



# Examining the relationship between organizational performance and customer relationship management (CRM) and the impact of organizational performance on that (Case study: Ceramic and Tile Industries in the city of Meybod)

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**Abstract:** This study aimed to investigate the relationship between organizational performance and customer relationship management (CRM) and the impact of organizational performance on that. The study population consisted of all the employees of Ceramic and Tile Company of Meybod in Yazd province, that have two conditions: a) employees who have more than 1 year of working experience, and b) employees who are not among the service staff such as maid, driver, etc. With regard to the provisions expressed, the sample size was estimated as 81 people that due to its limitation, the opinions of all of them will be obtained in order to collect information for the research. So, the population ideas are examined as all-considered. Organizational performance questionnaire (Fazel, 2012) and customer relationship management questionnaire (Tolooee, 2010) have been used in order to collect the data. Validity of these questionnaires was formally approved by professors and experts and the total reliability of the questionnaires is equivalent to 91.6%. SPSS and Lisrel software, and Pearson correlation coefficient test, multivariate and linear regression and factor analysis have been used in order to analyze the data. The results of the study showed that there is a significant relationship between the variable of organizational performance of the company and customer relationship management, and on the other hand, the positive impact of customer relationship management on performance was identified.

**Key words:** organizational performance, customer relationship management, ceramic and tile

## INTRODUCTION

In today's business environment, changes are occurring in fast paces. Organizations competing in the global business environment are required to have a favorable response to the continuous changes, or die. The world of business changes from domination of capital to the supremacy of knowledge. An organization, in order to transcend other organizations, should develop human resources and increase the available information and knowledge; the employees and the knowledge in their minds, are very valuable resources for the organization. Knowledge and how to know the strategic resources of the organization must be managed and developed.

Therefore, organizational learning and knowledge production have received much attention in recent years (Paaajanen & Kantola, 2008). In the age of internet transparency and global selection, organizations can no longer hide behind their policies and prices. With the division of market into different sections and commodification of services, competing solely based on price has become difficult. Customers are so smart that they know they have a choice and if they have a bad experience from the provided services by the organization, they will use this right and will go to the other competitors. In fact, the power leverages have passed on from the organization to the customers (Chang et al., 2014). Expansion of variety of services and increase of variety in the needs of customers are among the other important factors of changing of the competition between companies. So, today the most important commercial and technological challenges are: attracting customers and maintaining them, increasing customer satisfaction and loyalty, and ultimately, company's profitability (Trainor, 2014). For this work, an instrument should be used to help survival of the organization as much as possible. Therefore, customer relationship management allows the company to receive customer information and analyze it and in this way move toward customer-orientation and ultimately more profit (Khodakarami et al., 2014). However, in addition to technical tools required for maintaining customers, companies need to build infrastructures in order to maintain and promote learning. On this basis, organizational learning can be greatly helpful in this regard (Stein & Smith, 2009).

CRM technology is used in order to create continuous and durable relationship with the customer so that in this way the company's performance will promote and the customers will be more satisfied (Chang et al., 2010). Since the main purpose of customer relationship management is to identify valuable customers, work with them for gathering information, anticipate the needs of new customers and provide services to customers through designing products and services, and this process requires a strong understanding and tacit knowledge, accordingly, organizational learning can be used as a convenient tool to improve company's performance. Also, it should be borne in mind that today's world is constantly changing and the markets do not have a stable situation and political and legal fields are often changing. In addition to this, the changes in technology have increased the speed of communications and have required organizations to review and respond to changes in customer requirements. So, one of the ways to attract and maintain customers, is to prepare the organization for this work through organizational learning (Taherpour et al., 2010). Also, according to researches, by using customer relationship management system, organizational performance will increase. On the other hand, according to the researches conducted by the researcher, it was determined that such a study (the present study) has not been done so far in Ceramic and Tile Industries of Meybod in Yazd. Also it seems that a study of this scale has not been carried out in other Iranian organizations; that this can lead to using and generalizing the study results in other organizations. The main objective of the present study is to investigate the relationship between organizational performance and customer relationship management (CRM) and the impact of organizational performance on that in Ceramic and Tile Industries in the city of Meybod.

