The Effect of E-CRM on Customer Delight
"An Applied Study on Mobile Telecommunication Companies in Mansoura City"

submitted by

Sara Mohammed Elbishbishi
Master student at Business Administration department
Faculty of Commerce- Mansoura University

Under the supervision of

Dr. Lamees El-Agamy

Lecturer of Business Administration

Faculty of Commerce

Mansoura University

Prof. Dr. Abdul Aziz Ali Hassan

Prof. of Marketing, Head of Business

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ABSTRACT

This research aimed to examine the effect of Electronic Customer Relationship Management (E-CRM) on Customer Delight in the context of Mobile Telecommunication Companies. The research adopted the philosophy of positivism, the deductive approach, and the method of quantitative analysis as the research methodology..

The instrument utilized for data collection was the questionnaire. Consequently, 424 usable questionnaires were collected electronically through social media channels from customers of Mobile Telecommunication Companies in Mansoura City. The data was then analyzed using SPSS and AMOS 23. The results revealed that Electronic Customer Relationship Management has a significant positive impact on Customer Delight. Furthermore, research results

indicated that Demographic differences don't have significant differences in respondents' opinions regarding research variables (Electronic Customer Relationship Management, Customer Delight) except Gender, Education Level and Age.

Keywords: Electronic Customer Relationship Management, Customer Delight

Introduction

The continuous and rapid advancement in Information and Communication Technologies (ICTs) has changed the operations and services provided by the telecommunications sector, and with an increasing number of internet users, e-CRM is the right solution for companies to maintain customer relationships (Haudi et al., 2022).

Business organizations have adopted the use of data that they collect on their customers' interests, preferences, purchase patterns, and purchase history in order to tailor and market products and services to their customers' needs .This strengthens their relationship with customers and contributes to the growth of sales revenue as well as profits for the organization (Mazikana, 2022).

E-CRM was considered a stimulus because it offers a variety of features such as personalized products/ services, alternative payment methods, etc. E-CRM is defined as "marketing activities, tools, and techniques delivered over the Internet (via technologies such as websites and e-mail, data capture, data warehousing, and information extraction) with the specific goal of locating, building, and improving long-term customer relationships to enhance their individual potential‖ (Lee-Kelley et al.,2003). The business environment has rapidly changed as a result of advances in ICTs (Liu et al., 2012). This led to moving CRM to E-CRM to support this requirement (Eltahir et al., 2021; Hendriyani & Raharja, 2018). E-CRM is nothing more than managing long-term relationships with its customers using both

traditional and web technologies (Al-Dmour et al., 2019). It provides effective, interactive, and relevant communication with customers across electronic platforms (Kampani& Jhamb, 2020). It enabled organizations to attract new customers, assess their customers' actions and desires, and provide them with personalized products and services (Kumar & Mokha, 2022). Customer delight is a superior customer experience. When the quality of a product or service surprises them by exceeding their expectations and also creating a positive emotional reaction, this is referred to as the "WOW" effect. Customer delights create competitive advantages because they directly affect a company's sales and profitability by distinguishing its brand, products, and loyalty (Musafir, 2017). As a result, some researchers proposed that customer service should evolve from satisfactory to delightful (Skogland and Siguaw, 2004) because customer delight is likely related to recommendation (Li et al., 2020), purchase intention (Bartl et al., 2013), and customer loyalty (Kumar et al., 2001; Ahrholdt et al., 2017; Crotts and Magnini, 2011; Lee and Shea, 2015). Moreover, delight occurs through service encounters; employee behaviors and interpersonal factors such as empathy and assurance are crucial antecedents to the formation of customer delight (Kao et al., 2020).

In this context, current research studies the effect of Electronic Customer Relationship Management (E-CRM) on Customer Delight at Mobile Telecommunications Companies in Mansoura City.

Literature Review

Electronic Customer Relationship Management (E-CRM)

Advances in technology, telecommunications, and computers have contributed to the development of Internet technology. The rapid advancement of technology in various industries has also promoted the gradual development

of the concept of CRM, which has led to the emergence of the concept of electronic customer relationship management (E-CRM), which continues to implement traditional CRM principles while being enhanced with the support of Internet technology. E-CRM is an internet-based technological tool used to achieve CRM goals. Due to the internet CRM goals can be achieved more quickly and efficiently (Nosheen et al., 2011).e-CRM was first synonymous with the use of email as an interpersonal contact tool between companies and customers. Currently, e-CRM is rapidly growing with the development of internet access via various devices such as desktops, laptops, mobile phones, Blackberry, Android, and others. Companies are beginning to grasp the tremendous opportunities for attracting and maintaining clients via online systems (Herman et al., 2021).

Therefore, organizations are eager to implement e-CRM tactics in order to reduce customer-service costs, strengthen customer relationships, and most importantly, personalize marketing messages and enable mass customization (Darajeh & Tahajod, 2010). And also increases customer loyalty and customer retention by boosting customer satisfaction which is one of the primary goals of e-CRM. E-loyalty leads to long-term profits for online businesses since it reduces the cost of acquiring new customers and increases customer retention. Along with the creation of Sales Force Automation (SFA), in which electronic means were utilized to collect data and analyze customer information, the trend of the forthcoming internet can be considered the cornerstone of what we now know as e-CRM (Mann & Kumar, 2014).

