

A Study on Relationship Between Customer Relationship Management (CRM) and Customer Satisfaction on Taobao Website in Johor Bahru

* Wong Ke Er

*Faculty of Business, Raffles University
Johor Bahru, Malaysia. Email: wongkeer0619@gmail.com*

Abstract

The main objective of this study is to examine the relationship between Customer Relationship Management (CRM) and customer satisfaction on Taobao website in Johor Bahru. In this study, CRM is discussed by using four dimensions which are e-service quality, website design, employee behavior and relationship development. The relationship between CRM and customer satisfaction was investigated by 5-point Likert scale questionnaire. The sample of this study used the convenience sampling that includes the online customers of Taobao website in Johor Bahru. Furthermore, this study used the Statistical Package for Social Science (SPSS) and Partial Least Square (PLS-SEM) with SmartPLS to determine the relationship between CRM and customer satisfaction. The independent variable is CRM whereas customer satisfaction is dependent variable. Based on the findings that represents there is a positive relationship between the components of CRM, website design and employee behavior and customer satisfaction on Taobao website in Johor Bahru. Moreover, the findings also indicate that e-services quality and relationship development does not have a significant relationship with customer satisfaction. This study also indicated that website design contributes the most to customer satisfaction on Taobao website in Johor Bahru.

Key words: Customer Relationship Management (CRM), E-service Quality, Website Design, Employee Behavior, Relationship Development, Customer Satisfaction, E-Commerce Industry

* Corresponding author

Introduction

As the business environment becomes more competitive, most of the online businesses are facing obstacles in retaining existing customers due to the low level of customer satisfaction. It is hard for online business to create a long-term relationship with the customers due to the low level of customer satisfaction. Nowadays, the customers are more demanding but the online business still less fulfilling customers' needs and wants correctly. For instance, poor services quality is given to the customers and this leads to the dissatisfaction of customers (Bhasir, 2017). The companies lose its competitive advantage about a better understanding of customers' needs and wants that can lead to high level of customer satisfaction. The difficulty in developing excellent customer relationship has created low confidence and trust in the online business market (Baran & Galka, 2013). Hence, the four components of Customer Relationship Management (CRM) become the main factors which can affect the level of satisfaction of customers when they shop at any online website due to the poor perception of customers towards online business. For sure, it is essential for Taobao website to study and concern which dimensions of CRM that have a serious impact on the level of customers satisfaction. In truth, CRM plays a vital role for a company to stand out and enhance customer satisfaction. CRM also result in building long term relationship that linked to customer loyalty and customers' repurchase intention (Nikou, Selamat, Yusoff & Khiabani, 2016).

The objective of this study:

1. To examine the relationship between dimensions of CRM (E-services quality, Website Design, Employee Behavior and Relationship Management) and customer satisfaction in online business industry.

Literature Review (Times New Roman, Font size 12)

Identify Differentiate Interact Customize Model (IDIC)

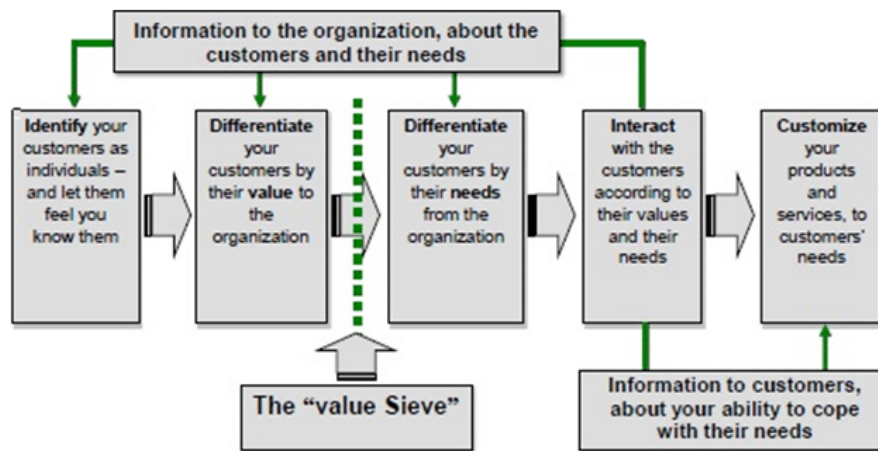


Figure 1: IDIC Model (Peppers & Rogers, 2004)