## **2. Theoretical foundations and hypotheses development**

### **2.1. Organizational Performance**

Organizational performance shows that how an organization achieves the mission and goals related to it; organizational performance implies starting from a given situation and reaching a precise goal that this may contain several target points such as market share, sales volume, employee motivation, customer satisfaction, quality, etc. (Boisvert, 2006). Various models have attempted to introduce and assess organizational performance. Examining these models indicate that firstly, the changes in organizational performance should be measured and secondly, changes in organizational performance should be considered at all levels of the organization and individual-group goals in the organization should be in line with organizational goals; thirdly, in measuring organizational performance, the tools that consider various aspects of organizational performance must be used. In order to measure organizational performance, while observing the evident economic results such as ROI and increase of profit margins and these kinds of tools, creativity and innovation level and also the level of organizational knowledge should also be measured (Allameh & Moghaddami, 2010).

#### **2.1.1. Performance measurement indicators**

Experts in the field of models and criteria of effectiveness have recommended a multidimensional approach to achieve effectiveness in modern organizations, meaning that using a single criterion is not suitable for all

stages of life cycle and there is no single criterion that can meet the needs of all people in the organization, especially as their interests are competitive and different from each other. Organizations that have good managements, mix and match criteria of effectiveness with each other, in such a way that they fit the needs of the situation. Managers must constantly determine their required inputs and provide them through strategic members. When the information obtained in this way is integrated with the original philosophy and mission of the organization, management will be able to infer a combination of appropriate criteria of effectiveness. According to the materials contained in the last pages regarding organizational performance variable and variables such as job satisfaction, organizational effectiveness and ..., accordingly, it has been tried below to introduce the indicators related to organizational performance and its dimensions that are considered in this study. This study measures organizational performance in the form of four dimensions and thirty items. The dimensions are as follows: customer satisfaction, employee satisfaction, organizational effectiveness, and financial and market results.

## 2.2. Customer relationship management

Customer relationship management is not a new concept, but given the advances in information technology, it has become practical. CRM in the literature often has been known as one to one marketing. In the past, Sales Force Automation (SFA) tools have been expanded so much. SFA software has been doing repetitive tasks such as recording customer transactions and prediction. SFA allows the sales staff to focus more on selling and pay less attention to administrative tasks. It must be noted that CRM seeks its approaches in relationship marketing and looks for long-term profitability, with changing the attitudes from interactive marketing to maintaining customers through customer relationship management. Therefore, CRM is a modern and developed tool for data mining from customers' information that is fed by using different contact points in the system, and creates a comprehensive view of the customer. Technology, recording and analyzing customers' behavior allows the businesses to easily identify good customers and focus marketing efforts on customers who buy from the company. Better understanding of the current customer allows the company to through interaction, responding, and communicating effectively with them, dramatically increase customer retention rate (Boon, 2004).

### 2.2.1. Customer relationship management components

CRM structure is consisted of three components:

1. Customer
2. Relationship
3. Management

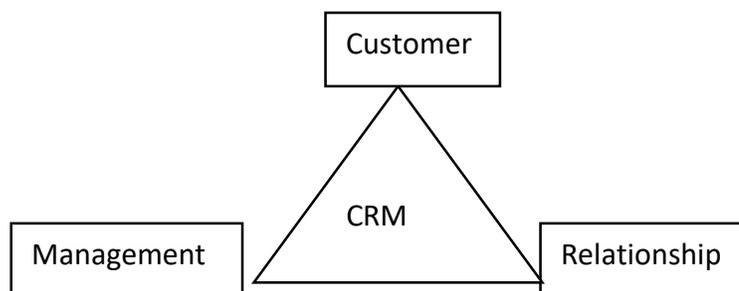


Figure 1, CRM components (Tohidi and Jabbari, 2012)

#### ***Customer***

Customer is the only source of present profitability and future growth of the organization. Customer is the only source of present profit and future growth of the organization and a good customer is the one who creates the highest profit with the lowest cost.

