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Customer relationship management as a gateway to improve marketing performance of tourism agencies in the State of Biskra

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Abstract---This study aims to investigate the impact of Customer Relationship Management on enhancing the marketing performance of tourism agencies in the state of Biskra. To achieve this objective, an electronic questionnaire was directed to a sample of 97 employees, and statistical data analysis was conducted using SPSS v20. The results indicate a positive effect of adopting Customer Relationship Management with its dimensions (focus on key customers, customer knowledge, customer value, customer trust) in improving the marketing performance of the studied tourism agencies.

Keywords---Customer Relationship Management, marketing performance, tourism agencies, state of Biskra.

JEL Classifications : M30, M31, M37.

1. Introduction

Tourism holds a prominent position in the economy of many countries due to its significance. The increase in customer needs and their diverse desires accompanies an increase in their awareness. The success of tourism agencies is closely linked to their ability to employ their resources and capabilities in focusing on customer needs and responding to them by developing profitable relationships. Therefore, the marketing approach that enables this inevitably relies on

relationship-oriented strategies, emphasizing the development and focus on the true value provided to all parties involved in the relationship. This is achieved by using the latest technologies to increase interaction, gain customer satisfaction, and enhance loyalty.

In the competitive tourism sector, tourism agency officials are compelled to seek new strategies based on interactions between service providers and customers. These strategies aim to build a long-term relationship based on trust, making Customer Relationship Management (CRM) one of the crucial approaches that enable agencies to achieve outstanding marketing performance.

1.1 Study Problem

The problem of this study can be formulated in the following main question:

To what extent does the adoption of Customer Relationship Management impact the improvement of marketing performance for tourism agencies in the state of Biskra?

The following sub-questions fall under this problem:

- Does focusing on key customers affect the improvement of marketing performance for tourism agencies in the state of Biskra?
- Does customer knowledge affect the improvement of marketing performance for tourism agencies in the state of Biskra?
- Does customer value affect the improvement of marketing performance for tourism agencies in the state of Biskra?
- Does customer trust affect the improvement of marketing performance for tourism agencies in the state of Biskra?

2.1 Study Hypothesis

This study proceeds from the following main hypotheses:

There is an impact of Customer Relationship Management on improving the marketing performance of tourism agencies in the state of Biskra

The following sub- hypotheses fall under this main hypothesis:

- Focusing on key customers influences the improvement of marketing performance for tourism agencies in the state of Biskra.
- Customer knowledge influences the improvement of marketing performance for tourism agencies in the state of Biskra.
- Customer value influences the improvement of marketing performance for tourism agencies in the state of Biskra.
- Customer trust influences the improvement of marketing performance for tourism agencies in the state of Biskra.

1.3 Study Objectives

Through this study, we aim to achieve the following objectives: • Explore the reality of adopting Customer Relationship Management in improving the

marketing performance of tourism agencies in the state of Biskra. • Identify the impact of Customer Relationship Management dimensions on improving the marketing performance of tourism agencies in the state of Biskra. • Provide some suggestions that, if adopted by tourism agencies, may lead to the design of an effective strategy for Customer Relationship Management to enhance the marketing performance of the studied agencies.

1.4 Study Approach

To achieve the study objectives, a descriptive-analytical methodology was followed as it is suitable for describing and reviewing the fundamental concepts of Customer Relationship Management and marketing performance by collecting various information and analyzing it to understand the theoretical aspects of the study. In the practical aspect, a case study approach was utilized by examining the information obtained about tourism agencies in the state of Biskra. Additionally, a questionnaire was used to gather the opinions and perspectives of the study sample for processing and analysis using the SPSS program to extract a set of results.

1.5 Study Importance

The importance of this study lies in revealing the prominent and growing role of Customer Relationship Management in improving the marketing performance of tourism agencies in the state of Biskra. It highlights the importance of taking good care of customers by meeting their preferences and desires to enhance market share and increase sales. The study also assesses the level of adoption of Customer Relationship Management by tourism agencies in the state of Biskra, considering it as a significant approach that contributes greatly to improving their marketing performance.

