

-RESEARCH ARTICLE-

INVESTIGATING USER SATISFACTION OF CUSTOMER RELATIONSHIP MANAGEMENT IN A TELECOMMUNICATIONS COMPANY IN THE KINGDOM OF BAHRAIN

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—Abstract—

This study examines users' satisfaction with a customer relationship system (CRM) system in Bahrain. The selected variables are perceived ease of use, perceived usefulness, user support, facilitating conditions, and social influence. A sample of seventy employees working in a telecommunications company was selected to answer the questionnaire, but sixty questionnaires were retrieved. The collected data were analyzed using the partial least square–structural equation modeling (PLS-SEM) approach. The SmatPLS 3.3.3 software was used to perform data analysis. The results revealed that employees were highly satisfied with the CRM system and a significant relationship between the selected variables and user satisfaction. CRM has become a crucial system for organisations, given that customers are the number one factor in delivering economic value for companies.

Citation (APA): Al-Shammari, M.M., AlShowaikh, A. F. (2021). Investigating User Satisfaction of CRM in A Telecommunication Company in the Kingdom of Bahrain. *International Journal of eBusiness and eGovernment Studies*, 13(1), 97-116. doi:10.34111/ijepeg.202113105

The research's contribution is to help the company foresee and calibrate users' contentment and develop and enhance customer service and the institution's service aspect.

Keywords: CRM, Users' Satisfaction, Perceived Ease of Use, Perceived Usefulness, User Support, Bahrain.

JEL Classification: M15

1. INTRODUCTION

Following the upheaval in global economic activity caused by the recent COVID-19 pandemic, firms are attempting to get their operations back on track. Many companies admit that their actions must be centered on their consumers rather than on cost-cutting methods because competition is a genuine and constant threat to their survival and prosperity (Gneiting et al., 2020). Customers are the central focus of every organisation. They are the main reason behind the existence of organisations. Organisations will not sell their products and services, which will disable them from making a profit. Thereby, handling relationships between the organisation and its customers is one of the most significant managers'. Managing the relationship between an organisation and its customers is challenging, but it satisfies them (Youn et al., 2021). Companies need to determine different ways to manage such relationships to gain a deep insight into their tastes and preferences. For example, handling customer relationships triggered business companies to emphasize the relationship between the organisation and its customers rather than highly emphasizing the product and service. Conversely, it is difficult to manage a relationship between a company and its customers as customers' needs and wants are frequently subject to change (Adiyanto, 2021; Chheda et al., 2017).

One of these main approaches is the CRM system, considering that CRM's principle is expanding swiftly and chiefly realizes that several firms strive to maximize their profits and initiate long-term relationships with their customers (Baashar et al., 2020). Therefore, the ratification of a robust CRM system and a business strategy that supports such an approach helps businesses succeed in fulfilling their goals (Adiyanto, 2021; Wachnik, 2017). CRM is an initiative used for managing an organisation's interactions with customers. It involves using technology to organise and facilitate the business processes and use several types of practices and strategies to satisfy customers' needs and maximize the organisation's income, profitability, and sales (Baashar et al., 2020; Tingbin et al., 2018). Therefore, having a successful CRM system is essential to achieve a company's business strategy.

The value of CRM stems from the fact that it enables managers to store customer data and base their critical decisions on building a direct relationship with their current and prospective customers. Moreover, it allows companies to keep track of their customers

through the relationship between the CRM system and building and sustaining a long-term relationship (Guerola-Navarro et al., 2021). Implementing a CRM system crucially improves customer loyalty towards the organisation. The CRM system enhances the company in serving the customer through uninterrupted communication, non-interference in contact, and addressing complaints. Moreover, having a CRM system helps the company retain its customers and massively influences its ability to collect information (Agbaje, 2014; Guerola-Navarro et al., 2021). The telecommunications industry in Bahrain is very competitive and consists of three prominent companies: Batelco, Zain, and STC Bahrain. All telecommunications companies in Bahrain use a CRM system to utilize and systematize to help their employees communicate and interact with customers more efficiently. CRM allows companies to establish and sustain a reliable and successful relationship with customers. Therefore, this study seeks to explore user's satisfaction with the CRM system of telecommunications companies in the Kingdom of Bahrain concerning perceived ease of use, perceived usefulness, user support, facilitating conditions, and social influence.

