefficients are as follows: $0 \leq \alpha < 0.5$ unreliable; $0.5 \leq \alpha < 0.6$ low level reliable; $0.6 \leq \alpha < 0.7$ acceptably reliable; $0.7 \leq \alpha < 0.9$ highly reliable; and $\alpha > 0.9$ very reliable (Güriş and Astar, 2019: 306). As can be seen in Table 4, the reliability of the scales of the variables in the study is high.

In Table 5, it is shown that there is a high correlation among the dimensions which are customer relationship management and business performance. It means that there is a relationship between business performance dimensions and CRM. Additionally, all relations are positive.

Table 5. Pearson Correlation Coefficients of CRM Dimensions and Business Performance Perspectives

	1	2	3	4	5	6	7	8
1.Customer Orientation	1							
2.CRM Organization	,825**	1						
3.Knowledge Management	,823**	,759**	1					
4.Technology-based CRM	,737**	,838**	,720**	1				
5.Financial Performance	,516**	,453**	,421**	,437**	1			
6.Customer Performance	,829**	,761**	,788**	,712**	,606**	1		
7.Internal Process Performance	,798**	,755**	,807**	,743**	,626**	,891**	1	
8.Learning and Growth Performance	,672**	,779**	,723**	,746**	,244**	,692**	,743**	1

Note: **. Correlation is significant at the 0.01 level (2-tailed).

The regression results show whether the hypotheses are supported or not. CRM variables account for 77% of the variation (R^2) in company performance in the hotel industry, according to Table 6. The hotel's business performance is positively impacted by all CRM dimensions. Customer orientation was shown to be the largest predictor of variance in hotel enterprise business performance (Beta=0.31, significant at $p < 0.01$). As a result, the findings provide support for H1a, H1b, H1c, and H1d. The findings also reveal that CRM variables account for 27% of the difference in financial performance in the hotel industry. Only customer orientation, however, has a statistically meaningful association with hotel financial success (Beta=0.46, significant at $p < 0.01$). As a result, H2a is supported. CRM variables accounted for 73% of the difference in customer performance when it came to CRM variables. Customer orientation is the biggest predictor of variance in hotel customer performance (Beta=0.45 significant at $p < 0.01$), according to the data. Knowledge management comes next (Beta=0.26, significant at $p < 0.01$). As a result, H3a and H3c are supported. The findings also reveal that CRM variables account for 73% of the variation in internal process performance in the hotel industry. Knowledge management is found to be the largest predictor of variance in hotel business internal process performance (Beta=0.37, significant at $p < 0.01$). Customer orientation (Beta=0.29, significant at $p < 0.01$) and technology-based CRM (Beta=0.22, significant at $p < 0.01$) follow in order. As a result, H4a, H4c, and H4d are supported by the data. Finally, the findings show that CRM variables account for 67% of variance in the hotel sector's learning and growth performance. CRM organization (Beta=0.45, significant at $p < 0.01$) is the biggest predictor of variance in the learning and growth viewpoint, according to the data. Knowledge management (Beta=0.33, significant at $p < 0.01$) and technology-based CRM (Beta=0.24, significant at $p < 0.01$) follow in order. As a result, H5b, H5c, and H5d are supported.

Table 6. Summary of Multiple Regression Analysis for CRM Dimension Influencing Business Performance

	Dependent Variables				
	Business Performance	**Financial Performance**	**Customer Performance**	**Internal Process Performance**	**Learning and Growth Performance**
	Coefficients (Beta)				
Independent variables					
Customer Orientation	0,31***	0,46***	0,45***	0,29***	-0,15^{ns}
CRM Organization	0,18**	0,00^{ns}	0,10^{ns}	0,05^{ns}	0,45***
Knowledge Management	0,26***	-0,06^{ns}	0,26***	0,37***	0,33***
Technology-based CRM	0,21***	0,14^{ns}	0,11^{ns}	0,22***	0,24***
R^2	0,77	0,27	0,73	0,73	0,67
F					
n	174				

Notes: Significant at: *p<0.10, **p<0.05 and ***p<0.01; ns – not significant; b– standardized coefficient

The acceptance and rejection of the hypotheses created within the scope of the research model are shown in Table 7.