To build and establish a closer relationship with customers, it must involve four stages processes which called IDIC Model. IDIC Model was developed by Peppers and Rogers in 2004. This model is designed to explain the process of turning the current customers into loyal customers and also helps to assess the expectation of customers (Thakur & Chetty, 2019). This model also discusses the actions that need to take for building, keeping and retaining the long-lasting relationships with the customers. In Figure 2.1, four stages of IDIC Model are Identify, Differentiate, Customize, and Interact.

Electronic Services Quality (E-services Quality)

E-service quality is defined as the degree of helping the online websites to provide the efficiency and effectiveness of purchasing, shipping and delivering services to the customers (Chinomona, Masinge & Sandada, 2014). E-services depend on the mutual flow of information and data between customers and service providers. Excellent services to customers help to retain existing customers and attract new customers. The services that offered by the service providers decided whether the potential customers will turn in to new customers for the website. It also determines whether the customers will develop strong and loyal relationships with online retailers (Vasić, Kilibarda & Kaurin, 2019). Customers are always expecting an equal or higher level of service quality that traditional channel customers. Thus, the website should provide high quality services as it is the source of competitive intelligence. Online vendors can increase the customers' satisfaction by sending accurate information through formal and also informal platform, matching customer expectation of services level and handling customer complaints effectively (Shaliee & Bazargan, 2017). If the websites can meet the customers' adequate level of services quality, it means the

websites are close to success. Better website services quality crucially influences the consumer's decision to shop online.

Website Design

Website design is a website development process for creating a website that focuses on aesthetic factors like layout, user interface and other visual imagery in order to make it more visually appealing. The characteristics of the website influences customers perceptions directly towards the online shops (Ludin & Cheng, 2014). Especially for first-time customers, websites should impose a reliability mind set to the customers. Hence, the websites should stress on design to provide a guidance to the customers and make sure that it is easy to access. The design must be tidy, users' interface, visually attractive, easy to locate information, fast speed and clear product information. Graphic style is the important element especially for the apparel retail website as apparel is a product that needs sensory evaluation and various visual presentation techniques to attract and retain the customers. Well-designed website also avoids the possibilities of mismatch (Ludin & Cheng, 2014). Having an excellent website design helps to increase the value to customers experiences, convince customers to buy online and low visibility retailers on post-purchase satisfaction which in turn. It contains familiarity of local merchants that relevant to the best cost information and current product comprising discounts of product (Karami, Far, Abdollahian & Khan, 2013). From customers' point of view, they always prefer to purchase on the website there are high accessibility and well-managed information as they can easily make a comparison with others through enough information.

Employee Behavior

Employee behavior are defined as various actions carried out by employees and the reaction and respond of employees to the situations at the workplace (Kattara, Weheba & El-Said, 2008). The behavior of employees is significantly important in a services company as they create strong connection between the customers and the company (Azzam, 2014). The employees also responsible in building a closer relationship with customers. Through fulfilling the commitment made to the customers, the employees are able to develop the effective relationship with the customers. Besides, the employees are the people who ultimately provide the excellent services that meet the customers' expectation. Therefore, the reputation and general opinion of the public towards the company can be strongly affected by the actions and behavior of employees (Basnayake & Hassan, 2015). Furthermore, customer satisfaction can also greatly influence by the attitude, action and behavior of the employees. Customers who encounter the negative employees' behavior such as being sulky and impatient when answering customers' queries lead to low customer satisfaction (Turkay & Sengul, 2014). The positive employee's behavior includes increase the speed of response to the customer and friendly and respectful to customer (Khalafinezhad & Long, 2013). It is always true that positive employee's behavior leads to higher level of customers satisfaction (Malik, 2018).

