

How to Cite:

Nabila, B., Hamida, B., & Radia, B. (2024). Contribution of customer relationship management to building customer loyalty: Case study of Heetch el Djazair Foundation. *International Journal of Economic Perspectives*, 18(1), 126–142. Retrieved from <https://ijeponline.org/index.php/journal/article/view/550>

Contribution of customer relationship management to building customer loyalty (Case study of Heetch el Djazair Foundation)

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Abstract---Our research paper aims to find out how customer relationship management contribution to building customer loyalty by highlighting the most important concepts related to the topic in the theoretical aspect, and shedding light on “Heetch El Djazair” organization as a case study. To support the theoretical study, we attached the study to an applied part in which we tried to highlight the relationship between the independent variable represented by customer relationship management and the dependent variable represented by customer loyalty. We used an electronic questionnaire tool directed to a sample of internal customers of the “Heetch El Djazair” institution, represented by the partner drivers who are active at the capital city only, to find out how customer relationship management at the “Heetch El Djazair” institution contributes to building his loyalty. The study concluded that the “Heetch El Djazair” institution works hard through customer relationship management activities to build the loyalty of its customers, but it has not gained yet.

Keywords---customer relationship management, customer, loyalty, satisfaction, Heetch el Djazair.

Introduction

Customer relationship management is one of the mechanisms that allows the organization to attract the largest possible number of customers and keep them for the longest possible period, and this is through its various activities through which it seeks to achieve customer loyalty, which is considered one of the difficult challenges that the organization faces due to its connection to the behavioural changes that characterize. This is the customer, and this is what made the institution attaching importance to study the customer's behaviour in order to understand his components and the factors affecting so as to meet his apparent and latent requirements and needs, for a possible response and production.

Today, the customer becomes the main target that the institution aspires to, because he is its elementary engine and guarantor of its survival and continuity, which has prompted the institution to formulate strategies and programs that focus not only on how to work to attract customers, but also on how to maintain them for the longest possible period and gain their loyalty, especially those profitable people, and this can only be through getting closer to, knowing, and classifying them. Since the institution operates in an opened environment to globalized economic world, and the development that results in technology, it's absolutely necessary for the institution to rely on technological information in managing its relationship with customers.

Like other sectors that depend on information technology in their activity, the land transportation sector is considered one of the most important vital sectors that enhance economic activity. Land transportation is also considered one of the most important means that people rely on daily. Despite the diversity of vehicles and the multiplicity of land transportation means in Algeria, the problem stay still, and has led to the adoption of new services that reduce the crisis in this country. Among these services is the transportation vehicle rental service through the use of applications installed on smart phones.

The first axis: the methodological framework of the research

The research problem will be addressed as follows:

First - the research problem:

In light of the developments occurring in the field of business and the intensification of competition in the markets, it has become necessary for the marketing department to work hard to prepare programs and strategies that help it survive and continue in the market, and with its awareness of the importance and position of the customer in the market and his great influence in determining the success of its strategy, it must focus on the customer and create continuous and lasting relationships. With him and working to gain his satisfaction and loyalty, this is done through what is called customer relationship management. Based on the above, we will focus in this study on addressing the following issues:

- How does customer relationship management at Heetch El Djazair contribute to building the loyalty of its internal customers?

In an attempt to answer the question raised, we relied on the following sub-questions:

- How keen is Heetch El Djazair to make its relationship with its internal customers characterized by satisfaction, confidence and commitment?
- Does Heetch El Djazair use ways and means to build the loyalty of its internal customers?

Second: Research hypotheses:

As a provisional answer to the research questions raised, we will rely on the following hypotheses:

Main hypothesis:

The customer relationship management at Heetch El Djazair contributes to building the loyalty of its internal customers by establishing standards for the quality of service provided.

Sub-hypotheses:

Heetch El Djazair is very keen to make its relationship with its customers characterized by satisfaction, confidence and commitment.

Heetch El Djazair uses various methods and means to build the loyalty of its internal customers.