2. LITERATURE REVIEW

2.1 The CRM system in the telecommunications industry

Sağlam et al. (2021) and Agbaje (2014) examined CRM's benefits in the telecommunications sector, such as positively retaining existing customers and increasing their loyalty. Furthermore, the CRM system promises the company to secure its customers by enhancing communication between the organisation and its customer, making it more efficient and effective. However, for telecommunications companies to benefit from the CRM system, they must combine the CRM operations into one whole process, enabling the telecommunications companies to enhance their customer attainment and retaining proportions (Alhakimi et al., 2019).

The CRM system plays a crucial role in the telecommunications industry by helping the organisations gain insight into their customer database to battle the tough competition within the following sector. It contributes to developing its business strategy through customer retention, cross-selling, attrition, and customer loyalty. The CRM helps organisations understand their customer behaviors, allowing them to build loyalty programs for their valuable customers. The system also helps organisations understand why their customer prefer them to the rest of the competitors, which allows the company's marketing team to launch the proper marketing promotions and counter the competitors' promotions (Bahri-Ammari et al., 2019; Viriri et al., 2017).

The CRM system improves the overall response of direct marketing campaigns. Companies build their promotions based on accurate customer data collected through the system and set the correct prices for their customers. For instance, companies use

telephone calls regularly to provide customers with information about company offerings and stay in touch with them to ensure their satisfaction. Such a systematic approach improves the relationship between the company and its customers through consistent monitoring and customer care. Additionally, the CRM system helps companies in targeting their valuable customers. For instance, a company can provide new offerings to some residential regions by offering inclusive call allowances and free phone or Internet services (Sivasankar et al., 2019; Viriri et al., 2017).

2.2 Users' satisfaction with the CRM

User satisfaction refers to users' attitudes regarding specific computer applications or systems (Doll et al., 1988). (Donovan et al., 2018) established that a user's satisfaction could estimate the profit or the deficiency of a computer system. The technology acceptance model (Davis, 1989) is one of the most influential models for measuring a user's technology acceptance, which measures two factors of perceived usefulness and perceived ease. The model extends the popular Theory of Reasoned Action (TRA) by Ajzen (1991). It suggests that beliefs influence attitudes; voluntary behavior is a function of what we think (thoughts), what we feel (perspectives), our intentions, and subjective norms (what others think is acceptable to do).

The Theory of Planned Behavior (TPB), developed by Ajzen (1991), adds a new factor to the determinants of the behavioral intention of a person's attitudes toward a particular behavior. The first two factors are the same as the TRA. The third factor is the perceived behavioral control, which users perceive may limit their behavior. The TAM, developed by Davis (1989), has been extended to the TAM2 and TAM3. Venkatesh et al. (2000) proposed TAM2 as an extension of TAM by presenting two theoretical processes- social influence and cognitive instrumental processes- to explain the various determinants' effects on perceived usefulness and usage intention. The social influence processes included subjective norms, voluntariness, and image. However, the cognitive instrumental processes had job relevance, output quality, result demonstrability, and perceived ease of use. The TAM3 developed by Venkatesh et al. (2008) combined four different types of determinants of perceived usefulness and perceived ease of use- individual differences, system characteristics, social influence, and facilitating conditions.

2.3 Perceived ease of use, perceived usefulness, and CRM

Since its inception nearly two decades ago, the Technology Acceptance Model (TAM) has been used to improve knowledge and forecasts of individual user acceptance of technology. According to TAM, individuals' attitudes about utilizing technology are influenced by two leading independent variables: perceived usefulness and perceived ease of use. These are considered critical, independent variables. Perceived ease of usage

refers to how an individual believes that using a specific technology or system is not complicated and needs less effort (Davis, 1989).

Perceived ease of use could positively affect users' satisfaction, considering that if an advanced system or technology is effortless in usage, it is more likely to be accepted. The perceived usefulness of a system enables users to believe in the importance of this system as it reduces their learning time and enhances their performance (Weerasinghe et al., 2018). CRM is a complex phenomenon that is often referred to as one-to-one marketing. However, customer relationship management (CRM) is a technological solution that connects distinct databases with sales force automation tools to target efforts better in the recent age. The CRM is more than just technology applications for marketing, sales, and customer service; it is a cross-functional, customer-driven, technology-integrated business process management strategy that maximizes relationships and encompasses the entire organisation when fully and successfully implemented (Sağlam et al., 2021). Therefore, based on prior studies, it is hypothesized that:

H1: Perceived ease of use has a significant relationship with user satisfaction concerning the CRM system.