Relationship Development

Relationship development defined as the interaction and connection that have been established between two or more parties (Kenton, 2019). The quality and strength of customer relationships is critical to the survival of any business. Furthermore, relationship development provides more tangible and intangible benefits to the customers in the form of improving collaboration, increasing trust and reliability and enhancing good reputation (Karantinou & Hogg, 2009). The customer satisfaction can be greatly influenced by the relationship between the company and customers. Therefore, it is important that the company involves in the relationship development process. The key performance indicators such as rate of retention,

customer life time value and customer satisfaction should be set by the company (Azzam, 2014). According to Khalafinezhad and Long (2013), the relationship development can be achieved by communicate the new activities and development to the customers such as promotions, discounts, events and other activities. Besides, it can also be made through commitment to convince customers that their suggestions are taken into consideration by the company. The relationship development play an important role in helping the company to retain the customers and turning the current customer into loyal customers, increase their repurchase intention and improve their level of satisfaction.

Customer Satisfaction

In today business world, more and more companies emphasize on customer satisfaction. The satisfaction of customers decides their attitude and intention to purchase and also result in whether it will give the companies repeat business (Saini & Kumar, 2015). To enhance customer satisfaction, one of the common situations is the services and the price offered by the companies actually determine the satisfaction of the customers. Customer satisfaction refers to the measurement between the expected performance and actual performance of the goods and services (Hanif, Hafeez & Riaz, 2010). Customer satisfaction is about customers' reaction and customers' judgment of satisfaction level towards the goods and services that they received. If customers have a higher level of satisfaction, it can result in companies' success to develop long term and profitable relationship with customers. As a result, high customer satisfaction distributes some positive outcomes such as keep purchasing and positive word of mouth.