Third – Importance of study:

The importance of this study is highlighted by the fact that it sheds light on managing the relationship with the customer as a new approach to build customer loyalty and the continuity of the relationship with him for a long time, after the institution had previously relied on attracting customers through promotional programs only, in which it is longer possible to carry on a relationship for a long time, besides the modernity of this type of service is private transportation services through applications installed on smart phones.

The subject of the study also derives its importance by highlighting the applications installed on smart phones as one of the factors contributing to achieving leadership for institutions in light of a changing environment characterized by intense competition.

It can be said that the importance of this study is embodied in the attempt to clarify the effectiveness of relational marketing as a modern trend through which the organization seeks to raise the perceived value of its customers and thus raise their level of loyalty.

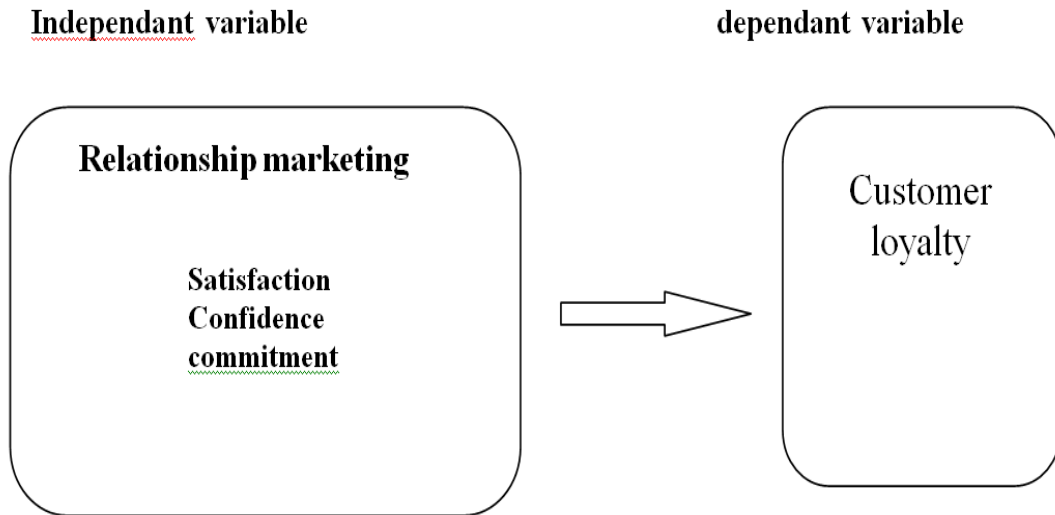
Fourth: Objectives of the study:

The intended aim of studying this topic is nothing more than an attempt to achieve a number of goals:

- Introducing customer relationship management and highlighting its importance in the organization and its role in building customer loyalty.
- The role that customer relationship management plays in building and enhancing customer loyalty.
- identifying the extent to which elements of customer relationship management are applied in Heetch El Djazair.
- Highlighting the importance of relational marketing in the field of transportation services in building customer loyalty.

- Providing an analytical and evaluative vision of the importance of relational marketing in raising customer loyalty.
- Trying to open research in this field and increase interest in it due to its great importance.

Fifth: Hypothetical research plan



The following figure shows the hypothetical diagram for the research variables:

- Independent variable: relationship marketing through analysis of satisfaction, confidence, and commitment.
- Dependent variable: customer loyalty.

Sixth: Research methodology

The study methodology is the means through which the objectives of the study are achieved. The study methodology refers to the logical steps, procedures and methods used to conduct scientific research, which includes methods related to collecting data, the time frame for collecting data, and the method of designing the questionnaire list, as well as How to determine the study population and sample.

The study relied on the deductive approach, which is used to analyze the relationship between two or more study variables. The study also adopted a quantitative research method based on collecting data, subjecting it to statistical treatment, and drawing conclusions. We also relied on causal research, meaning that the study relied on explaining the causal relationships between the variables of the study.