H2: Perceived usefulness has a significant relationship with user's satisfaction with the CRM system.

2.4 User support and CRM

User support refers to the technical support and help provided by an organisation to users of a specific system to operate it (Davis, 1989). User support may be inclusive of software goods, computers, or other electronic and informatics belongings. The advancement of digital technology has brought numerous conveniences into our daily routines. On the other hand, we must deal with various types of information, which can be challenging work for elderly individuals or those unfamiliar with information technologies (Borenstein, 2021). The same is true of the new technology-based CRM system, which requires constant organisational guidance and support for its users. Besides, some former studies determined that user support affects users' contentment towards using various systems (Jun et al., 2018). Therefore, it is hypothesised that:

H3: User support has a significant relationship with user satisfaction with the CRM system.

2.5 Facilitating conditions and CRM

tenThe ext to which a person believes that technical and organisational infrastructure is available to support the use of a particular system (Venkatesh et al., 2003). Facilitating conditions contain the critical support that the employees gain from the company's ICT

sector and supervisors and the training to empower them to use the CRM system effectively. Furthermore, [Bhat et al. \(2016\)](#) stated that facilitating circumstances influence users' satisfaction using various ICT systems. Therefore, in light of previous studies, the following hypothesis has been developed.

H4: Facilitating conditions have a significant relationship with user's satisfaction with the CRM system.

2.6 Social influence and CRM

Social influence refers to how a person's opinions or actions are affected by other people and is related to when someone influences users' decisions regarding using a new system ([Venkatesh et al., 2003](#)). In a world where information and communication technologies (ICTs) are becoming pervasive in all parts of our lives, it is increasingly important to understand what factors impact individuals' decisions to accept and utilize these technologies. Increasingly, when new technologies develop – particularly social technologies – social influence may play an increasingly essential role in determining which technologies are successful ([Graf-Vlachy et al., 2018](#)). The importance of social impact on human behavior in general and the adoption of information technology has long been recognised by prior studies ([Beldad et al., 2018](#)). Therefore, considering the new technologies based CRM system, it is hypothesized that:

H5: Social influence has a positive impact on user's satisfaction with the CRM system.

3. CONCEPTUAL FRAMEWORK

Figure 1 shows the proposed conceptual framework for measuring the user's satisfaction with the CRM system. The conceptual framework is adapted from [Davis \(1989\)](#), [Venkatesh et al. \(2000\)](#), [Venkatesh et al. \(2003\)](#), and [Venkatesh et al. \(2008\)](#). The conceptual model variables have been chosen based on their importance and high relevance in previous literature.

4. METHODOLOGY

4.1 The population of the study

This study targets staff who use the CRM system, known as CRM users, to examine the level of their satisfaction with the CRM system. The study population is 1,300 employees in different positions and departments of the telecommunications company in the Kingdom of Bahrain.