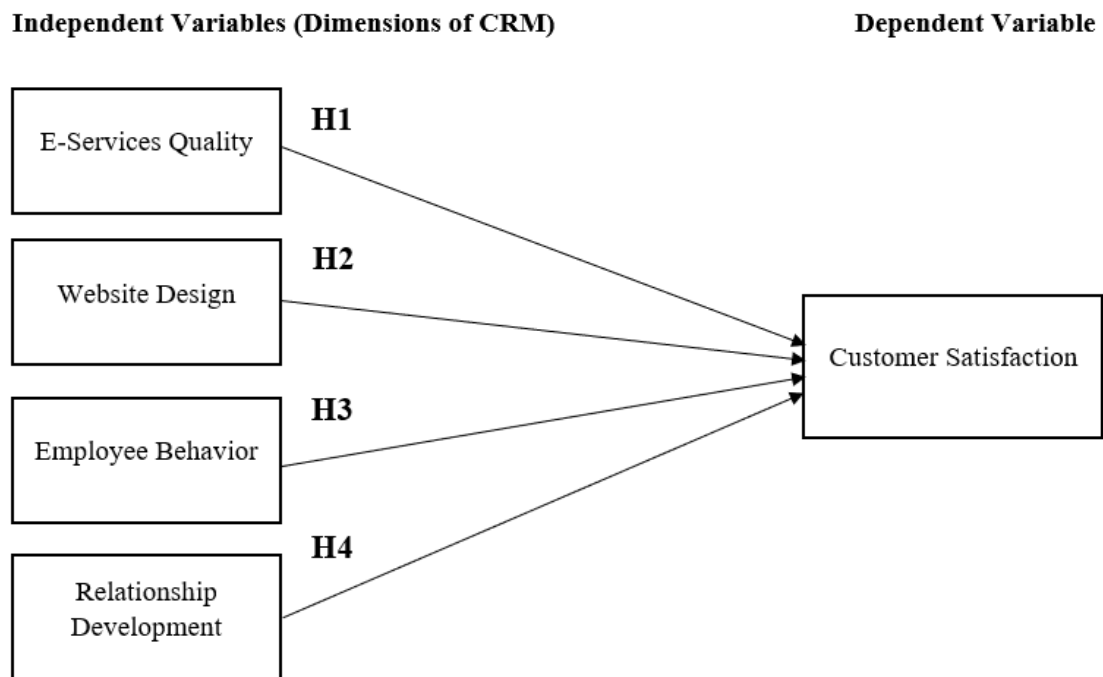


Figure 2: Conceptual Framework between CRM and Customer Satisfaction

Research Methodology

Data Collection and Measure

In this study, the data were collected from all the online customers of Taobao website in Johor Bahru, Malaysia. These target customers were the customers who had the purchase experiences that more than 1 year. This study involved the non-probability sampling technique which was convenience sampling method. According to Bhat (2019b), this method selected the availability and nearest respondents to participant in the research study and it did not require to invest a large amount of time and less cost to be spent. To collect the data from the respondents, questionnaire was used in this research. It was distributed through social media to the online customers of Taobao website in Johor Bahru. The questionnaires were divided into three sections and consists of 31 questions. Section A consists of the demographic profile where the respondents need to fill in their personal information and section B is testing the respondents' perception towards Customer Relationship Management (CRM) factors to customer satisfaction. The time for each respondent to complete this questionnaire was approximately 10 to 15 minutes. Each of the questions was adopted with five points Likert-type scale (1=Strongly Disagree; 2=Disagree; 3=Neither Agree nor Disagree (Neutral); 4=Agree and 5=Strongly Agree). Liedke (2018) said that Likert scale questions helped the respondents to avoid having difficult survey questions like open-ended and fill-in-the-blank. 89 respondents from Johor Bahru were participated in this study. The primary data were collected through questionnaires to examine the relationship between factors of CRM and customer satisfaction.

Results of the study

Data Analysis and Findings

To produce the data analysis, Statistical Package for Social Science (SPSS) and Partial Least Square (PLS-SEM) with SmartPLS were used. In general, SPSS was conducted to calculate the description of sample which was related to the demographic profile of the respondents. For SmartPLS, it was conducted to determine the reliability test, construct validity, convergent validity and discriminant validity which are effectiveness to look for which component of Customer Relationship Management (CRM) that contribute the most to customer satisfaction in this study.

Respondents' Background

Table 1 represents the result of overall demographic profile of respondents which collected from the questionnaire. There were 34.8% (31) of male respondents and 65.2% (58) of female respondents. Most of the respondents were between the age group of 21 to 30 years old which consists of 57.3% (51). 92.1% (82) of the respondents are Chinese. Most of the respondents were single which include of 75.3% (67). The result shown that majority of the respondents which are 30.3% did not received any income. The frequency of online purchase of most of the respondents were twice a year or less.

Table 1: Demographic Profile of Respondents

Background	Categories	Frequency	Percentage (%)
Gender	Male	31	34.8
	Female	58	65.2
Age	15-20 years old	21	23.6
	21-30 years old	51	57.3
	31-40 years old	8	9.0
	41-50 years old	9	10.1
	51 years old and above	0	0
Ethnicity	Chinese	82	92.1
	Malay	3	3.4
	Indian	4	4.5
	Others	0	0
Marital Status	Single	67	75.3
	Married	21	23.6
	Divorced	0	0
	Separated	1	1.1
Monthly Income	RM1,000.00 and Below	17	19.1
	RM1,001.00-RM2,000.00	15	16.9
	RM2,001.00-RM3,000.00	16	18
	RM3,001.00 and Above	14	15.7
	No Income	27	30.3
Frequency of Online Purchase	At Least Once A Week	4	4.5
	1 to 3 Times A Month	21	23.6
	Once Every 2- 3 Months	24	27
	Once Every 4- 6 Months	14	15.7
	Twice A Year or Less	26	29.2

Reliability Test

Cronbach's Alpha is considered as the common indicator that used to measure the reliability or internal consistency of a set of data (Tavakol & Dennick, 2011). In the reliability test, the value that lower than 0.6 is considered poor. Only if the value is in the range of 0.7 or exceed 0.7 is acceptable and reliable.