Seventh: Statistical analysis tools

The questionnaire was written and analyzed using the statistical analysis program SPSS for the purpose of testing the study model and hypotheses. The following statistical tools were used in the analysis process:

- Cronbach's alpha coefficient to measure the reliability of the scale used in the study.
- Correlation coefficients between the axis items and the total score of the questionnaire items in order to ensure the validity of the construction of the scale used.
- Descriptive statistics methods (frequencies, percentages, arithmetic mean, standard deviation) in order to describe the study variables.
- The simple correlation coefficient to measure the type and strength of the relationship between the independent and dependent variables.
- Coefficient of determination, to measure the percentage of contribution of the independent variable to explain the variance occurring in the dependent variable.
- Linear regression analysis to analyze the effect of dependent variables and to build a regression equation for each of the relationships in the study model.

The second axis: The theoretical framework and early studies

First - Managing the relationship with the customer:

The term customer relationship management, which stands for CRM (Customer Relationship Management), is one of the newly emerging terms, and has received many definitions, as some of these definitions gave a narrow concept of managing the relationship with the customer, and some presented a broad and comprehensive concept.

Kotler defines customer relationship management as “a process that includes collecting detailed information related to each individual customer, as well as carefully managing all moments of contact with customers, all in order to maintain customer loyalty to the organization”*. There are a number of characteristics that customer relationship management has in contemporary institutions, the most prominent of which can be identified as follows†:

- **Orientation:** The customer is considered a very important link in the strategy of the modern institution, regardless of its affiliations, as it is its lifeline and its main nerve.
- **Means:** With the development that has occurred, the institution must use information technology means to communicate with customers.
- **Information:** Collecting detailed information about all of the organization's clients.
- **The role of workers:** The organization's workers ensure that customer requests are identified and standardized into specific forms.
- **Goal:** The goal of any institution is to achieve and increase profit.

* Philip Kotler et al, Marketing et Management, Pearson éducation, 12ème éducation, France, 2006, p 180.

† Hocine walid abbas, ahmed abd mahmoud eldjanabi, idaratalakat zaboun (customer relationship management), dar Esafaa linachr w tawziaa, jordan, 2017, p 47.

· Transition from product portfolio management to customer portfolio management: After the organization considered its main success factor to be increasing the volume of its sales in the market, it now divides its customers according to their profitability and loyalty in order to make it easier for it to follow the appropriate strategy for managing the relationship of each group[‡].

· **Fundamentals of customer relationship management**

· Customer relationship management is based on a set of activities, which are[§]:

· **A- Knowing the customer:** A database is created that contains entries that include all the necessary information about the behaviours of the organization's customers.

· **B- Dialogue with the customer:** The organization relies on a set of communication means to dialogue with its customers in a relational atmosphere.

· **C- Interactive communications:** The organization's relationships with its customers must be interactive, as the latter works to create a real dialogue with them.

· **D- Rewarding customers for their loyalty:** In applying customer relationship management, the organization uses the rating method and loyalty cards in order to reward its customers.

Second - Customer loyalty:

There are many definitions regarding the concept of loyalty that a customer shows towards a particular brand or service, and among the most important of these definitions are:

Kotler and others defined it as "the standard of the customer and his desire for mutual participation in the organization's activities, and such a customer possesses a strong commitment in light of his previous experience in dealing with the organization and preferring its products, services, and brand in a way that achieves an advantage for the organization over its competitors"^{**}.

We conclude from the previous definition that loyalty is a relationship that links a customer to a specific product, and this relationship appears through behaviour by engagement to continue purchasing while having a positive belief towards this product and not being influenced by the marketing efforts of competitors aimed at changing his behaviour.

Dimensions of customer loyalty

The dimensions of loyalty can be included in the following points^{††}:

1. The behavioural dimension: A number of researchers believe that loyalty is represented by the customer purchasing the same brand despite the availability of other alternatives.

[‡] Thamer bikri, qadaya moassira fi altaswik (marketing current issues) dar hamad li nachr w tawziaa, Jordan, 2014, p 65.