The e-CRM was conceptualized as a strategy that combines the concepts of knowledge management, data mining, and data warehousing to aid an organization's decision-making process for maintaining beneficial relationships with its customers (Dzhumanov et al., 2023). E-CRM is also defined as the process

of integrating hardware, software, and computer applications with management practices to enable a company to provide high-quality services to customers. Among the definitions of this term is one that describes the process of increasing a company's sales by communicating with customers and maintaining long-term relationships with them via digital communication channels (Alshurideh, 2022).

Electronic Customer Relationship Management Dimensions

Electronic Customer Relationship Management (E-CRM) has six main dimensions (Kumar & Mokha, 2022): customized products/services, Transaction security/privacy, alternative payment, problem-solving, online feedback, and frequently asked questions.

1) Customized products/services:

The "degree to which customers are free to customize their products and/or services to best suit their needs and desires" is defined as "customized products and/or services" (Feinberg et al., 2002). It is also known as a 'board of choices ' (Slywotsky, 2000) because customers can select their preferred products/services from a variety of options. These customized offerings enable the company to gain a better understanding of their customers' behavior. Furthermore, customers' involvement in the design of products/services offered by websites is essential because customers have the best understanding of their needs and can relay that information to providers.

2) Transaction Security/Privacy:

According to Abdullafatah (2012), transaction privacy or security is now an important phenomenon in this expanding business environment. Customers are hesitant to conduct online transactions for fear of becoming victims of cybercrime as the number of cybercrime threats grows. So transaction security/privacy are regarded as important dimension because customers will

only conduct transactions if they are assured that strict security precautions have been taken to protect their transactions and that no breaches of privacy will occur. Basically, online security is primarily concerned with user authentication, data security, and transaction security (Ratnasingam, 1998).

3) Alternative payment:

Alternative payment is another important factor that contributes to customer delight, as suggested in our model. In this changing business environment, customers prefer to be able to make payments using whatever method they see fit. Alternative payment mechanisms are another form of customization that allows for various payment methods to be made available to customers to assist them in making transactions using cash, debit/credit cards, National Electronic Funds Transfer (NEFT), Real-Time Gross Settlement (RTGS), Unified Payments Interface (UPI), etc. (Khalifa & Shen, 2005). Furthermore, Obia (2000) stated that providing multiple payment options on a company website increases customer convenience and confidence.

4) Problem-solving:

According to Khalifa and Shen (2009), problem-solving is the extent to which the customer service manager solves the customers' problems by providing assistance to them. It can take several forms, some passive (such as online manuals and FAQs) and others more interactive (such as expert systems and web agents). Customers can use this feature to solve problems with company products or services by themselves using an online self-help routine. According to Liu et al. (2012), when customer complaints are quickly resolved, it increases customer trust and leads to customer satisfaction and loyalty. It also contributes to the

strengthening of the customer-online retailer relationship by making it more active (Kim et al., 2008).

5) Online Feedback:

According to Kumar & Mokha, (2020), online feedback or product/service reviews enable customers to interact with their companies. Indeed, it is critical for a company to ensure that customer service can handle frequently asked questions, inquiries about offers, returns, and payment policies, as well as the ability to provide accurate answers quickly. To answer online questions, company representatives should have knowledge and basic technology skills. They must understand customer needs, be able to handle problems that arise, and respond to customer complaints in a friendly manner (Yang & Peterson, 2004).

6) Frequently Asked Questions (FAQs):

Ahmad (2009) defined FAQs as the "degree to which the companies provide questions and answers about various topics to help customers find solutions to some of their concerns or doubts while carrying out transactions." Its primary benefit to the company is reduced traffic on customer service. FAQs with answers on websites are well supported by Khalifa and Shen, 2005; Feinberg et al., 2002; Keshvari, 2012; Talhat, 2011; Liu et al., 2008; Yoon et al., 2008) and play an important role in customer satisfaction.

Customer delight (CD)

In today's highly competitive environment, "satisfying customers" is no longer sufficient to ensure long-term customer loyalty and growth. Even satisfied customers may leave due to a lack of interest and commitment, so satisfaction does not guarantee customer loyalty (Schneider and Bowen, 1999; Wang, 2011). Organizations should add new elements to previously acceptable products and services in order to go beyond satisfaction (i.e., delight) (Gyung Kim & Mattila, 2013).

The delight construct was first introduced in Relationship Marketing (RM) literature as the natural evolution of satisfaction (Torres and Kline, 2006) in relation to the establishment of loyal attitudes in customers (Hasan et al., 2011; Torres and Kline, 2006). Delighting customers entails aspects of physical quality (Kim and Perdue, 2013) and emotions (Arora, 2012) that establish a customer-organization connection during the service experience (Escobar, 2019).