Table 4.3 represents the Cronbach's alpha value and composite reliability of each variables. The Cronbach's alpha value of customer satisfaction was 0.834 and composite reliability was 0.882. Next, the Cronbach's alpha value for e-service quality was 0.799, website design was 0.784, employee behavior was 0.820 and relationship development was 0.790. Besides, the composite reliability for employee behavior was 0.860, relationship development was 0.852, e-service quality was 0.872 and website design was 0.856. Therefore, the result indicated that all the variables were highly reliable and acceptable in this study.

Table 2: Cronbach's Alpha Reliability Test

Variables	Number of Items	Cronbach's Alpha	Composite Reliability
Customer Satisfaction	5	0.834	0.882
Employee Behavior	5	0.799	0.860
Relationship Development	5	0.784	0.852
E-Services Quality	5	0.820	0.872
Website Design	5	0.790	0.856

Normality Test

Normality tests are important to determine whether a data set is well-modeled by a normal distribution. For this research, skewness and kurtosis are used. When the result is in the range of between +2 and -2, the data is considered normally distributed (George & Mallery, 2010).

Based on the result on Table 4.4, for the dependent variable, which was customer satisfaction, had a skewness of -0.576 and kurtosis of -0.249. Furthermore, the independent variable, e-services quality had a skewness of -0.554 and kurtosis of 0.835, website design had a skewness of -0.682 and kurtosis of 0.759, employee behavior had a skewness of -0.149 and kurtosis of -0.168 and relationship development had a skewness of -0.202 and kurtosis of -0.582. As a result, all the variables were considered as normally distributed because the skewness and kurtosis are range within +2 and -2.

Table 3: Normality Test Output

Variables	Skewness	Kurtosis
E-Services Quality	-0.554	0.835
Website Design	-0.682	0.759
Employee Behavior	-0.149	-0.168
Relationship Development	-0.202	-0.582
Customer Satisfaction	-0.576	-0.249

Convergent Validity

Based on Table 4, it showed the result of two different indicators which were average variance extracted (AVE) and item loading to determine the validity and accuracy of convergent validity. The range of AVE in this study was between 0.539 to 0.601 which represented the acceptable value as the value of variance for AVE must be higher than 0.5 (Laerd Statistics, 2018). The AVE that higher than 0.5 prove the findings of construct validity was valid to applied. Furthermore, the range of each item loading result for e-service quality was between 0.638 to 0.806, website design was between 0.574 to 0.861, employee behavior was between 0.621 to 0.796, relationship development was between 0.595 to 0.845 whereas customer satisfaction was between 0.711 to 0.818. According to, each factor loading items were considered as positive relationship when the results are more than 0.5. This indicates that the result was perfectly confirming the data were valid to be applied for further analysis.

Table 4: Results for Measurement Model for Convergent Validity

Construct	Items	Loadings	AVE	CR
E-Service Quality	SQ1	0.808	0.578	0.872
	SQ2	0.806		
	SQ3	0.801		
	SQ4	0.638		
	SQ5	0.734		
Website Design	WD1	0.646	0.550	0.856
	WD2	0.733		
	WD3	0.861		
	WD4	0.849		
	WD5	0.574		
Employee Behavior	EB1	0.795	0.554	0.806
	EB2	0.796		
	EB3	0.621		
	EB4	0.738		
	EB5	0.757		
Relationship Development	RD1	0.845	0.539	0.852
	RD2	0.790		
	RD3	0.595		
	RD4	0.664		
	RD5	0.749		
Customer Satisfaction	CS1	0.711	0.601	0.882
	CS2	0.817		
	CS3	0.779		
	CS4	0.746		
	CS5	0.818		

Discriminant Validity

According to Table 5, it showed the acceptable discriminant validity due to those measurement models were able to completely support the discriminant between five constructs. According to Fornell and Larcker (1981), the indicators should load more strongly on their construct than other constructs in the model and the average variance shared between each construct and its measure should be greater than the variance shared between the constructs and other constructs in the model. Therefore, all the constructs were satisfactory discriminant validity where the correlation coefficient was significantly related to determine the square root of each constructs' average variance extracted (AVE).