[§] khodir kadhém hamoud, rowan mounir alchaykh, idarat aljawda fi almonadhamat almotamayiza (management quality in distinguished organizations), Jordan ,2010, p 107.

^{**} nadjm aboud nadjm, idarat almaarifa: almafahim w allisstratijiat w alamaliyat (knowledge management : concepts, strategies, and operations) dar alwaraq li nachr w tawziaa, Jordan, 2005, p 310

^{††} Ben nili djamila, dawr idarat alalaka maa zaboun fi binai wa taaziz walai alzaboun (role of relationship management in building and enhancing customer loyalty) economic annals review, V 07, N 02, djelfa university, Algeria, 2016, p 232.

2. The attitude dimension: In this dimension, loyalty can be explained based on the strength of the customer's trends in terms of the customer's preference or lack of preference for a particular service or brand.

3. The cognitive dimension: In this dimension, loyalty can be explained on the basis of the information available to the customer about the product brand, such as price, warranty, and after-sales services.

Components of the relationship between the organization and the customer:

Most marketing writers agree that customer relationship management consists of three basic elements represented in the aspects of satisfaction, confidence, and commitment. These elements are concerned with long-term relationships that arise through emotional ties and a sense of mutual commitment between the two parties. As for the rest of the other relationships that are considered secondary, they appear in an environment. Business relationships are more superficial than the first, directed over a shorter period of time and include a limited degree of social interaction, a clear rule of use, and specific roles. The most important components of managing the relationship with the customer can be presented as follows^{##}:

1. Satisfaction: There are many definitions of satisfaction, the most important of which are the following:

Satisfaction is defined as "the customer's judgment resulting from comparing his expectations resulting from his experience in consuming and using the product, and many believe that satisfaction is an emotion and influence (feeling) by the characteristics of the product." It is also defined as "the psychological state that a person is in as a result of using the product." This definition indicates

The customer performs the process of evaluating the performance of the product or the perceived value and comparing it with the expected value on the basis of which the product or brand was chosen from among the alternatives. He releases a positive or negative judgment on the evaluation result. The latter generates a certain feeling in the customer, either a state of joy, happiness, or discontent.

Satisfaction is determined through three following basic elements:

- **Expectations:** Expectations express the performance that the customer expects or aspires to obtain from purchasing a product.

- **Perceived performance:** Perceived performance expresses the level of performance that the customer actually obtains as a result of his use and consumption of the product.

- **Matching (fixing):** Matching represents the process of finding the difference between the level of expectations (expected performance) and the level of actual performance.

2. Confidence: Several definitions of confidence were mentioned, some of whom defined it as: intuition, expectation, will, or behaviour. Through these specifications, confidence can be limited to two variables, a psychological variable and a behavioural variable.

^{##} anaeas sediki, Mustafa Younesi, idarat al alaka maa al zabain kalia libinaa walaa al zabain -dirasat maydaniat limutaeamili muasasat mobilis (Managing the relationship with customers as a mechanism for building customer loyalty -a field study of Mobilis customers-), aggregates of knowledge magazine, centre universitaire de tindouf, V 06, N 01, algeria, 2020, PP 213-214.

Confidence, as a psychological variable, is formed apart from behaviour, and here behaviour is a result of this confidence and not a component part of it. Thus, confidence generates a behavioural intention, that is, an intention that prompts the customer to act according to a certain behaviour. Here, confidence is translated as an intuition or expectation of confidence in the party with whom the exchange occurs.

As for confidence as a behavioural variable, it is actions resulting from the acquired will of a person to rely on another party in the exchange process, and this will is always vulnerable to being broken in the face of doubt resulting from changes and fluctuations. For example, customer confidence may manifest itself in one or all of these types: confidence towards sellers. Those accredited to the institution, confidence towards the institution itself and confidence towards the brand.

Confidence consists of two dimensions:

* **Credibility:** The extent to which the buyer believes that the organization has sufficient experience to perform the task efficiently and in a reliable way.