Table 7. Hypothesis Results

Hypothesis form	**Standardized coefficients (Beta)**	***t* -value**	**Hypothesis results**
H1a: Customer orientation → Business performance	0,31	3,94	Supported
H1b: CRM organization → Business performance	0,18	2,16	Supported
H1c: Knowledge management → Business performance	0,26	3,79	Supported
H1d: Technology-based CRM → Business performance	0,21	2,99	Supported
H2a: Customer orientation → Financial performance	0,46	3,36	Supported
H2b: CRM Organization → Financial performance	0,00	-0,01	**Not supported**
H2c: Knowledge management → Financial performance	-0,06	-0,49	**Not supported**
H2d: Technology-based CRM → Financial performance	0,14	1,14	**Not supported**
H3a: Customer orientation → Customer performance	0,45	5,43	Supported
H3b: CRM organization → Customer performance	0,10	1,10	**Not supported**
H3c: Knowledge management → Customer performance	0,26	3,60	Supported
H3d: Technology-based CRM → Customer performance	0,11	1,40	**Not supported**
H4a: Customer orientation → Internal process performance	0,29	3,43	Supported
H4b: CRM organization → Internal process performance	0,05	0,57	**Not supported**
H4c: Knowledge management → Internal process performance	0,37	5,06	Supported
H4d: Technology-based CRM → Internal process performance	0,22	2,94	Supported
H5a: Customer orientation → Learning and growth performance	-0,15	-1,63	**Not supported**
H5b: CRM organization → Learning and growth performance	0,45	4,56	Supported
H5c: Knowledge management → Learning and growth performance	0,33	4,08	Supported
H5d: Technology-based CRM → Learning and growth performance	0,24	2,88	Supported

5. Results and Discussion

The aim of this study is to reveal the effect of customer relationship management dimensions on business performance. While the sub-dimensions of customer relationship management, which are the main variables of the study, are customer orientation, customer relationship management organization, information management, technology-based customer relationship management; sub-dimensions of business performance were determined as financial performance, customer performance, internal process performance and learning and growth performance. The field application of the study is on three-, four- and five-star hotels operating in Turkey, and the data collected from a total of one hundred and seventy-four hotel managers were analyzed. Eighteen of the twenty-five hypotheses determined within the scope of the research model were accepted and seven were rejected.

According to the findings obtained as a result of the research, it was seen that 174 hotel managers participating in the survey were predominantly male (71.3%) and university graduates (74.1%). It has been determined that the positions of these managers in the hotel are generally department manager (31%), general manager (27%) and manager (21.8%). In terms of operating time of the hotels, it has been determined that the ones between 1-5 years are the highest (30.5%) and the ones between 16-20 years are the lowest (10.9%). It was concluded that most of the hotels (60.9%) are located in the Aegean, Mediterranean and Marmara regions, and that the number of five-star hotels is 51, four-star hotels is 63 and three-star hotels is 60.

Considering the perceptions of the hotel managers participating in the survey on customer relationship management and business performance, it was found that their general perceptions of customer relations were at the level of 4.12 and their general perceptions of business performance at the level of 4.00. It was observed that the variable with the highest average in the customer relationship management sub-dimensions is information management with 4.37, and process performance variable with 4.23 in the sub-dimensions of business performance. The variables with the lowest average are technology-based customer relationship management with 3.87 in the customer relationship management, and financial performance with 3.49 in the operating performance. In other words, in terms of customer relationship management, hotel employees stated that they are willing to help their customers, they produce solutions for the special needs of customers, and they establish a two-way communication between the customer and the hotel management. In addition, they stated that adequately personalized information is not available in their information warehouses at all points of contact with the customer, and that integrated studies with different functional areas in the information systems of the hotels are not fully carried out. In terms of business performance, they stated that they increased the market shares of hotels over time, made improvements in the field of operating efficiency, made efforts to minimize customer complaints, and made plans to reach target customers. On the other hand, they emphasized that they did not get good results in reducing total costs and unexpected sales losses and that they had problems in increasing their net profit margin.

Scale-based reliability analysis was performed for the variables in the research model. As a result of the findings, it is possible to say that the scales used in the research are reliable. According to other findings obtained in the research, it was found that customer relationship management as the main dimension has an effect on business performance. This result is similar to the literature (Özilhan, 2010; Civelek, 2016; Ergün and İşler, 2020). In addition, it has been observed that the main dimension of customer relationship management has an effect on learning and growth performance, internal process performance, customer performance and financial performance, which are sub-variables of business performance. Similarly, this result is compatible with the literature (Kim, Suh and Hwang, 2003; Al-Mudimigh, 2009). It has been observed that all four sub-dimensions of customer relationship management have an effect on business performance. This result is consistent with the literature (Ismail, Talukder and Panni, 2007; Khachaturyan, 2012). Based on this result, It can be said that the competitive behavior of hotels to understand customer needs, customer satisfaction measurements, customer-centered evaluation of employee performance, fast and timely service, the presence of personalized information for customers,

and two-way communication have positive effects on the business performance of hotels in terms of growth, process, customer and finance.