Customer delight has been defined as the extreme emotional state that occurs when customer expectations are exceeded to a surprising degree (Oliver et al., 1997; Liu & Keh, 2015; Barnes et al., 2020). Extending the literature on customer delight, Parasuraman (2021) indicated that customer delight goes beyond surprise and joy and defined it as a combination of six characteristics related to positive emotions, successful problem-solving, customer interactions, customer senses, timing of the events, and a sense of control that characterize the customer's encounter. Customer delight has been conceptualized as a distinct construct and an extreme form of customer satisfaction (Barnes & Krallman,

2019; Parasuraman, 2021). Customer satisfaction includes both emotion and cognition, whereas customer delight only includes emotion (Kim et al., 2015). The most essential advantage of customer delight is that it keeps customers from switching to competitors (Barnes et al., 2020). Moreover, other benefits of customer delight include profitability (Chamola & Tiwari, 2014). Positive word of mouth (Arnold et al., 2005), increasing customer repurchase intention, and customer loyalty (Kim and Park, 2019; Barnes & Krallman, 2019; Park, 2019). Improving customer delight requires first ensuring satisfaction by offering a good level of performance and then introducing appealing requirements that support customer delight (Kim and Park, 2019). For the purpose of this study, customer delight is measured as a unidimensional construct.

The Research Hypotheses

Electronic Customer Relationship Management and Customer Delight.

According to marketing research, good customer relationship management creates customer delight, and delighted customers become loyal and remain with the company, providing positive word-of-mouth referrals to others about the company and its products (de Silva, 2007). Therefore, we can conclude that CRM is a strategy that companies are implementing for effective service delivery to their customers in order to achieve higher levels of customer satisfaction and strive for customer delight.

Moreover, Oumar et al. (2017), demonstrated that e-CRM is indistinguishable from CRM, implying that CRM and e-CRM must always be linked. According to this definition, e-CRM is a type of CRM that employs

integrated technology and software to manage long-term relationships between businesses and customers (Purnomowati et al., 2022). And also Papaioannou et al. (2014) pointed out that E-CRM includes all CRM functions, and it operates in a network environment that includes the Internet, extranet, and intranet.

Mulyono & Situmorang (2018) discovered that E-CRM (measured by pre, during, and post-transaction features such as customized products/services, payment methods, online feedback, problem-solving, transaction privacy /security, and FAQs, among others) is an important and significant predictor of customer loyalty in the context of online transportation, as properly delivered e-CRM services create a memorable experience for the customers and the customers feel delighted, which will increase their loyalty towards their service provider.

In the same logic, as per the previous literature, researcher developed hypothesis (1 and 2) as follows:

H1. There is a significant correlation between the research variables dimensions (Electronic Customer Relationship Management, Customer Delight).

H2. There is a significant impact of electronic Customer Relationship management on customer delight among customers of mobile telecommunication companies in Mansoura city.

Research Gap

Past studies regarding electronic customer relationship management have focused their attention on customer loyalty (Ipang et al., 2021; Kakeesh et

al., 2021; Kumar & Mokha, 2020; Sokmen & Bas, 2019; Alim & Ozuem, 2014). Additionally, some studies have pointed to the impact of electronic customer relationship management on two aspects: (1) customer satisfaction (Kumar et al., 2022; Mokha & Kumar, 2022; Al-Hawary & Alhajri, 2020); and (2) service quality (Alshurideh, 2022; Adnan et al., 2021).

Furthermore, some previous studies have also examined the impact of customer delight on customer satisfaction and loyalty (Aityassine, 2022; Kim & Park, 2019).

Although there are many studies that have addressed electronic customer relationship management and customer delight separately, there is no study within the researcher's knowledge that has addressed them in an integrated way. So, this study aims to fill this gap by examining this relationship.

Research Questions

Q1. What is the nature of the correlation relationship between the research variables dimensions (Electronic Customer Relationship Management, Customer Delight)?

Q2. Is there an impact of Electronic Customer Relationship Management on Customer Delight among customers of mobile telecommunication companies in Mansoura city?

Q3. What is the nature of the difference in the perceptions of customers of mobile telecommunication companies in Mansoura city about the Research Variables (Electronic Customer Relationship Management, Customer Delight) according to their different demographic variables (Education level, age, income level, years of dealing with the company, gender)?

Research Objectives

O1. Determining the nature of the correlation relationship between the research variables dimensions (Electronic Customer Relationship Management, Customer delight).

O2. Measuring the impact of Electronic Customer Relationship Management on Customer Delight among customers of mobile telecommunication companies in Mansoura city.

O3. Determining the nature of the difference in the perceptions of customers of mobile telecommunication companies in Mansoura city about the Research Variables (Electronic Customer Relationship Management, Customer Delight) according to their different demographic variables (Education level, age, income level, years of dealing with the company, gender).

Research Hypotheses

H1. There is a significant correlation between the research variables dimensions (Electronic Customer Relationship Management, Customer Delight).

**H2.** There is a significant impact of Electronic Customer Relationship Management on Customer Delight among customers of mobile telecommunication companies in Mansoura city.

H3. There is no significant difference in the perceptions of customers of mobile telecommunication companies in Mansoura city about the Research Variables (Electronic Customer Relationship Management, Customer Delight) according to

their different demographic variables (Education level, age, income level, years of dealing with the company, gender).