* **Good intentions:** that is, the extent to which the customer believes that the organization has intentions and benefits that will be beneficial to him when current circumstances change to different ones that are not covered by current obligations.

3. Commitment: The relationship between the two parties is affected by the degree of mutual commitment and is defined as the will between the two parties to maintain a permanent and strong relationship and follow it up in the long term to increase the profitability of the products (goods and services).

The continuation of profitable exchange between the two parties and the interaction between them translates into a process of mutual adaptation and a source of maximum possible creativity between the two parties. There are three forms of commitment:

Ø **Personal commitment:** It is the will of both parties to establish and prolong the relationship as much as possible.

Ø **Moral commitment:** a sense and feeling that the relationship must be pursued and maintained by both parties (the organization's commitment to providing the minimum services to some of its customers, even in emergency situations).

Ø **Structural commitment:** The inability to ignore the previously existing relationship in the event of breach of commitment and attempt to avoid losses⁷.

Third: early studies:

- A master's thesis entitled "Managing the relationship with the customer as an approach to gaining his loyalty to the service institution - a case study of the Regional Directorate of Communications in Chlef", prepared by the student "Ben Daoudia Ahmed", specializing in marketing of financial and banking operations, University of Algiers, 2017, where he touched on managing the relationship with customers. The customer and its strategic, relational and technological dimensions and their impact on loyalty to the organization.

- A Master's thesis entitled "The Role of Customer Relationship Management in Gaining the Loyalty of Customers of Service Institutions", prepared by the student "Attia Nihad", majoring in Marketing Management, University of Algiers, 2011,

where she concluded that the relationship between managing the relationship with customers and their loyalty is viewed from two aspects. On the one hand, customer loyalty is built through the application of customer relationship management, and on the other hand, through different strategies depending on the organization's goals.

- A study entitled "The Role of the Customer Relationship Management System in Increasing Customer Loyalty - A Case Study of the Bank of Algeria, Oum El Bouaghi

Agency", prepared by the student "Widad Bouzid", specializing in services marketing, Oum El Bouaghi University, 2015, where she touched on customer relationship management as a system. The necessity of its presence in the institution, especially the service one, and its role in increasing loyalty.

What distinguished this study over early studies is the attempt to clarify the role of customer relationship management in building customer loyalty, with a focus on the major role that information technology plays in strengthening this relationship through its various tools and applications, especially since the institution under study provides its services via

Technological applications work in the field of digital marketing, and this type of service is considered new in the field of private land transportation in Algeria.

The third axis: the practical aspect of the study

First - Method and procedures:

In this study, we will use two main sources of information: secondary sources and primary sources.

Second - Study population and sample:

The study population consists of the internal customers of Heetch El Djazair, who are mainly represented by its partner drivers who are active in Algiers only, and whose number is estimated at approximately 20,000 drivers during the study period, according to statistics provided by the Director of Operations at Heetch El Djazair.

For the sample, a random sample of 200 individuals was selected from internal customers, who mainly represent the partner drivers of the "Heetch El Djazair" Foundation who are active in the capital. The internal customer database was used in distributing the electronic questionnaire. All distributed questionnaires were answered and no Any questionnaire is excluded because there is no questionnaire that contains incomplete answers, as the electronic questionnaire does not accept empty boxes, and therefore, the response rate in this study reached 100%.

Third - study tool:

The questionnaire is considered the most widely used data collection tool in scientific research, as a list of questions was designed based on some scientific books and early studies related to the subject of the study.

The aim of the case study is to know the role of customer relationship management in building customer loyalty by surveying the opinions of internal customers, and therefore a questionnaire directed at partner drivers was designed.

The validity of test

2-1 Internal consistency

Internal consistency means the extent to which each statement of the questionnaire is consistent with the axis to which this statement belongs. The internal consistency of the questionnaire was calculated by calculating the correlation coefficients between each statement of the questionnaire and the total score for the axis itself.