While customer focus has an effect on financial performance, which is one of the sub-dimensions of business performance, customer relationship management organization, knowledge management and technology-based customer relationship management do not. This result is consistent with the literature (Jeong et al, 2014; Santos et al., 2020). That is, for the hotel to generate more revenue, reduce lost sales, and continually increase the return on hotel assets, they must use their hotel business strategy to increase value for their customers. While customer focus and knowledge management have an effect on customer performance, which is another variable, customer relationship management organization and technology-based customer relationship management do not. Similarly, this result is compatible with the literature (Chi et al., 2010; Zand et al., 2018). It has been concluded that the effect of customer orientation is higher than knowledge management. In this case, it is thought that a customer-centered planning and data-based marketing practices in communication with customers will contribute to the positive development of customers' purchasing intentions and the continuous increase in customer satisfaction. As an output, the internal process performance sub-variable is affected by the three other variables, customer orientation, information management and technology-based customer relationship management, excluding the customer relationship management organization. This result is similar to the literature (alem Mohammad et al., 2013; Al-Azzam, 2016). The variable that affects the internal process performance at the highest rate is information management. According to these results, hotel management's previous customer-centered work, relationship with customers and problem-solving skills, access to correct information and the way they use this information play an active role in business efficiency, market share, customer complaints, acquiring new customers. While customer orientation has no effect on learning and growth performance, which is the last sub-variable of business performance, it has been found that customer relationship management organization, information management and technology-based customer relationship management have an effect. Similarly, this result is compatible with the literature (alem Mohammad et al., 2013; Al-Azzam, 2016). In this context, it is anticipated that knowledge, technology, and the right business structure in customer relations will contribute to the effective functioning of the corporate culture and the continuous improvement of service quality.

6. Implications of Study

Considering this study from a theoretical point of view, it has contributed to fill the gap in the field by examining the effect of customer relationship management dimensions on business performance dimensions. The results of this study show that customer orientation, customer relationship management organization, information management and technology-based customer relationship management, which constitute the customer relationship management dimensions, have an impact on various business performance dimensions, including financial performance, customer performance, internal process performance, and learning and growth performance in the hotel sector. On the other hand, considering this study from a practical point of view, hotel managers can use the findings to increase the performance of their businesses, and in this way, they can survive by taking correct, accurate and healthy steps in the market where extremely intense and fierce competition is experienced. The results of this study clearly show that hotel businesses in Turkey need to manage customer relationship management dimensions effectively in order to perform better.

In addition, the findings of the study show that customer relationship management dimensions have strong effects that differ on business performance dimensions. For this reason, hotel businesses need to design their plans and strategies for customer relationship management practices in a way that will create value for their customers and increase their own performance. This means that exhibiting competitive behaviors to understand customer needs, measuring customer satisfaction, evaluating employee performance by putting the customer in the center, providing fast and timely service, having personalized information about customers, and having two-way communication will make various positive

contributions to the performance of hotels. As a result, this study will help hotel managers develop different perspectives on both customer relationship management practices and business performance.

7. Limitation and Directions for Future Research

Only the direct association between CRM dimensions and hotel performance views is investigated in this study. Other elements, such as external environmental factors and hotel characteristics, should be investigated in a future study to see if they impact the association between CRM dimensions and hotel performance. The researchers believe that doing the survey across all star rating hotels in Turkey, rather than just the 3-, 4-, and 5-star hotels, will provide a more accurate picture of hotel performance. Because different hotel types employ different CRM strategies, this study is unable to assess the impact of any single strategy on a specific element of performance. The consequences of particular CRM actions can be investigated further in future study.

Because CRM is used in so many sectors, the findings of this study may not be applicable to all of them. Future research might use the connection models presented in this study to analyze the differences across other sectors in order to obtain a better knowledge of their similarities and differences. Future research can confirm the effectiveness of the measuring factors and connection models proposed in this research.

In hotels; personalized products and services should be offered to specific customers. Sales and marketing specialists should be recruited in order for customer relationship management to function properly. Employees who meet customer needs and serve successfully should be rewarded. The customer's contact points with the hotel should be revealed and applicable plans should be made for each point. A customer data pool should be created and important details for each customer should be communicated to the relevant employees. Integration of the information system between different units within the hotel should be provided. Studies should be carried out on the corporate values and culture of the hotel, and detailed presentations should be made to all employees. Segmentation studies should be carried out for customers and special options should be offered according to different customer types. In order to reduce the total costs, consultancy services should be taken to determine the current situation of the hotel, more importance should be given to customer relations management to increase hotel income, and a suitable work environment should be created to satisfy employees, who are internal customers.

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