Conceptual Framework for the Relationships between Research Variables

Based on the literature and the research hypothesizes, the researcher was able to construct the Conceptual Framework for the Relationships between Research Variables as follows:
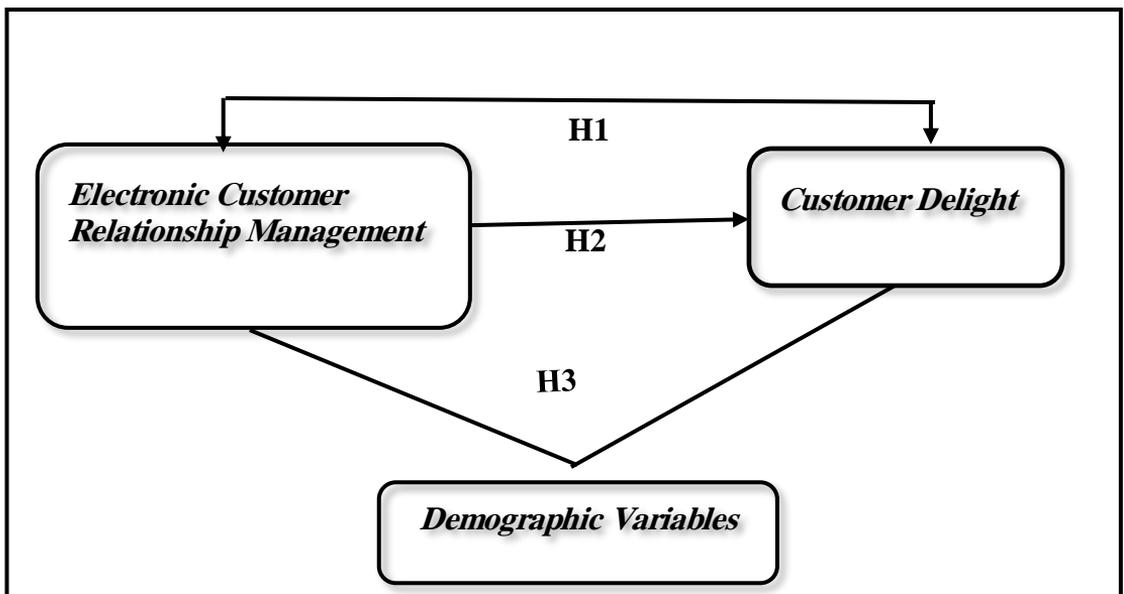
Figure 1 Conceptual Framework for the Relationships between Research Variables.
Source: By researchers depending on Literature and Research hypotheses

Research Methods

This research employed quantitative research methods to collect data from the targeted sample. Johnson and Onwuegbuzie (2004) emphasized that quantitative research methods have a significant advantage in that they guarantee the generalization of findings to the population by using a random

sample. The quantitative methods includes developing hypotheses to guide statistical testing, using instruments to adequately measure the study variables, collecting data, and then statistically analyzing the data to test the hypotheses (Creswell, 2014).

Data Collection

The researcher created an electronic version of the questionnaire using Google Form. This version was distributed to mobile telecommunication companies' customers in Mansoura through Facebook Groups, Facebook Pages, and WhatsApp Groups. The questionnaire was directed to 475 customers, but only 453 of them accepted it. Finally, the researcher collected only 438 questionnaires with a response and included 14 uncompleted questionnaires, so only 424 questionnaires were statistically valid and free of missing data, with a response rate of 80% (424/475).

Questionnaire Design:

The current research employed a closed-ended, structured questionnaire in which a number of predefined alternative answers were presented, from which respondents must select one answer from a specific set of answers (de Vaus, 2014; Fink, 2012).

The questionnaire included a cover, letter and two major parts. Part One had five sections, while Part Two had the demographics.

Part one began with a closed-ended yes or no question to determine whether the respondent had dealt with any mobile telecommunication companies in Mansoura city. If the answer was "no," he or she was thanked, and the questionnaire was closed. If his or her response was "yes," we will proceed to the next section.

In the second section of the first part and up to the fifth section, the elements measuring research variables were Likert Five Scale sentences. They were closed-ended answers in which the respondent was able to select between "Strongly Disagree" to "Disagree", "Undecided", "Agree", or "Strongly Agree". (1) Point was given to the answer "Strongly Disagree", (2) refers to "Disagree", (3) refers to "Un-decided", (4) refers to "Agree", and (5) refers to "Strongly Agree".

Part two included (5) demographic closed-ended questions about gender, age, income level, education level, and years of dealing with the company.

Variables Measurement

Electronic Customer Relationship Management

Electronic customer relationship management was measured by a construct that involves 22 items adopted from Abdulfattah (2012). 4 items to measure customized products/services, 4 items to measure transaction privacy /security, 4 items for alternative payment; 3 items for frequently asked questions; 3 items for problem-solving; and finally, 4 items for online feedback.

Customer Delight

Customer delight was measured using a 5-item scale based on Jiang (2020), which was borrowed from Kim et al. (2015).