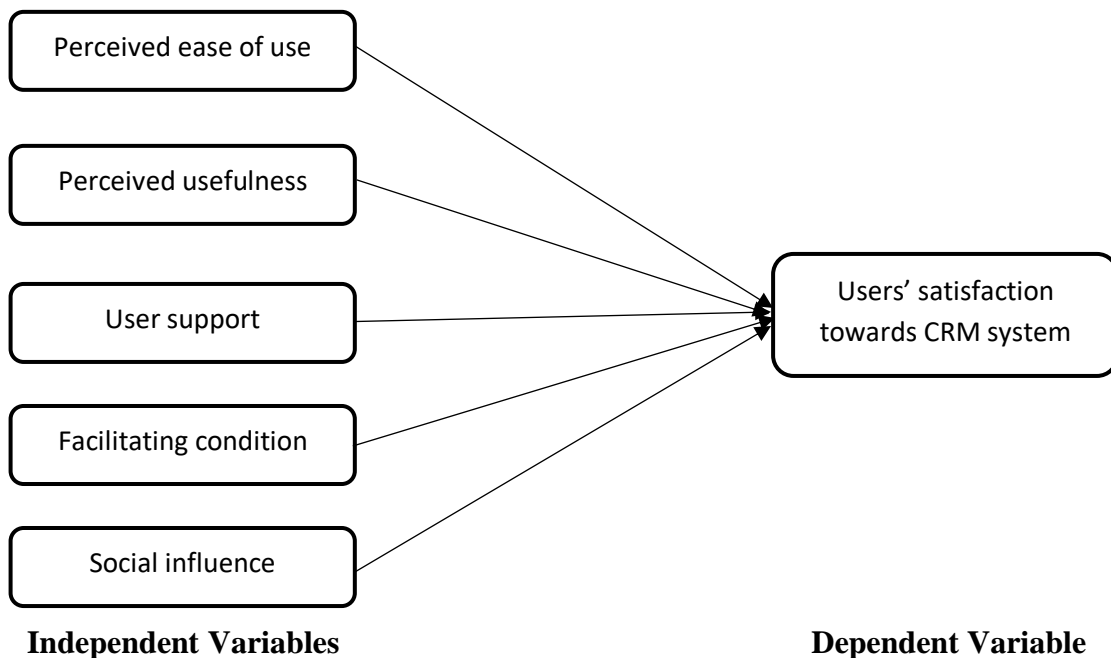


Figure 1: Conceptual Framework of the Study

4.2 Sample and sampling procedure

A non-probability convenience sampling method has been used due to the convenience of accessibility of participants (Fink, 2003). Emails have been sent to employees whose data was accessible from their organisation's website or LinkedIn profiles. In total, 70 employees have agreed to participate in this study, and they have been selected to answer and fill out the online questionnaires. However, sixty questionnaires have been retrieved with a response rate of 86%.

4.3 Instrumentation

A closed-ended online questionnaire has been used to measure user's satisfaction with the CRM system using a five-point ascendingly ordered Likert scale response options, viz. strongly disagree (1), disagree (2), neutral (3), Agree (4), and Strongly agree (5). The User's Satisfaction with the CRM System was measured using four items (Kumar et al., 2021). Two scales consisting of four items, each adapted from the study of Yusliza et al. (2012) were used to measure the constructs of perceived ease of use and perceived usefulness. Similarly, three items for each scale were adapted to measure the constructs of user support, facilitating conditions, and social influence Yusliza et al. (2012), Polit et al. (2004) argued that questionnaires are more effective than interviews. They grant

privacy to participants when answering questions and are a better tool than interviews to save time, effort, and money.

5. FINDINGS

5.1 Statistical analysis

The collected data were analyzed using two statistical techniques, i.e., descriptive and inferential, with the SmartPLS 3.3.3 software. A descriptive statistics test has been conducted to calculate the standard deviation and means of variables. In addition, the partial least square–structural equation modeling (PLS-SEM) technique was used to assess the impact of perceived ease of use, perceived usefulness, user support, facilitating conditions, and social influence towards using the CRM system.

5.2 Demographic profile of respondents

This part discusses and portrays the respondents' demographic profiles, descriptive statistics of the variables, and correlation analysis. According to Table 1, the respondents included fifty males (83.33%) and ten females (16.67%). The majority of the respondents are aged between 31 and 40, representing 55% (33), whereas 35% (21) are aged between 20 and 30. Only 10% aged between 41 and 50. Also, there are no respondents whose age group is above 50.

Most respondents hold a bachelor's degree, representing 88.33%, whereas 11.67% hold a diploma. No respondent holds a secondary school degree nor a higher education degree. This result indicates that the entire respondents had their education in a university and graduated with either a Bachelor's or a Diploma degree. Table 1 also shows that 50% of the respondents have 1-5 years of work experience, whereas 40% have 6-10 years of work experience. The minority, which constitutes 10% of the respondents, had more than ten years of work experience. This minority represents the most experienced employees as well as the oldest in terms of age.

5.3 Descriptive Statistics

Table 2 depicts the mean and standard deviation scores of all the exogenous and endogenous variables of the study. The overall mean score of user satisfaction (4.15) indicates that respondents are highly satisfied with the CRM system and believe that the following system improves their productivity in achieving this system's purpose, constructing and maintaining long-lasting profitable relationships with their customers. Next, the mean score of perceived ease of use was 4.18, which means that customers are delighted with the implemented CRM system regarding its ease of use. This result indicates that the users find the CRM system easy to deal with and easy to use, and they do not find it complicated.