2. Theoretical Aspect of the Study

2.1 Conceptual Framework of Customer Relationship Management

The fundamental idea of Customer Relationship Management (CRM) stems from the modern or contemporary marketing's focus on the customer as a fundamental pillar for an organization's success and continuity (Daoud, 2012, p. 34). The use of CRM systems has become increasingly important in improving the lifetime value of a customer by understanding their needs and providing value-added services, factors that determine the success or failure of organizations. This is achieved by focusing on customers rather than products or services (Alok & Deepti, 2009, p. 83).

2.1.1 Definition of Customer Relationship Management

Customer Relationship Management is one of the most important methods in contemporary marketing and has become a leading business strategy in the new millennium (Bouabdellah, 2020, p. 332). Various definitions exist, including:

- Defined as: "A set of means aimed at building an individual interactive relationship with the customer to create or maintain positive attitudes towards the brand or organization. The mechanism for building customer

loyalty derives from managing this relationship well and effectively" (Bois & Claude, 2001, p. 58).

- Described as: "A comprehensive and integrated strategy between the organization and customers based on dialogue, consultation, and mutual trust to retain customers and achieve value for them" (Al-Sharaya, 2010, p. 18).
- Kanginham defines it as: "A system that analyzes how to deal with customers, solve their problems, encourage them to purchase products and services, in addition to financial transactions. Customer relationship management includes all customer transactions and connects all elements related to them within the organization through an intelligent system" (Tohidi & Jabbari, 2012, p. 565).
- Kotler and Armstrong define CRM narrowly as: "The activity of managing a customer database and, within this definition, managing detailed information about individual customers and managing customer touchpoints carefully with the aim of maximizing customer loyalty." In the broad sense, CRM is "a comprehensive process for building profitable customer relationships, maintaining them by delivering excellent value and satisfaction, dealing with all aspects of acquiring, retaining, and developing customers" (Kotler & Armstrong, 2007, p. 77).

Based on the above definitions, it can be said that Customer Relationship Management aims to gain customer satisfaction and loyalty by building comprehensive interactive relationships with them, providing integrated services and businesses with technological techniques.

2.1.2 Importance of Customer Relationship Management

The importance of Customer Relationship Management is evident through the benefits and positive outcomes it brings to both the organization and the customer, summarized as follows:

a. Importance for the Organization

Organizations adopt Customer Relationship Management for its importance in achieving the following (Mir, Arewa, & Zaghiba, 2018, p. 46):

- Increasing customer retention by enhancing satisfaction as a result of high responsiveness.
- Identifying key or most profitable customers and treating them according to the 80/20 rule, where 20% of customers contribute to 80% of the organization's revenue and thus should receive special treatment.
- Reducing marketing costs by developing effective, impactful, and targeted marketing campaigns.
- Encouraging customers to make additional purchases by offering additional and diverse products to increase sales.
- Achieving a higher return on investment by increasing sales and profits, activating other activities within the organization.
- Enabling the organization to streamline costs by understanding customer needs through preferred communication channels.
- Building marketing relationships with customers by focusing on communications and marketing performance from previous periods with

customers for sales predictions and various marketing service activities for current interaction purposes.

b. Importance of Customer Relationship Management for the Customer

For the customer, it provides (Qahmoush, 2012, p. 34):

- Convenience and trust in dealing with the entity the customer is accustomed to;
- Social relationships with the marketer or service provider and their employees that assist in receiving special treatment most of the time;
- Reduction of costs associated with transitioning from one marketer to another, whether they are social, material, or psychological costs.

2.2 The Conceptual Framework of Marketing Performance

Marketing performance is considered a vital component of the overall performance of an organization, representing the outcomes achieved through its activities, reflecting on the sustainability and continuity of the organization (Baabouch & Bishari, 2020, p. 425). It has been a concern for organizations, especially those with high marketing costs, and researchers in management sciences have extensively studied and researched this topic to define its concept, develop tools, and design models for measurement (Masoud & Kanaan, 2020, p. 25).