Population and Sampling

The population of the present research is all mobile telecommunications companies' customers.

Sampling Unit

The sampling unit in the present research is the customers of mobile telecommunication companies in Mansoura.

Sample Size

The generalization of the findings to the population depends mainly on using a sample size that is large enough. In this regard, the suitable sample size depends on the type of statistical analysis used in the study, the confidence level, the margin of error, and the population size (Saunders et al. 2009). Therefore, the population of this research is geographically dispersed and exceeds 10,000 items, and the ideal sample shouldn't be less than 384 observations.

Sampling Technique

The current research depends on the Simple Random Sampling technique (SRS). Using a Google Form, the researcher created an electronic version of the questionnaire, which was distributed to mobile telecommunication companies' customers in Mansoura through Facebook Groups, Facebook Pages, and WhatsApp Groups. The questionnaire was directed to 475 customers, but only 453 of them accepted it. Finally, the researcher collected only 438 questionnaires with a response and included 14 uncompleted questionnaires, so only 424 questionnaires were statistically valid and free of missing data, with a response rate of 80% (424/475).

Reliability

Cronbach's alpha is the most commonly used measure to evaluate scale reliability; internal consistency can be estimated, and the questionnaire is considered reliable if the value of Cronbach's alpha is greater than or equal to 0.7 (Hair et al., 2010). One of the most widely used indicators of reliability is the value of corrected item-total correlations, which show how strongly each item on the scale is related to other items. When the corrected item-total correlation is greater than or equal to 0.3, the Cronbach reliability test indicates that there is good internal consistency (Pallant, 2007).

The following table shows that the value of the corrected item-total correlation for all items lies above 0.3, which constitutes good internal consistency. The researcher directed the questionnaire to a sample of 58 customers, who were required to complete it through a Google Form on the Internet. The responses were utilized to assess the validity and reliability of the questionnaire. The results of both Cronbach's alpha and corrected item-total correlation for each construct are summarized in the following table:

Table 1: Corrected Item-Total Correlation and Cronbach's Alpha for all variables

Dimensions	Measurement Item	corrected item-total correlation	Cronbach's Alpha if item deleted	Reliability	
				No. of Questions	Total Cronbach's Alpha
Product or service customization	Q1	0.406	0.702	4	0.758
	Q2	0.361	0.692		
	Q3	0.360	0.704		
	Q4	0.488	0.700		
Transaction products/services	Q5	0.382	0.665	4	0.711
	Q6	0.414	0.724		
	Q7	0.405	0.689		
	Q8	0.448	0.681		
alternative payment	Q9	0.438	0.671	4	0.738
	Q10	0.463	0.675		
	Q11	0.524	0.694		
	Q12	0.483	0.715		
	Q13	0.480	0.704	3	0.710

Dimensions	Measurement Item	corrected item-total correlation	Cronbach's Alpha if item deleted	Reliability	
				No. of Questions	Total Cronbach's Alpha
frequently asked questions	Q14	0.360	0.675		
	Q15	0.420	0.681		
problem-solving	Q16	0.473	0.721	3	0.699
	Q17	0.487	0.682		
	Q18	0.397	0.710		
Online Feedback	Q19	0.464	0.718	4	0.766
	Q20	0.406	0.716		
	Q21	0.508	0.698		
	Q22	0.377	0.705		
Independent Variable: Electronic customer relationship management				22	0.868
customer delight	Q23	0.503	0.698	5	0.763
	Q24	0.505	0.697		
	Q25	0.483	0.681		
	Q26	0.478	0.667		
	Q27	0.409	0.686		
Dependent Variable: customer delight				5	0.763

Source: Prepared by the researchers according to statistical analysis.

Sample Description

Table 2: Description of the sample of customers (N = 424)

Demographic Characteristics		Frequency	Percentage	Cumulative Percentage
Gender	Male	151	35.61%	35.61%

Demographic Characteristics		Frequency	Percentage	Cumulative Percentage
	Female	273	64.39%	100.00%
Age	Lower than 20 years old	28	6.60%	6.60%
	From 20 years old to lower than 30 years old	232	54.72%	61.32%
	From 30 years old to lower than 40 years old	102	24.06%	85.38%
	From 40 years old to lower than 50 years old	28	6.60%	91.98%
	more than 50 years old	34	8.02%	100.00%
Income level	Lower than 5000 pounds per month	294	69.34%	69.34%
	From 5000 pounds to lower than 10,000 pounds per month	91	21.46%	90.80%
	more than 10,000 pounds per month	39	9.20%	100.00%
Education level	Lower than university	102	24.06%	24.06%
	Higher Education	247	58.25%	82.31%
	Postgraduate studies	75	17.69%	100.00%
the number of years dealing with the firm	Lower than 5 years old	98	23.11%	23.11%
	From 5 years old to lower than 10 years old	141	33.25%	56.37%
	From 10 years old to lower than 15 years old	111	26.18%	82.55%
	more than 15 years old	74	17.45%	100.00%

Source: Prepared by the researchers according to statistical analysis.