Table 1: Profile of Respondents

Gender	Percentage	Number
Male	83.33	50
Female	16.67	10
Total	100.0	60
Age		
20-30 years	35.00	21
31-40 years	55.00	33
41-50 years	10.00	6
Above 50 years	0.00	0
Total	100.0	60
Education		
Secondary school degree	0.00	0
Diploma Degree	11.67	7
Bachelor's degree	88.33	53
Postgraduate degree	0.00	0
Total	100.0	60
Experience		
Less than 1 year	0.00	0
1-5 years	50.00	7
6-10 years	40.00	24
Above10 years	10.00	6
Total	100.0	60

The mean score of perceived usefulness was 4.20, which indicates that the users are delighted with the CRM system in terms of its perceived use. This result also suggests that the users find the following CRM system valuable and beneficial in facilitating their work performance and building valuable relationships with their customers. Moreover, the mean score of user support was 4.11, which indicates that users are satisfied with the CRM system in terms of user support. This result shows that users are provided with support when facing any difficulties related to the implemented system. In addition, the company offers training and user support to CRM users.

The total mean score of facilitating conditions was 4.15, which indicates that users are delighted with the CRM system in terms of enabling conditions. This result also suggests that the company offers a working environment for users with conditions that aim to increase their productivity and make it more efficient as much as possible. In addition, the mean score of social influence (4.22) indicates that customers are delighted with the CRM system regarding social impact. It also demonstrates that CRM system usage satisfies both customers and the organisation in building positive and reliable relationships.

Table 2: Descriptive Statistics

Statement -	Mean	Standard. Deviation
Users' Satisfaction	4.18	1.02
Perceived Ease of Use	4.20	1.07
Perceived Usefulness	4.11	1.05
User Support	4.11	1.05
Facilitating Conditions	4.15	1.04
Social Influence	4.22	1.05

5.4 Inferential Statistics

5.4.1 Measurement Model

This study used the PLS-SEM for two types of inferential statistical analyses, i.e., confirmatory factor analysis (CFA) and structural analysis. CFA was used to test the reliability and validity of the constructs. Figure 2 and Table 3 presents the values of outer loadings ranging from 0.720 to 0.887, and the value of rho ranges between 0.737 to 0.830 represents constructs reliability (Hair et al., 2019). In addition, it means the average variance extracted (AVE) ranges between 0.503 to 0.719, and composite reliability (CR) ranges between 0.719 to 0.884 that represents convergent validity of the model (Hair et al., 2019). Similarly, Table 4 and Table 5 present the Fornell/ Larker criterion and HTMT analysis used to analyze the discriminant validity of the constructs. In Fornell/ Larker criterion, the square root of the AVE of all constructs is greater than the inter-correlation with their respective other variables. Likewise, all the values from the HTMT analysis are less than 0.85, which represents the discriminant validity of the constructs (Hair et al., 2019).