2.2.1 Definition of Marketing Performance: Here are some definitions

- Kotler & Armstrong defined it as: "Comparing the organization's performance with that of its competitors to identify its strengths, enhance them, identify its weaknesses to minimize them, and achieve competitive advantages" (Al-Taweel & Al-Abadi, 2013, p. 116).
- David defined marketing performance as: "The set of results arising from the marketing activities performed by the organization, expected to meet planned and objective goals" (Abdul Rahmani, 2015, p. 38).
- It is also defined as: "Measuring the efficiency and effectiveness of previous actions based on financial and non-financial aspects such as customer satisfaction, employee satisfaction, and the number of new customers acquired" (Al-Bakri & Talib, 2015, p. 57).
- Additionally, it is defined as: "The outputs and results that the marketing function of the organization seeks to achieve in its working environment, measured by scales that reflect the efficiency and effectiveness of the marketing process" (Al-Tahir, 2021, p. 07).

From these definitions, marketing performance can be understood as the organization's ability to achieve its goals by using available resources efficiently and effectively, focusing on the marketing function to achieve marketing objectives, and contributing to the organization's ability to survive and thrive.

2.2.2 Importance of Marketing Performance

Fred (2001) highlighted the importance of marketing performance in the following ways:

- Recognizing the extent of the achievements of the organization's goals and providing information to various managerial levels for planning, control, and making decisions based on scientific and realistic facts (Saadoun & Durman, 2018, p. 9).

- Performance reveals competent elements with experience, knowledge, and skills, placing them in important and appropriate positions, as well as identifying elements that need support and development to enhance their performance to a successful level (Dardour, 2018, p. 492).
- Ensuring the achievement of consistency and harmony among various departments of the organization (Bin Amara, 2017, p. 96).
- Diagnosing critical errors and preferences in the marketing process, taking necessary steps to address and attend to them (Al-Bayati, 2019, p. 173).
- Assisting in achieving comprehensiveness and rationality in the planning and decision-making processes (Al-Muhtadi, 2019, p. 17).
- Continuous marketing review helps make continuous improvements in marketing performance (Hawass & Hafsi, 2020, p. 72).

In the same context, Kotler added that marketing performance is of great importance for the following reasons (Rizqi, 2020, p. 88):

- Being a central axis for the success or failure of organizations in implementing their strategies and decisions.
- Lack of agreed-upon criteria by scholars that can be adopted to interpret all aspects related to the performance of the organization.

Venkatram & Ramugam identified three dimensions of the importance of marketing performance, including (Hafez & Abdel Razzaq, 2017, p. 116):

- Theoretical dimension: Involves the cognitive contents and meanings, whether directly or indirectly.
- Experimental dimension: Achieved through the use of studies and research.
- Administrative dimension: Achieved through the application of methods related to evaluating marketing performance results.

2.3 The Relationship between Customer Relationship Management and Marketing Performance

2.3.1 Impact of Focusing on Key Customers on the Marketing Performance of Tourism Agencies

Focusing on specific customer segments and providing the highest added value to key customers through personalized marketing distinguishes top customers by delivering products and services that meet their needs and expectations. Customer-centric marketing involves understanding and fulfilling their needs and desires (Zaidi & Mesgouni, 2020, p. 220).

This dimension emphasizes the intentional selection of customers who are strategically beneficial to the organization and contribute to the level of marketing performance provided (Haddadin, 2014, p. 14). Several studies have indicated that businesses focus on serving quality customers efficiently rather than serving a one-time customer base. This focus on customer quality allows for efficient service delivery, leading to customer satisfaction, credibility, and correct procedures from the first interaction. This, in turn, builds trust, fosters strong long-term relationships, and transforms them into loyal customers. This is the

goal pursued by the organization in implementing customer relationship management strategies (Lovelock, 2000, p. 140).

2.3.2 The Impact of Customer Knowledge on the Marketing Performance of Tourism Agencies

One of the objectives of customer knowledge, as a dimension of customer relationship management, is to understand and record customer exchanges of goods and services they prefer, along with personal preferences such as language and communication style. Through this, the customer's value for the organization is determined by creating a database containing information about each customer (Abbas & Al-Janabi, 2017, p. 65).