Modeling

A model is a statistical methodology employed to analyze a structural theory based on some phenomena (Byrne, 2010). Additionally, this technique uses a confirmatory approach that depends on factor analysis and implies hypothesis testing. Therefore, a model requires conducting two steps: the measurement model and the final model (Fornell & Lacker, 1981).

Measurement model

To measure construct validity, both convergent and discriminant validity should be investigated. Convergent validity was first tested using factor loadings, in which the values of loadings can be considered significant if they are equal to or greater than 0.5 (Hair et al., 2010). Furthermore, convergent validity is also measured by (AVE), in which the value can be accepted if it is higher than 0.5. Further, the reliability of the measurement model was measured using both Cronbach's alpha and Composite Reliability (CR). Table ٣ summarizes all the factors used to assess model validity:

Table 3: Loadings, Average Variance Extracted and Composite reliability

Dimensions	Factor Loading and Reliability			Convergent Validity	
	Questions	Factor Loading	Cronbach's Alpha	AVE	CR
Product or service customization	Q1	0.764	0.759	0.672	0.619
	Q2	0.693			
	Q3	0.761			
	Q4	0.469			
Transaction Privacy/Security	Q5	0.584	0.781	0.697	0.655
	Q6	0.664			
	Q7	0.742			
	Q8	0.796			

Dimensions	Factor Loading and Reliability			Convergent Validity	
	Questions	Factor Loading	Cronbach's Alpha	AVE	CR
alternative payment	Q9	0.759	0.867	0.788	0.803
	Q10	0.765			
	Q11	0.809			
	Q12	0.817			
frequently asked questions	Q13	0.769	0.856	0.820	0.807
	Q14	0.844			
	Q15	0.848			
problem-solving	Q16	0.76	0.807	0.768	0.719
	Q17	0.795			
	Q18	0.75			
Online Feedback	Q19	0.742	0.870	0.794	0.812
	Q20	0.789			
	Q21	0.837			
	Q22	0.806			
customer delight	Q23	0.854	0.922	0.838	0.893
	Q24	0.822			
	Q25	0.868			
	Q26	0.796			
	Q27	0.851			

Source: Prepared by the researchers according to statistical analysis

According to Table 4, the values of Cronbach's alpha are higher than 0.6, which is accepted. Further, the values of AVE are greater than 0.5, and composite reliability values are higher than 0.6, which can be accepted according to Fornell & Larcker (1981). Furthermore, discriminant validity is assessed in Table 5. This table presents the correlations between the factors and the square roots of AVEs

and also shows that the values of the square root of AVE are higher than the inter-construct correlations (Fornell & Larcker, 1981). Therefore, discriminant validity is achieved. Finally, the measurement model has satisfied all factors used to assess validity and reliability.

Table 4: Construct Correlations and Square Root of Average Variance Extracted

	Product or service customization	Transaction privacy /security	alternative payment	frequently asked questions	problem-solving	Online Feedback	customer delight
Product or service customization	0.819						
Transaction privacy /security	0.804	0.835					
alternative payment	0.786	0.784	0.887				
frequently asked questions	0.812	0.810	0.804	0.906			
problem-solving	0.787	0.796	0.787	0.775	0.877		
Online Feedback	0.792	0.795	0.797	0.797	0.808	0.891	
customer delight	0.800	0.800	0.806	0.794	0.809	0.809	0.916

Source: Prepared by the researchers according to statistical analysis

Testing Hypothesizes

Assessing the correlation coefficients among variables' dimensions:

In statistics, the Pearson correlation coefficient (PCC), also known as Pearson's, the Pearson product-moment correlation coefficient (PPMCC), the bivariate correlation, or colloquially simply as the correlation coefficient, is a measure of linear correlation between two sets of data. It is the ratio between the covariance of two variables and the product of their standard deviations; thus, it is essentially a normalized measurement of the covariance, such that the result always has a value between -1 and 1. As with covariance itself, the measure can only reflect a linear correlation of variables and ignores many other types of relationships or correlations. In this study, Pearson's r correlation among variables' dimensions can be shown in table (٥).

The results included in this table ensure a significant positive relationship among all dimensions for each variable. Additionally, the results ensure a significant positive relationship between electronic customer relationship management and customer delight (where R = 0.815). In addition, there is a significant positive relationship among all dimensions of electronic customer relationship management (represented in product/ service customization, Transaction privacy /security, alternative payment, frequently asked questions, problem-solving, and online feedback) and customer delight (where R = 0.686, 0.679, 0.611, 0.620, 0.758, and 0.780 respectively).