#### ***Relationship***

The relationship between a company and its customers include guided mutual relations as well as a continuous relationship. A relationship may be short-term or long-term, continuous or discontinuous, repetitive or non-repetitive, and based on attitude or behavior. It means that while customers have a positive

attitude and reception towards a company and its products, but their buying behavior strongly depends on the conditions.

### **Management**

CRM is not an activity that is only restricted to marketing department. More specifically, it includes continuous changes in the culture and processes of the organization. Customer's information is collected in the form of a coherent knowledge that guides the organization toward activities obtained from the information and the opportunities of a profitable market (Tohidi & Jabbari, 2012). So we can put it as below:

H1: There is a significant positive relationship between organizational performance and customer relationship management in Ceramic and Tile Industries of Meybod in Yazd.

H2: Organizational performance has a positive impact on customer relationship management in Ceramic and Tile Industries of Meybod in Yazd.

### **2.3. Literature review**

Shekarchizadeh Esfahani et al. (2014) in his study titled "Examining the relationship between customer relationship management and organizational performance in state-run companies in Iran, case study of Gas Company of Markazi province", examines the relationship between variables of customer relationship management and organizational performance. After testing the hypotheses by Chi statistical test, it was concluded that there is a significant relationship between customer relationship management system and performance of the studied company. Some suggestions for improving system performance are also provided at the end. Taherpour Kalantari and Tayyebi Toloo (2010), in a study entitled "The relationship between customer relationship management (CRM) and performance", have examined the relationship between these two variables. The population of the study consisted of all the public and private central banks of Tehran. In order to collect data, one questionnaire for the banks' Organization and two other questionnaires for the banks' customers have been designed and provided. Several studies show that CRM has a significant impact on marketing performance of organizations. However, in that study, there is a weak relationship between the studied variables.

Imran and Rizvi (2011) conducted a study titled "The relationship between organizational learning and organizational performance in banks of Pakistan". The results of this study showed that organizational learning leads to increase of job motivation and has a significant relationship with performance. One of the other results of this study was existence of a significant relationship between organizational learning and increase of innovative activities in working and job assignments. Khodakarami et al (2014), in a study entitled "Examining the role of customer relationship management (CRM) and establishing a system in the field of customer knowledge creation" try to explain customer relationship management well, and examine its relationship with customer knowledge creation. This study examines customer relationship management systems (CRM) and supporting of CRM systems and knowledge creation processes including social, external, hybrid, and internal. CRM systems are classified into common, operational, and analytical titles. Analysis of CRM of functional programs in three organizations indicates that systems work strongly with supporting combination. Operational systems of social facilities with customers come next. Collaboration and analytical systems both provide internal support processes and lead to creation of learning opportunities. Karahan and Kuzu (2014) in a study entitled "Examining customer relationship management (CRM) in banking sector: case study of bank employees in Konya" obtained the following results; from the perspective of this study, CRM is shaped and grown in four phases: identification, differentiation, interaction and customization. The aim of this study is to identify CRM methods in the field of banking services. On this basis, this research has used bank branches that are active in the field of trade as its population. Data collection method is through use of questionnaires and semi-structured interviews; and after collecting and analyzing data, finally provides solutions and recommendations.

## **3. Research Methodology**

### **Type of method**

Conducting this study required a survey of executives, employees and experts of Ceramic and Tile Company of Meybod in Yazd and so this is a survey study. In order to study the subject literature, library studies was done and in the field, administrative and operational stages, standard questionnaire was prepared and distributed in order to collect the required data.

**Population and sample**

In the present study, the statistical population included all employees of Ceramic and Tile Company of Meybod in Yazd who have the following conditions:

- A) Have working experience more than 1 year;
- B) Are not among service provider staff such as maid, driver, etc.