Table 5: Fornell-Larcker Criterion for Discriminant Validity

Construct	Customer Satisfaction	Employee Behavior	Relationship Development	E-Service Quality	Website Design
Customer Satisfaction	0.775				
Employee Behavior	0.556	0.744			
Relationship Development	0.485	0.573	0.734		
E-Service Quality	0.542	0.635	0.661	0.760	
Website Design	0.635	0.590	0.464	0.528	0.741

Another method of assessing discriminant validity is Heterotrait-Monotrait Ratio (HTMT) technique which developed by Henseler, Ringer and Startedt (2015). Table 6 represented the result as all the values fulfill the criterion of HTMT.90 (Gold et al, 2001) and HTMT.85 (Kline, 2011). Table 6 demonstrated all the value from HTMT criterion were fulfill the criterion. The result indicated that discriminant validity has been proved.

Table 6: Heterotrait-Monotrait Ratio for Discriminant Validity

Construct	Customer Satisfaction	Employee Behavior	Relationship Development	E-Service Quality	Website Design
Customer Satisfaction					
Employee Behavior	0.643				
Relationship Development	0.574	0.721			
E-Service Quality	0.609	0.776	0.882		
Website Design	0.747	0.741	0.571	0.664	

Path Coefficient and Hypotheses Testing

Based on Figure 3 and Table 7, the R Square value was 0.483 which represents that 48.3% of the variance in customer satisfaction could be explained by four components of Customer Relationship Management (CRM), e-services quality, website design, employee behavior and relationship development. For website design, it was significantly linked ($\beta=0.413$, $p<0.05$) to customer satisfaction as was employee behavior ($\beta=0.154$, $p<0.05$). In contrast, e-service quality ($\beta=0.161$, $p>0.05$) and relationship development ($\beta=0.099$, $p>0.05$) were found to have no significant relationship with customer satisfaction. Thus, in this study, H2 and H3 were supported whereas H1 and H4 were not supported. The result also demonstrated website design was the component that had most significant impact on customer satisfaction of customers of Taobao website in Johor Bahru as there was approximately more than half of the R Square value was derived from website design.