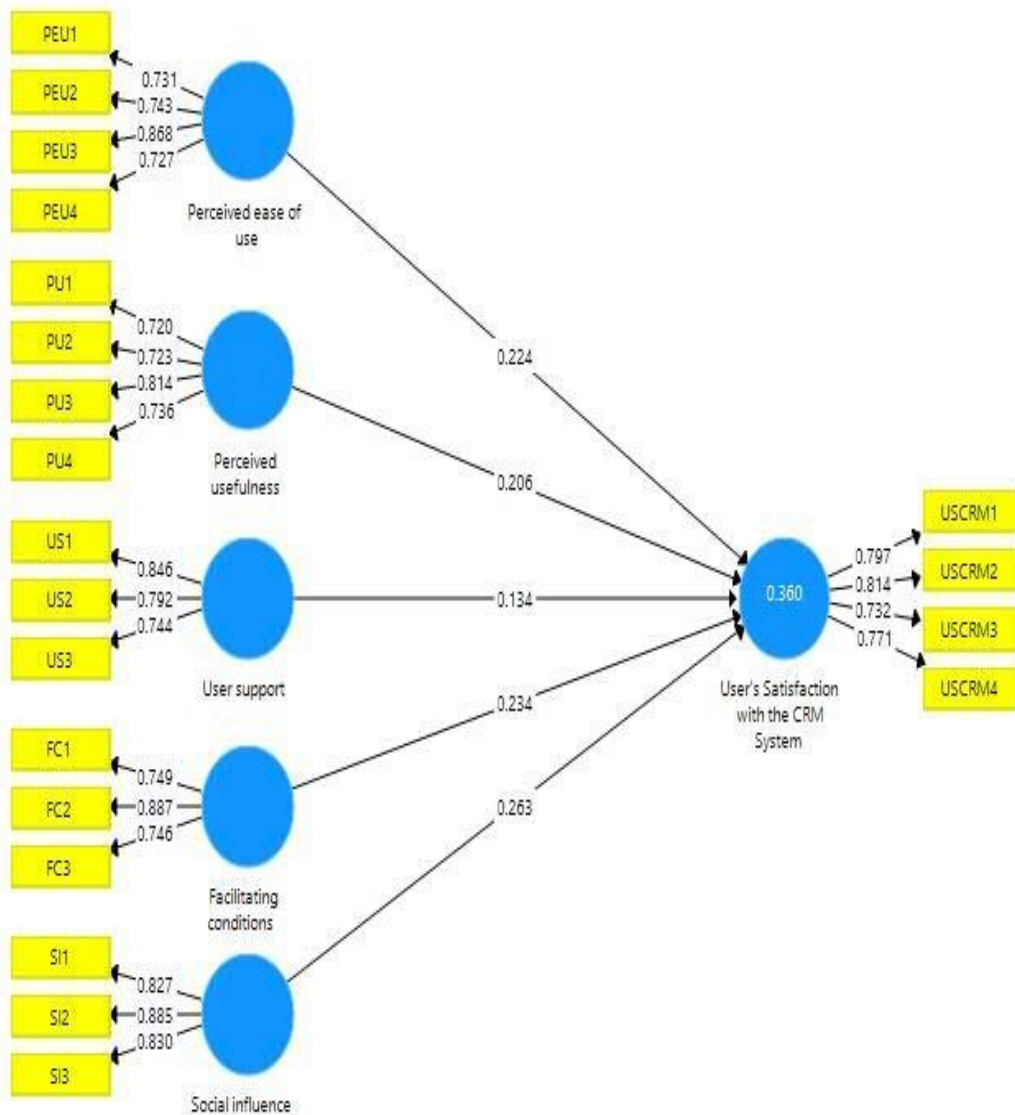


Figure 2:
Estimations of Measurement Model

Table 3: Measurement Model

Construct	Items	Loadings	rho_A	CR	AVE
Facilitating conditions	The company provides the necessary resources to use the CRM system.	0.749	0.744	0.719	0.503
	I have enough knowledge to use a CRM system.	0.887			
	IT experts are available for assistance with CRM system difficulties.	0.746			
Perceived ease of use	The CRM system is easy to use.	0.731	0.737	0.741	0.507
	The CRM system offers flexibility.	0.743			
	Less effort is required when using the CRM system.	0.868			
	The CRM system is user-friendly.	0.727			
Perceived usefulness	The quality of my work and performance gets enhanced when I use the CRM system.	0.720	0.744	0.816	0.528
	The CRM system enables me to have more control over my job.	0.723			
	The CRM system allows me to finish my tasks faster.	0.814			
	My performance improved when I used the CRM system.	0.736			
Social influence	My co-workers encourage me to work with the CRM system.	0.827	0.83	0.884	0.719
	The administration of the organisation encourages me to work with the CRM system.	0.885			
	The company overall encourages the use of the CRM system in the organisation.	0.830			
	The company provides training programs related to the CRM system.	0.846	0.734	0.837	0.632

User support	The company provides experts to help us with issues regarding the CRM system.	0.792			
	Whenever I face a problem, I receive support from the other CRM system users very quickly.	0.744			
User's Satisfaction with the CRM System	It is a great idea to use the CRM system in my job.	0.797	0.774	0.799	0.502
	I like to work using the CRM system.	0.814			
	I am satisfied with the features that the CRM system offers.	0.732			
	I think the overall company performance improves when they use the CRM system.	0.771			

Table 4: Fornell and Larcker Criterion for Discriminant Validity

	Facilitating Conditions	Perceived ease of Use	Perceived Usefulness	Social Influence	User Support	User's Satisfaction with the CRM System
Facilitating conditions	0.709					
Perceived ease of use	0.085	0.712				
Perceived usefulness	0.401	0.027	0.727			
Social influence	0.305	0.068	0.013	0.848		
User support	0.247	0.002	0.301	0.054	0.795	
User's Satisfaction with the CRM System	0.449	0.267	0.349	0.346	0.239	0.709