With regard to the provisions expressed, the sample size was estimated as 81 people that due to its limitation, the opinions of all of them will be obtained in order to collect information for the research. So, the population ideas are examined as all-considered.

**Data collection**

In this study, also the questionnaires were used in order to collect data and information for analysis. Likert 5-item scale has been used in order to design these questions. General questions of this questionnaire contain 57 questions, which have been distributed as follows among the variables. Content validity of these questionnaires has been approved through supervisors and advisor and reading books and articles related to the research and determining items of necessary information, studying questionnaires of other articles and researches and determining their strengths and weaknesses; and it has the necessary validity. Reliability of the questionnaires used in this research has been evaluated with the help of Cronbach’s alpha. Given the questionnaires being standard, it can be seen that all dimensions of the studied questionnaires have acceptable Alpha and acceptable reliability.

**Table 1, Cronbach’s alpha coefficients for each of the studies dimensions**

Number	Scale items	Alpha
1	Organizational performance	95%
2	Customer relationship management	88%
Alpha average	Total Alpha	91.6%

**A) Organizational performance questionnaire**

In order to collect information related to organizational performance, Fazel organizational performance questionnaire has been used. Organizational performance questionnaire has been made by Fazel in 2012 and includes 31 items that measure different aspects (employee satisfaction, customer satisfaction, organizational effectiveness and financial and market results). This questionnaire is based on Likert scale (1: strongly disagree; 2: disagree; 3: neither agree nor disagree; 4: agree; 5: strongly agree). Fazel in his research has approved validity of the questionnaire through the opinions of experts and professors and has used Cronbach’s Alpha in order to measure its reliability. The obtained coefficient is 95% which shows high reliability coefficient of the measurement tool.

**B) Customer relationship management questionnaire**

In order to collect information related to customer relationship management, a researcher-made questionnaire by Kalantari and Toloee (2010) has been used. This questionnaire contains 30 questions and measures customer relationship management through 30 dimensions and this questionnaire is based on Likert scale (1: strongly disagree; 2: disagree; 3: neither agree nor disagree; 4: agree; 5: strongly agree). In the study by Kalantari and Toloee (2010), validity of the questionnaire has been examined by interview and consultation with experts in the field of management; and in order to calculate reliability, Cronbach’s alpha method was used and the reliability coefficient of the questionnaire was calculated as 88% which shows high accuracy of the instrument in collecting the data.

**Data analysis**

In this study, in order to analyze the data obtained from the samples, the methods of both descriptive statistics and inferential statistics have been used. In order to investigate the features of the respondents, descriptive statistics has been used. To analyze the data, Pearson correlation coefficient statistical method was used in order to identify the situation of research variables in terms of normal distribution of data. And regression analysis methods were used to understand the effects. Finally, in order to do all these analyses, IBM SPSS Statistics 19 statistical software has been used. Also, in order to analyze the relationship between research variables, LISREL software was used.

**4. Research results**

In order to test the hypotheses, Pearson correlation test is used in order to explore the relationship or lack of relationship between research variables.

***First hypothesis: there is a significant positive relationship between organizational performance and customer relationship management in Ceramic and Tile Industries of Meybod in Yazd.***

In order to test this hypothesis also Pearson correlation coefficient has been used. The test results are shown in Table 2:

**Table 2, Matrix of correlation between organizational performance and customer relationship management**

Variable		Organizational performance	Customer relationship management
Organizational performance	R Sig N	1 - 81	
Customer relationship management	R Sig N	0.312 0.024 81	1 - 81

As can be seen in Table 2, analyzing the relationship between these two variables, we can say that as  $r=0.312$  and  $Sig.= 0.024$ , the test is significant at a confidence level of 0.05. In other words, one can say with 95 percent confidence that there is a relationship between the above components.