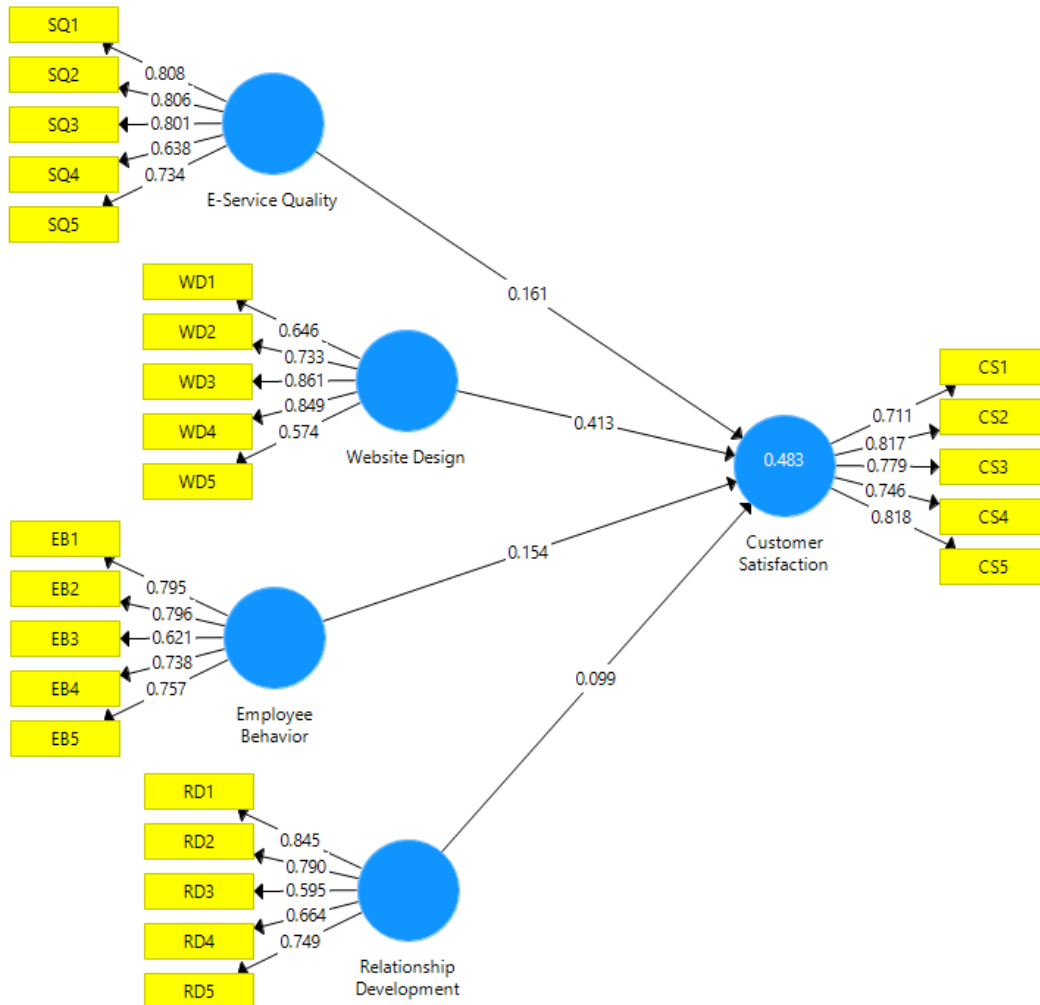


Figure 3: Structural Framework

Table 7: Path Coefficient and Hypothesis Testing

Hypothesis	Relationship	Std. Beta	T Statistics	P Value	Decision	R Square
H1	E-Service Quality-> Customer Satisfaction	0.161	1.305	0.096	Not Supported	0.483
H2	Website Design-> Customer Satisfaction	0.413	4.684	0.000	Supported	
H3	Employee Behavior-> Customer Satisfaction	0.154	1.703	0.045	Supported	
H4	Relationship Development-> Customer Satisfaction	0.099	0.926	0.177	Not Supported	

Hypothesis Discussion

H1: E-service quality is positively related to customer satisfaction.

Basically, in this study, there is no significant relationship between e-services quality of CRM and customers satisfaction among the customers of Taobao website in Johor Bahru. E-service quality can be viewed as overall customer evaluations and judgments regarding the excellence and quality of e-service delivery in the virtual marketplace (Asadpoor & Abolfazli, 2017). Although e-service quality has no significant relationship on customer satisfaction on Taobao website in Johor Bahru, but it is also important for online website to ensure the services provided by the service providers for the customers is accurate and fast. According to Behjati, Nahich and Othaman (2012), if the services providers are able to keep their promises, provide accurate information and serve with good attitude, the customers will satisfy with the quality of services. Taobao website also required to understand clearly about services that will be considered valuable by customers and used in the future (Momani & Noor, 2009). It is necessary for Taobao website to make sure that all of its service providers are able to provide the services to help the customers to overcome their problems and meet the customers' expectation.

H2: Website design is positively related to customer satisfaction.

The analysis revealed that H2 is accepted, as website design of customer relationship management (CRM) obtains a high beta value and it means that website design of CRM has a significant impact on the customer satisfaction among the online customers of Taobao website in Johor Bahru. Generally, website design can be describing as the appeal that user interface design presents to customers (Noronha & Rao, 2017). Website design is the most attractive features which influence the perception of the customers of online purchase. According to You, Liu and Chen (2014), website design is one of the vital influencing factors of online shopping. Thus, Taobao website need to ensure that their website design is attractive enough to make the customers pay attention to it. The higher website quality, the higher consumer intends to shop from the online website. The online website should understand that it is the influencing factors that leads consumer satisfaction and dissatisfaction with a specific website. Therefore, if Taobao website is designed with quality features, it can guide the customers for successful transactions and attract the customers to revisit the Taobao website again. To attract, gain and retain the customers, Taobao website can considered to make a further improvement on their website design to exceed its current quality standard.

H3: Employee behavior is positively related to customer satisfaction.