Table No. (01): represents the correlation coefficient between each phrase of the "Relationship Marketing" axis and the total score for the axis

Number	Statement	Correlation Coefficient	Sig
1	1 I am pleased to be a partner driver with heetch el djazair	0.184	0.000
2	I am satisfied with the quality of services provided by heetch el djazair	0.454	0.000
3	I am satisfied that my experience with heetch el djazair was good in general	-0.154	0.000
4	I am satisfied with the way I pay my bills with heetch el djazair	-0.475	0.000
5	heetch el djazair is a source of confidence for its driver partners in its operations	0.136	0.000
6	heetch el djazair is honest with its driver partners	-0.481	0.000
7	heetch el djazair is interested in updating the data of its driver partners on an ongoing basis	-0.481	0.000
8	heetch el djazair maintains the privacy of its driver partners' data	0.821	0.000
9	heetch el djazair takes your suggestions into consideration	0.516	0.000

Source: Prepared by the two researchers based on the results of analyzing the questionnaire through the SPSS V:20 program

The correlation is statistically significant at the significance level of $\alpha=0.001$. It is clear from Table No. (01) above that we note the correlation coefficient between each of the statements related to the innovative marketing axis ($\alpha = 0.01$) and the total score for the axis D is at the significance level ($\alpha = 0.01$), and thus we can say that the expressions of the dimensions of the first axis related to marketing relationships are consistent in their formation of the axis and true to what they were designed to measure.

Table No. (02): Correlation coefficient between each phrase of the “Loyalty” axis and the total score for the axis

Number	Statement	Correlation Coefficient	Sig
1	heetch el djazair provides distinguished services. This is what keeps me continuing to deal with them	0.588	0.000
2	heetch el djazair offers purchase vouchers to its outstanding driver partners	0.540	0.000
3	heetch el djazair reduces the commission rate with its driver partners	0.710	0.000
4	Heetch el Djazair pages contribute to developing the relationship with its driver partners	0.573	0.000
5	heetch el djazair provides privileges to its driver partners	0.496	0.000

Source: Prepared by the two researchers based on the results of analyzing the questionnaire through the SPSS V:20 program

The correlation is statistically significant at the significance level of $\alpha=0.01$. Through Table No. (2) above, the correlation coefficient between each statement of the loyalty axis and the total score of the axis is D at the significance level ($\alpha = 0.01$), and thus we can say that the statements of the dimensions of the second axis of customer loyalty are consistent in their composition of the axis and true to what they put. To measure it.

2-2 Construct validity

Construct validity is one of the measures of the tool's validity, which measures the extent to which the goals that the tool wants to reach are achieved, and shows the extent to which each of the two axes of the study relates to the overall score of the questionnaire's statements.

Table No. (3): includes the correlation coefficient between the score of each axis in the questionnaire and the total one

Axis number	axis	correlation coefficient	probability value
1	Relationship marketing	0.805	0.000
2	Customer loyalty	0.787	0.000

Source: Prepared by the two researchers based on the results of analyzing the questionnaire through the SPSS V:20 program

The correlation is statistically significant at the significance level of $\alpha=0.01$. Table No. (3) shows that all correlation coefficients are positive with each other in the two axes of the questionnaire and are statistically significant at a level of significance ($\alpha = 0.01$). This indicates that the study paragraphs have the ability

to explain the variables, hence we conclude that the questionnaire axes are reliable and consistent.

1- Reliability of the study tool

Reliability means the firmness, stability, and predictability of the scale. It also means the consistency of the scale in what it provides us with information about the behaviour of individuals. Reliability is one of the requirements and conditions of the study tool. The stability of the study tool was verified by adopting the Cronbach alpha equation.

Table No. (4): Results of measuring Cronbach's alpha coefficient

Number	Dimension	Number of items	Cronbach's alpha
1	Relationship Marketing	09	0.756
2	Customer loyalty	05	0.667
	Total	14	0.72

Source: Prepared by the two researchers based on the results of analyzing the questionnaire through the SPSS V:20 program

It is clear from the results shown in Table No. (4) that the value of the Cronbach's alpha coefficient was high in each axis of the questionnaire, as it ranged between (0.667-0.756), and the value of the Cronbach's alpha coefficient was high for the questionnaire as a whole, as its value reached 0.72.