5.4.2 Structural Model

In the structural PLS path model, bootstrap and blindfolding procedure was performed to test the hypothesis and model fit. The values of coefficient of determination R^2 and predictive relevance Q^2 are 0.36 and 0.156 respectively that shows the goodness of model fit (Hair et al., 2019). Figure 3 and Table 6 show that the impact of facilitating conditions ($B= 0.232$; t -value= 4.036; p -value< 0.05), perceived ease of use ($B= 0.225$; t -value= 3.255; p -value< 0.05), perceived usefulness ($B= 0.207$; t -value= 3.454; p -value< 0.05), social influence ($B= 0.265$; t -value= 5.460; p -value< 0.05) and user support ($B= 0.133$; t -value= 2.194; p -value< 0.05) on user's satisfaction with the CRM system is established. In addition, based on the coefficient findings, these impacts are also estimated to be positive and implies that change in perceived ease of use, perceived usefulness, user support, facilitating conditions, and social influence will contribute to user's satisfaction with the CRM system in telecommunication industry of Kingdom of Bahrain.

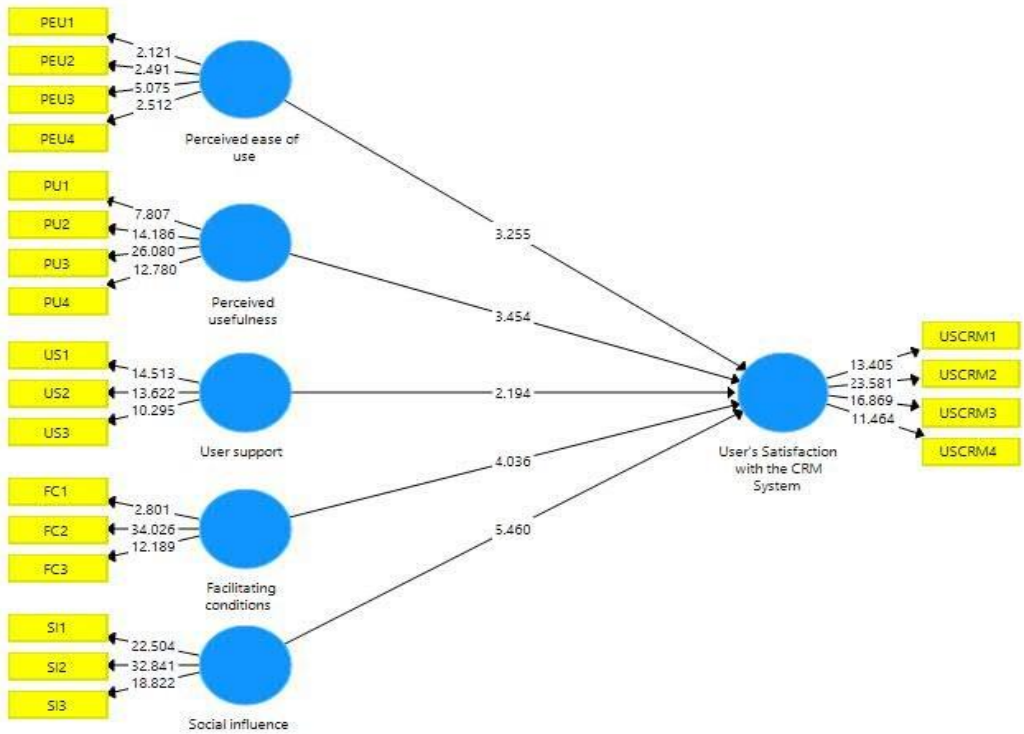


Figure 3: Estimations of Structural Model

Table 5: Heterotrait-Monotrait Criterion for Discriminant Validity

	Facilitating Conditions	Perceived Ease of Use	Perceived Usefulness	Social Influence	User Support	User's Satisfaction with the CRM System
Facilitating conditions						
Perceived ease of use	0.279					
Perceived usefulness	0.749	0.209				
Social influence	0.667	0.13	0.162			
User support	0.482	0.511	0.404	0.122		
User's Satisfaction with the CRM System	0.737	0.391	0.482	0.451	0.325	