Therefore, H1, which represents the relationship among dimensions of the research variables (product or service customization, Transaction privacy and security, alternative payment, frequently asked questions, problem-solving, online feedback, and customer delight), was totally accepted because of the significant positive relationship among all variables

Table 5: Pearson correlation Matrix

	Product/ service customization	Transaction products/ services	alternative payment	frequently asked questions	problem-solving	Online Feedback	Electronic customer relationship management	customer delight
Product or service customization	1							
Transaction privacy /security	.647**	1						
alternative payment	.652**	.720**	1					
frequently asked questions	.602**	.609**	.634**	1				
problem-solving	.631**	.695**	.629**	.674**	1			
Online Feedback	.649**	.682**	.624**	.668**	.814**	1		
Electronic customer relationship management	.805**	.850**	.827**	.832**	.885**	.882**	1	
customer delight	.686**	.679**	.611**	.620**	.758**	.780**	.815**	1

Source: Prepared by the researchers according to statistical analysis

Assessing the model and hypotheses testing (Direct relationships)

Path analysis, a precursor to and subset of structural equation modeling, is a method to discern and assess the effects of a set of variables acting on a specified outcome via multiple causal pathways. Developed nearly a century ago by Sewall Wright, a geneticist working at the US Department of Agriculture, its early applications involved quantifying the contribution of genes vs. environment on traits such as guinea pig coloration and assessing whether temperature, humidity, radiation, or wind velocity had the greatest effect on transpiration in plants. Path analysis was slow to catch on in the world of biology, but in the second half of the 20th century, it found an avid following among social scientists and economists. Social and life-course epidemiologists subsequently adopted the method as an effective way to distinguish direct from indirect effects and to test the strength of hypothesized patterns of causal relationships.

This section presents the results of testing research hypotheses among study constructs. Such hypotheses were tested using AMOS 23. Also, Hypothesis 2 proposes that Electronic Customer Relationship Management has a significant positive impact on customer delight. Table 6 illustrates the total effects and P value for total effects, as follows:

Table 6: total effects and P value for total effects

Total effects						
	product or service customization	Transaction privacy /security	alternative payment	frequently asked questions	problem-solving	Online Feedback
Customer delight	0.291	0.153	-0.106	-0.073	0.348	0.322
	product or service customization	Transaction privacy /security	alternative payment	frequently asked questions	problem-solving	Online Feedback
Customer delight	0.000	0.000	0.248	0.269	0.000	0.000

Source: Prepared by the researchers according to statistical analysis

According to Table 6, for the Electronic Customer Relationship Management dimensions, two dimensions had no significant effect on customer delight: those are alternative payment and frequently asked questions. While the other four dimensions significantly affect customer delight. Consequently, I can accept the second hypothesis (H2) on the alternative form as follows: There is a significant positive impact of electronic Customer Relationship management on the Customer delight among customers of mobile telecommunication companies in Mansoura city.

Testing the differences between the views of the customers' of mobile telecommunication companies in Mansoura city:

For testing differences between the views of customers' of mobile telecommunication companies in Mansoura city, the researcher uses parametric tests such as ANOVA, so the researcher can illustrate these tests as follows:

Table 7: differences test results for demographic variables of customers

	Gender		Age		Income		Education		The number of years dealing with the firm	
	F	Sig.	F	Sig.	F	Sig.	F	Sig.	F	Sig.
Product or service customization	15.752	0.000	2.164	0.072	2.964	0.053	14.160	0.000	1.993	0.114
privacy /security	10.790	0.001	4.570	0.001	0.769	0.464	13.960	0.000	1.523	0.208
alternative payment	8.147	0.005	1.771	0.134	2.602	0.075	7.587	0.001	0.837	0.474
frequently asked questions	4.911	0.027	1.854	0.118	0.601	0.549	5.804	0.003	2.650	0.048
problem-solving	15.210	0.000	1.851	0.118	2.581	0.077	24.100	0.000	1.240	0.295
Online Feedback	18.582	0.000	2.441	0.046	0.528	0.590	22.672	0.000	0.597	0.617

	Gender		Age		Income		Education		The number of years dealing with the firm	
	F	Sig.	F	Sig.	F	Sig.	F	Sig.	F	Sig.
Electronic customer relationship management (IV)	16.323	0.000	2.827	0.025	1.879	0.154	19.648	0.000	1.788	0.149
customer delight (DV)	16.454	0.000	5.331	0.000	2.181	0.114	18.031	0.000	2.108	0.099

Source: Prepared by the researchers according to statistical analysis.

Therefore, I can assure the results of the parametric tests of H3, which indicate this hypothesis can be partially accepted because there are significant differences between the views of customers of mobile telecommunication companies in Mansoura city about some demographic variables.

Discussion

This section reflects the research objective by discussing the impact of electronic customer relationship management on customer delight; it also answers the research questions.

H1: There is a significant correlation between the research variables dimensions (electronic customer relationship management, customer delight).

The study's findings revealed that there is a positive and significant relationship among all dimensions for each variable. Additionally, the results ensure a significant positive relationship between electronic customer relationship management and customer delight (where R = 0.815). In addition, there is a significant positive relationship among all dimensions of electronic customer relationship management (represented in product or service customization, Transaction privacy /security, alternative payment, frequently asked questions, problem-solving, and

online feedback) and customer delight (where R = 0.686, 0.679, 0.611, 0.620, 0.758, and 0.780, respectively).

The researcher couldn't reach previous studies that covered the relationship between E-CRM and customer delight in a direct way; however, these findings are consistent with the following studies: de Silva (2007); Papaioannou et al. (2014); Oumar et al. (2017); Purnomowati et al. (2022).