***The second hypothesis: organizational performance has a positive impact on customer relationship management in Ceramic and Tile Industries of Meybod in Yazd.***

In order to test the second hypothesis, because of existence of two variables, simple regression test has been used. According to Table 3, the variable of customer relationship management has a positive impact on the dependent variable in this hypothesis (organizational performance in Ceramic and Tile Industries of Meybod in Yazd) and can predict changes of this variable. Also according to this table, customer relationship management can predict 25% of the changes of the dependent variable of the research ( $R^2= 0.257$ ).

**Table 3, Regression indices values of the second sub-hypothesis of the research**

Fixed number	B coefficient	B coefficient	R	R <sup>2</sup>	F	Sig
35.07	0.541	0.25	0.381	0.257	19.68	0.00

**4.1. Path analysis (fitness of structural model)**

Fitness of the model means that how much a model is consistent with the related data. In general, several indicators are used to evaluate fitness of the model, but usually using three to five indexes is sufficient to validate the model. In the table below you can see the summary of these tests.

**Table 4, summary of indicators of fitness of the model in structural equations**

Number	Index name	Main criteria of fitness	Optimal value of the statistic
1	RMSEA	Error of sum of squares of mean	Lower than 0.1
2	NFI	Comparison of the considered model with the model without relations	Higher than 0.9
3	NNFI	Comparison of the considered model with the model without relations	Higher than 0.9
4	CFI	Comparative fitness index	Higher than 0.9
5	AGFI	Mean of squares instead of sum of squares in the above model	Higher than 0.8
6	GFI	Evaluation of relative value of variance and covariance	Higher than 0.9

Now, in the rest of the paper, in accordance with the above tests, we analyze the structural model of the research.

**4.1.1. Fitness of structural model**

Table 5 shows the variables of the model and their icons in the model.

**Table 5, Variables and their icons in structural model**

Latent variables	Icon in the model	Observed variables	Icon in the model
Company's performance	pc	Customer satisfaction	CS
		Employee satisfaction	PS
		Organizational effectiveness	OE
		Market	MA
Customer relationship management	CRM	-	-

**Table 6, Direct and indirect effect of endogenous and exogenous latent variables on each other (regression beta coefficient)**

Path direction	Direct effect	Indirect effect	Total effect
From customer relationship management to company's performance	0.32	-	0.32

Fitness indicators of the model can be seen in the following table:

**Table 7, Fitness indicators of the model**

Number	Index name	Main fitness criteria	Optimal value of index	Value of index in the model	result
1	RMSEA	Error of sum of squares of mean	Lower than 0.1	0.056	Optimal
2	NFI	Comparison of the considered model with the model without relations	Higher than 0.9	0.91	Optimal
3	NNFI	Comparison of the considered model with the model without relations	Higher than 0.9	0.94	Optimal
4	CFI	Comparative fitness index	Higher than 0.9	0.95	Optimal
5	AGFI	Mean of squares instead of sum of squares in the above model	Higher than 0.8	0.96	Optimal
6	GFI	Evaluation of relative value of variance and covariance	Higher than 0.9	0.97	Optimal

According to the results obtained from the above table: The obtained RMSEA index is 0.056 that based on the standard value of <0.1, which is the optimal value of this index, the model is approved in accordance with this index and has a good and favorable fitness in this model. The obtained NFI index is 0.91 that based on the standard value of >0.9, which is the optimal value of this index, the model is approved in accordance with this index and has a very good fitness in this model. The obtained NNFI index is 0.94 that based on the standard value of >0.9, which is the optimal value of this index, the model is approved in accordance with this index and has a very good fitness in this model. The obtained CFI index is 0.95 that based on the standard value of >0.9, which is the optimal value of this index, the model is approved in accordance with this index and has a very good fitness in this model. The obtained GFI index is 0.97 that based on the standard value of >0.9, which is the optimal value of this index, the model is approved in accordance with this index and has a very

good fitness in this model. The obtained AGFI index is 0.96 that based on the standard value of  $>0.8$ , which is the optimal value of this index, the model is approved in accordance with this index and has a very good fitness in this model.