Fourth - Statistical treatment

The questionnaire will be transcribed and analyzed using the statistical analysis program (SPSS), and percentages and frequencies will be used to describe the study sample, the arithmetic mean and standard deviation, and the Cronbach alpha test to determine the stability of the questionnaire items. Linear regression analysis to test the effect of the independent variables on the dependent variable and find an equation linking them.

Fourth axis: conclusions and recommendations

1- Analyzing personal variables data:

Below is the distribution of personal variables (gender, age, educational level, income) as shown in the following tables:

1. Gender:

Table No. (5): Distribution of study items by gender

Gender	Frequency	% Percentage
Males	180	90
Female	20	10
Total	200	100

Source: Prepared by the two researchers based on the Excel program

From the table we notice that the percentage of males is 90%, and the percentage of females is 10%.

2. Age:

Table No. (6): Distribution of study items by age

Age	Frequency	% Percentage
20-29	100	50
30-39	80	40
40-49	20	10
Total	200	100

Source: Prepared by the two researchers based on the Excel program.

From the results, we note that the majority of the sample's drivers belong to the age group [20-29] and [30-39], at a rate of 50% and 40%, respectively, which is the youth group, a high percentage in Algeria additionally this group is considered more active and Curious about new experiences, as "Heetch El Djazair", followed by the elderly group that belongs to the age group [40-49] with a rate of 10%, while the age group over 50 years old had a rate of 0%, that is, completely non-existent.

Educational level

Table No. (7): Distribution of vocabulary according to academic qualification

Educational level	Frequency	Percentage
Universitarian	100	50
High school	50	25
intermediate	30	15
Pre-intermediate	20	10
Total	200	100

Source: Prepared by the two researchers based on the Excel program.

From the results above, we note that the educational level that dominated the sample was the university level at a rate of 50%, and this helped in understanding the questionnaire statements and thus giving credibility to the results of the field study. Then followed by the high level at a rate of 25%, then the intermediate level at a rate of 15%, and finally the level below. The average percentage is considered the lowest, which is 10%, meaning that most of the samples are educated. This can be attributed to the spread of awareness in algerian society and the decline in school dropout rate compared to previous periods.

2- Presentation evaluation's study variables results

The analysis is based on the results of the statistical analysis program, as shown in Table No. (8):

Table No. (8): Arithmetic mean, standard deviation, and relative importance of answers to the statements of the innovative marketing axis

Expression number	Expressions	Arithmetic mean	Standard deviation	Ranking	Comment
1	I am happy to be a partner driver with heetch el djazair	2.5031	0.845212	4	high
2	I am satisfied with the quality of services provided by heetch el djazair	2.54324	0.85621	3	high
3	I am satisfied that my experience with heetch el djazair was good in general	2.42056	0.74201	5	high
4	I am satisfied with the way I pay my bills with heetch el djazair	2.01653	0.80521	9	average
5	heetch el djazair is a source of confidence for its driver partners in its operations	2.37246	0.72019	7	high
6	heetch el djazair is honest with its driver partners	2.68943	0.87902	2	high
7	heetch el djazair is interested in updating the data of its driver partners on an ongoing basis	2.38115	0.70044	6	average
8	heetch el djazair maintains the privacy of its driver partners' data	2.78927	0.80393	1	high
9	heetch el djazair takes your suggestions into consideration	2.13642	0.85805	8	average
	The axis as a whole	2.48234	0.47720	/	high

Source: Prepared by the two researchers based on the results of analyzing the questionnaire through the SPSS V:20 program.

The sample members expressed their opinions about the relationship marketing axis, which was allocated to measure 09 statements, as shown in the table above, embodied by the arithmetic mean values of 2.48234. With a standard deviation of 0.477200. This indicates that relationship marketing is at a high level.