H2. There is a significant impact of electronic customer relationship management on customer delight among customers of mobile telecommunication companies in Mansoura city.

The findings revealed that product or service customization, Transaction privacy /security, problem-solving, and Online Feedback as dimensions of electronic Customer Relationship management have a significant positive impact on Customer delight among customers of mobile telecommunication companies in Mansoura city (where β = 0.291, 0.153, 0.348, 0.322, & P < 0.05), respectively. While there is no significant effect of alternative payment and frequently asked questions as dimensions of electronic Customer Relationship management. This finding agrees with: Mulyono & Situmorang (2018) in the first part but disagrees in the second part.

H3. There is no significant difference in the perceptions of customers of mobile telecommunication companies in Mansoura city about the Research Variables (electronic customer relationship management, customer delight) according to their different income level.

Findings showed that demographics' differences had no significant differences in respondents' opinions regarding research variables (electronic customer relationship management, customer delight) except gender, education level and age. To the researcher's knowledge, there are no previous studies that have previously investigated this relationship.

Theoretical Importance:

The current research contributes to the body of knowledge of the existing literature of electronic customer relationship management and customer delight. In addition, the research aimed to fill the knowledge gap by focusing on the effect of electronic customer relationship management in customer delight. Therefore, researchers summarize the theoretical implications as follows:

1- The current Research contributes to a broader and more comprehensive understanding of electronic Customer Relationship management and knowing the extent of its role in Customer delight.

2- The current research provides a more in-depth examination of the impact of demographics' differences on the differences in respondents' opinions about research variables.

Practical Implications

Based on the literature review, these relationships have not been studied in the same depth before, and the application field still needs more research. Current research findings provide some practical contributions, as follows: Providing a deeper understanding of Electronic Customer Relationship Management, and Customer Delight. Therefore, managers must hurry to use the latest tools in their electronic customer relationship management and be able to apply a higher level of customer delight.

Recommendations

In light of the practical implications, the researchers provide several recommendations for Mobile Telecommunication Companies in Mansoura City:

1. Mobile telecommunications Companies should implement E-CRM at the different stages of transaction.

2. Mobile telecommunications Companies must develop E-CRM systems that are customer-centric.

3. Mobile telecommunications Companies must ensure that they provide secure and reliable Alternative payment to enhance customer transaction decisions.

4. Mobile telecommunications Companies must provide FAQs (Frequently Asked Questions) with their answers on their websites and educate customers on how to use them to find information at any time.

Conclusion

The research model of this study assesses the direct and total effects of Electronic Customer Relationship Management on Customer Delight.

Results revealed that Electronic Customer Relationship Management has a significant positive impact on Customer Delight. Furthermore, research results indicated that Demographic differences don't have significant differences in respondents' opinions regarding research variables (Electronic Customer Relationship Management, Customer Delight) except Gender, Education Level, Age.

Research Limitations

This research has some limitations, which the researcher summarizes as follows:

People: Results are limited to Customers of mobile telecommunications Companies in Mansoura.

Place: Results are limited to mobile telecommunications Companies in Mansoura.

Time: Results are limited to the cross-sectional period in which the questionnaire was distributed to customers of mobile telecommunications Companies in Mansoura during the period from May to July 2023.

Future Research Directions

In light of what they studied in the current research, researchers suggest future research directions as follows:

1. Study the effects of research variables on other sectors.
2. Mediating customer delight in the relationship between electronic customer relationship management and customer loyalty.
3. Study the role of total quality management on customer delight.
4. Study the effects of electronic customer relationship management on customer engagement.

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تأثير إداره علاقات العملاء الإلكترونيه على إسعاد العميل

" دراسة تطبيقية على عملاء شركات إتصالات المحمول بمدينة المنصورة"

الملخص

يهدف هذا البحث إلى دراسة تأثير إدارة علاقات العملاء الإلكترونية (E-CRM) على إسعاد العميل فى مجال شركات إتصالات المحمول. اعتمدت الدراسه فلسفه الوضعيه ، والمنهج الاستنباطى ، وطريقه التحليل الكمى كمنهج للبحث. كانت الأداه المستخدمة لجمع البيانات هى قائمه الأستقصاء. تم جمع ٤٢٤ استقصاءً صالحاً للاستخدام إلكترونياً عبر قنوات التواصل الإجتماعى من عملاء شركات إتصالات المحمول بمدينة المنصورة. وتم تحليل البيانات إحصائيا بإستخدامSPSS و AMOS 23. وتوصلت نتائج الدراسه أن لإدارة علاقات العملاء الإلكترونيه تأثيرمعنوى إيجابى على إسعاد العميل، علاوه على ذلك، تشير نتائج الدراسه إلى أن الأختلافات الديموغرافيه ليس لها تأثير معنوى فى اختلاف آراء المستجيبين فيما يتعلق بمتغيرات الدراسة (إدارة علاقات العملاء الإلكترونيه ، إسعاد العميل) بإستثناء (النوع ، مستوى التعليم ، العمر).

الكلمات المفتاحية: إدارة علاقات العملاء الإلكترونيه ، إسعاد العميل.