Table 6: Hypotheses Results

Hypothesis	Beta	S.E	T Value	P Value	CI ^{BCa} Low	CI ^{BCa} High	Decision
Facilitating conditions -> USCRM	0.232	0.058	4.036	0.000	0.121	0.338	Supported
Perceived ease of use -> USCRM	0.225	0.069	3.255	0.001	0.179	0.304	Supported
Perceived usefulness -> USCRM	0.207	0.060	3.454	0.001	0.084	0.315	Supported
Social influence -> USCRM	0.265	0.049	5.460	0.000	0.142	0.349	Supported
User support -> USCRM	0.133	0.061	2.194	0.029	0.005	0.243	Supported

Note:USCRM = User's Satisfaction with the CRM System, * Significance level < 0.05

6. DISCUSSION

The present study intends to analyze the impact of perceived ease of use, perceived usefulness, user support, facilitating conditions, and social influence on user's satisfaction with the CRM system in the telecommunications industry of the Kingdom of Bahrain. The analysis findings revealed that two main components of TAM, i.e., perceived ease of use and perceived usefulness, have a significant impact on user satisfaction with the CRM system. These findings are consistent with the prior studies of [Weerasinghe et al. \(2018\)](#) and [Sağlam et al. \(2021\)](#) that inferred that the perceived usefulness of a system enables users to believe in the importance of this system as it reduces their learning time and enhances their performance. Likewise, the perceived use of a system allows users to believe in the importance of this system as it reduces their learning time and improves their performance.

The present study found a positive and significant impact of user support on user's satisfaction with the CRM system. These findings are in line with the prior studies of [Sağlam et al. \(2021\)](#) and [Jun et al. \(2018\)](#), who described that different types of information are required to perform challenging work specifically for elderly individuals or those who are unfamiliar with information technologies. Similarly, technology-based CRM systems require continuous organisational support and guidance for its users to perform efficiently.

The study results also found a significant between facilitating conditions and user's satisfaction with the CRM system. These results are also backed by prior studies of [Venkatesh et al. \(2003\)](#) and [Bhat et al. \(2016\)](#), who states that facilitating conditions contain the critical support that the employees gain from the company's supervisors and training to empower them to use the technology-based CRM system effectively. Such organisational arrangements also influence users' satisfaction using various technology-based systems.

Finally, the findings also inferred that social influence has a significant positive impact on user's satisfaction with the CRM system. These findings are in line with the prior studies of [Graf-Vlachy et al. \(2018\)](#) and [Beldad et al. \(2018\)](#), who found that by the development of new technologies – particularly social technologies – social influence may play an increasingly essential role in compelling people to use specific technology-based systems.

7. CONCLUSION

CRM is a vital system that helps organisations move from a product-centric company to a customer-centric company. It allows organisations to build sustainable and profitable

relationships with their customers, which increases the organisation's market share and satisfies its customers. TAM has been a widely used model to understand and explain users' behavior of the CRM system. This study aimed to investigate users' satisfaction with selected variables in the CRM of a telecommunications company in the Kingdom of Bahrain. The following selected variables are perceived ease of use, perceived usefulness, user support, facilitating conditions, and social influence. The study indicated that the users are delighted with the CRM system and that the relationship between the selected variables and users' satisfaction is significant. Furthermore, all the chosen variables had at least a moderate to a high association with user's satisfaction except the facilitating conditions variable, which had a weak to an average relationship with user's satisfaction.

7.1 Research Implications

The research findings can help the organisations gain insight into how satisfied their employees are with the CRM system. It is beneficial to foresee and calibrate users' contentment and develop and enhance customer service and an institution's service aspect. It also helps the company assess and improve the system to build a sustainable relationship with the customers and improve its performance. Based on the study results, the organisation needs to offer extensive programs to train employees in using a CRM system and acquainting them with such a system's importance. In addition, the company could establish a support unit of consistently available staff to assist CRM users when facing any technical problem. Furthermore, the CRM system needs to be integrated across the entire company and emphasize its importance. Finally, the organisations also need to invest in technologies that intensify the CRM system and directly touch its customers.

7.2 Future Research directions

Besides several theoretical and practical knowledge addition to existing literature, the present study also has several limitations. First, due to time and financial constraints, the present study is cross-sectional. However, future studies are recommended to perform longitudinal studies to draw causal inferences. Second, to provide a deep insight into the further studies could add intervening variables in the relationship between selected variables and user satisfaction with the CRM system. Finally, this research is limited to the telecommunications sector of the Kingdom of Bahrain. Therefore, it is recommended to study this model in other countries' telecommunications industries.

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