Table No. (09): Arithmetic mean, standard deviation, and relative importance of the sample members' answers to the phrases of the "customer loyalty" axis

Expression number	Expression	Arithmetic mean	Standard deviation	rate importance	Comment
1	heetch el djazair provides distinguished services. This is what makes me continue dealing with them	2.0348	0.71289	5	High
2	heetch el djazair offers purchase vouchers to its outstanding driver partners	2.6489	0.78452	2	high
3	heetch el djazair reduces the commission rate with its driver partners	2.1562	0.70568	4	High
4	heetch el djazair pages contribute to developing the relationship with its driver partners	2.7508	0.82839	1	high
5	heetch el djazair provides privileges to its driver partners	2.3618	0.79541	3	high
	The axis as a whole	2.4821	/ 0.76489	/	high

Source: Prepared by the two researchers based on the results of analyzing the questionnaire through the SPSS V:20 program.

The sample members expressed their opinions on the "customer loyalty" axis, which was allocated to measure 5 statements, as shown in the table above, represented by the arithmetic mean values (2.4821) with a standard deviation (0.76489). This indicates that customer loyalty is at a high level.

Results

Heetch El Djazair is considered one of the emerging institutions in Algeria that specializes in delivery services and booking private transportation vehicles via smartphone (VTC). It is an extension of the parent French company in Africa, as Algeria is considered the second country that has adopted this type of service, though new, is witnessing a fierce competition.

Heetch El Djazair provides a service for booking a tourist car with a driver (VTC), which is considered a safe service compared to the traditional method of renting taxis, because the trip will be registered, and all the necessary personal information about the passenger is also available at the institution.

Heetch El Djazair relies heavily on information technology in its marketing activities, especially customer relationship management.

- The Heetch El Djazair foundation is considered one of the institutions that contribute to alleviating the transportation problem in Algeria, and on the other hand, it also contributes to alleviating unemployment.

Heetch El Djazair foundation possesses human competencies and advanced technological capabilities.

- Heetch El Djazair foundation works hard to attract the largest possible number of partner drivers by offering several benefits and promotions.

Heetch El Djazair works to make its relationship with its customers an interactive and continuous relationship through permanent communication with them through social media sites in order to achieve their loyalty.

Heetch El Djazair tries to satisfy its drivers through periodic opinion polls, through their application, where questionnaires are sent through which their requirements and aspirations are known.

- Heetch El Djazair engages its drivers through their suggestions and opinions in developing its services.

The results of the field study we conducted indicate that the Heetch El Djazair company has not achieved the confidence of some of its drivers, who do not consider it so in its dealings with them, nor reliable. This can perhaps be explained by the Algerian mentality, which is characterized by the lack of confidence in dealings with the other party, additionally the fear resulting from the fact that the institution under study is a new experience.

- Heetch El Djazair provides and updates information about its services on an ongoing basis, and tries to do best ,aiming to create a feeling of commitment among the driver-customers and maintain the relationship between them for as long as possible.

- Heetch El Djazair uses various methods and means to build the loyalty of its partner drivers, by offering privileges, and gifts to its partner-drivers, as well as organizing incentive programs.

Recommendations and suggestions

In light of the results obtained, we recommend:

- Working to create confidence among drivers who do not consider it a source of confidence in their dealings by intensifying its marketing efforts.
- further extension into other states, and targeting remote areas, to alleviate the transportation problem on the one hand, and create job opportunities for the unemployed on the other.
- extension of services provided by Heetch El Djazair when adding the delivery service (delivery of packages, food from restaurants and fast food outlets... etc.).
- Partnering with customers who own heavy-duty vehicles, such as buses, to provide workers' transportation services, or to transport kindergarten and private school children, or to organize tourist trips...etc.

- Partnering with customers who own heavy vehicles such as trucks to provide a service for transporting heavy items such as furniture, building materials, and carrying out other operations...etc.
- Creating an application for women only, where the driving partner is female, and the customer who is riding is also female.

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