### **Discussion and conclusion**

Shekarchizadeh Esfahani et al. (2014) in their study titled "Examining the relationship between customer relationship management and organizational performance in state-run companies in Iran: case study of Gas Company of Markazi province" examined the relationship between variables of customer relationship management and organizational performance. Finally, it was concluded that there is a significant relationship between customer relationship management system and performance of the studied company. Some suggestions for improving system performance are also provided at the end. According to the results of this study, it can be said that the obtained results are consistent with the present study and this relationship is completely clear in the second hypothesis. Taherpour Kalantari and Tayyebi Toloo (2010), in a study entitled "The relationship between customer relationship management (CRM) and performance", have examined the relationship between these two variables. Description of this research is as follows: this article seeks to examine the relationship between customer relationship management and marketing performance in banking industry. Several studies show that CRM has a significant impact on marketing performance of organizations. However, in the performed study, there is a weak relationship between the studied variables. The results of this study are not consistent with the results of the present study. Asadi et al. (2009) in his study entitled "The relationship between organizational learning and organizational performance in experts of Physical Education Organization of Islamic Republic of Iran" concluded the following results: the purpose of this study was to examine the relationship between organizational learning and organizational performance in experts of Physical Education Organization of Islamic Republic of Iran. The findings emphasize the importance of organizational learning and its levels (individual learning, team learning and organizational learning) as one of the contributing factors in increasing performance level of experts of Physical Education Organization. The results of this study are consistent with the results of the present study. Imran and Rizvi (2011) performed a study titled the relationship between organizational learning and organizational performance in banks of Pakistan. The results of the study showed that organizational learning leads to increase of job motivation and has a significant relationship with performance. One of the other results of this study was existence of a significant relationship between organizational learning and increase of innovative activities in work and job assignments. The results of both studies are quite consistent. Chang et al. (2014) in a study entitled "The impact of customer relationship management on customer performance (examining the relationship between performance and customer relationship)" aimed to assess the full impact of information processes between customer relationship management and customer performance. The results showed that the information process of customer easily leads to relational performance; in other words, there is a strong positive relationship between these two. For example, customer satisfaction will increase profits. Based on the above contents and the summary of the research, it can be said that the results of this study are consistent with the results of the present study, and this can be seen clearly in the second hypothesis. Khodakarami et al (2014), performed a study entitled "Examining the role of customer relationship management (CRM) and establishment of a system in the field of customer knowledge creation". The two studies are not comparable. Karahan and Kuzu (2014) conducted a study entitled "Examining customer relationship management (CRM) in banking sector: case study of bank employees in Konya". According to the title of this study, it is concluded that we cannot do a good comparison between this study and the present study.

### **Recommendations based on research results**

Given the discovery of positive relationship between the variables of organizational performance and customer relationship management and effectiveness of these variables on each other, the following points are provided as necessary and important points in order to give more information to managers and research users:

- The researcher suggests that, as most employees have a routine kind of task and as Ceramic and Tile Company of Meybod in Yazd is not an exception in this regard, therefore, staff training in the areas of job skills, particularly in the issue of organizational learning seems necessary;
- Creation of a computer network that shows the employees' learning and exchanges the required information of employees;

- Encouraging the employees to do scientific activities and creating appropriate ground in this regard;
- Given the close relationship between organizational learning and employee's performance, it is better to provide a course for the employees as in-service training;
- It is recommended that the models used in other studies regarding customer relationship management will also be used in order to achieve more comprehensive results;
- Using appropriate software programs in the field of customer relationship management and strengthening and training the employees in this field;
- Forgetting traditional management and believing that science has made significant progress today and it should be used as the tool to help promoting the task;
- Welcoming innovative and creative ideas among employees and supporting these cases;
- Establishing scientific committee alongside other sectors of the company or strengthening R & D in the organization.

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