The results showed that H3 is accepted, which means there is a significant relationship between employee behavior and customer satisfaction on customers of Taobao website in Johor Bahru. According to Kattara, Weheba & El-Said (2008), employee behaviors are important in a service company as they connect the organization with its customers and they are a critical factor in developing effective working relationships with customers. The employees can also maintain customer satisfaction by fulfilling the promises made to the customer (Kattara, Weheba & El-Said, 2008). The employees will exert a strong influence on company's reputation. According to Azzam (2014), the effect of positive employee behavior can increase the speed of response to customer and the employees which are friendly and respectful to customer are able to enhance customer satisfaction toward the services provided. Generally, Taobao website is a platform that facilitates both customer to customer (C2C) and business to consumer (B2C) shopping platform. Therefore, in order to become the excellent shopping platforms, Taobao website should make sure that the behavior and attitude of the employees are good to increase the level of customer satisfaction. Thus, it is vital for Taobao website to train its employees to serve the customers politely and accurately.

Thus, Taobao website is required to improve its employee behavior to make sure that the customers are satisfy and have the intention of repurchase on Taobao website.

H4: Relationship development is positively related to customer satisfaction.

The test results also do not support H4, which means there is no significant relationship between relationship development of Customer Relationship Management (CRM) and customer satisfaction among the online customers of Taobao website in Johor Bahru. In general, relationship development can be defined as an interaction and connections that have been developed between two parties (Khalafinezhad & Long, 2013). The relationship development can be made through the commitment to convince customers that their feedbacks are taken seriously. According to Karantinou & Hogg (2009), relationship development can be an important factor in the online business, if the online websites are able to provide excellent relationship management that reduce the problems that the customers will be encountered, this will definitely bring to some benefits which is result in business growth, enhance reputation and improve financial performance and generate more loyal customers that lead to more frequent purchases and positive word of mouth. It is essential for Taobao website to ensure that the service providers have serve the customers with patience and politely to make them feel comfortable and satisfied.

Conclusion & Recommendations

In this section, the researcher provides relevant recommendations for Taobao website to improve the customers' level of satisfaction through well-managed of the four dimensions of Customer Relationship Management (CRM) which are e-service quality, website design, employee behavior and relationship development. The results obtained from this study indicates that the customers satisfaction is positively affected by website design, employee behavior. In contrast, there are two intangible components which are e-service quality and relationship development which do not result to have significant impact. In fact, Taobao website should further discovered the important skills and knowledge to ensure that customer satisfaction on CRM, namely, e-service quality and relationship development are performed the satisfaction level which exceed the current level.

Customer Relationship Management (CRM) is identified as the important capabilities that the companies must obtain in order to build the long-term and profitable relationship with the customers (Balaji & Kumar, 2017). Customers are the most vital factors in each business which means that the companies should identify the methods that can used to enhance customers' loyalty and retention. CRM helps the companies to pay attention to the loyal customers, attract previous customers, predict the requirements of their potential customers (Nikou, Selamat, Yusoff & Khiabani, 2016). With excellent CRM, the customers are satisfied and the satisfied customers are more willing to repurchase and visit the website, spread the positive word of mouth (WOM) to the public and people surround them and convince them to experience the website.

Limitations and Recommendations for Future Research

Although the research had reached its objective, but there are some unavoidable limitations. The first limitations in this research is the small sample size. The sample size of 89 respondents from the Taobao customers in Johor Bahru are not sufficient to run the data analysis. However, the sample of this research is only focused on the customers of Taobao website but not all the customers of e-commerce website. Moreover, another limitation of this research is the geographical restriction. The result collected may not

represented all the customers in other e-commerce website as the customer perception is different towards different e-commerce website.

Based on the limitations in this research, few recommendations for future research were supported for better understanding of customer satisfaction in the competitive market. The low sample size in the research can be improved by collecting the data from a large sample size. Another recommendation for future research is to consider the wider geographical location. The research should have done in different customers in different areas. The future researchers can consider the response from other city and states of Malaysia such as Melaka, Selangor, Penang, Pahang and Negeri Sembilan.

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