Gronross (1994) identified the essential outcomes of customer knowledge in supporting the strategic capability of the organization and enhancing its marketing performance. It contributes to organizations recognizing their customers, building long-term relationships, and retaining existing customers by providing them with distinguished products and services. Studies have emphasized the reasons why organizations focus on adopting customer knowledge, including information systems, determining the overall customer value, competition, and the increasing interest of the service sector in interacting with customers (Halmous, 2017, p. 116).

Kok and Vanzyl (2002) argue that customer knowledge contributes to listening to the customer, reflecting the knowledge provided by the customer during interactions with the organization. The interaction between customers and the organization will reflect the knowledge that the customer needs, which the organization may not possess. Murillo and Annabi (2002) indicated that customer knowledge contributes to understanding the evolving needs of customers, improving product quality, enhancing customer services, achieving customer satisfaction, increasing sales, and ultimately improving marketing performance (Al-Rubaie, Al-Mahamid, Al-Sheikhly, & alodwan, 2014, p. 279).

Moreover, we can address the relationship between customer knowledge and its impact on marketing performance through the use of modern technologies, which have become important foundations for building and relying on customer knowledge. It is crucial not to overlook the role of technology in customer interactions and its impact on key marketing performance indicators. Two significant indicators are increased profits and market share growth:

- **Increased Profits:** Technology aims to acquire new knowledge through its applications in customer interactions. As technology becomes prevalent in marketing and customer interactions, there is a prevailing belief that profits resulting from increased efficiency and skill in customer interactions will replace profits resulting from increased purchasing power and direct market friction reduction (Ben Hammou, 2016, p. 133).
- **Increased Market Share:** Technology contributes to increasing market share for successful organizations in managing successful relationships with their distinguished customers. Due to the availability of technological capabilities, organizations can control markets by providing superior services, addressing all the needs and desires of customers, developing new products, or improving current products. This leads to improving the organization's image and

position, enhancing customer service through technological innovation, and ultimately increasing customer loyalty or acquiring new customers at the expense of competitors. This opens up new opportunities for the organization to increase its sales, profits, market share, and marketing performance (Gordon , 2009, p. 82).

2.3.3 The Impact of Customer Value on the Marketing Performance of Tourism Agencies

In this context, Porter views the organization as a set of activities that interact to create value. Value is the amount that the customer is willing to pay for what the organization offers, and the organization is in a comfortable position if the proposed value is greater than the total cost. The first step in the analysis begins with breaking down the total value according to the impact of each activity to determine the main source of value.

Both perceived customer value and expected value, along with customer satisfaction levels and the nature of the relationship between the organization and the client, are essential inputs in shaping and influencing customer loyalty. Based on this, perceived customer value can be considered a fundamental input in influencing customer loyalty, as it is a crucial element in forming and shaping loyalty. Consequently, any marketing efforts aimed at gaining customer loyalty without reinforcing perceived value would be of limited effectiveness. If the perceived customer value is weak or below the level compared to competitors, advertising, for example, would not be effective and would not influence consumer or customer choices in favor of the product. If there is no real benefit that the consumer gains, advertising cannot have an impact on demand (Mentawi & Qalash, 2011, p. 15).

Providing the customer with value beyond their expectations leads to their satisfaction and a positive stance towards the organization and its products. This inevitably results in repeat purchases, which signify the beginning of loyalty. Its continuity ensures that the organization achieves its goals by maintaining a very good level of marketing performance (Abdullah, 2017, p. 15).

2.3.4 The Impact of Customer Trust on the Marketing Performance of Tourism Agencies

Oliver in 1980 highlighted that customer trust is a precursor to loyalty. With the emergence of the relational approach, studies have demonstrated that trust determines and explains loyalty (Banchouri, 2009, p. 69). Studies by Morgan & Hunt indicated a positive relationship between trust and relational commitment, and a negative relationship between relational commitment and customer defection. Trust was identified as the primary determinant of loyalty and played a crucial role from a relational perspective. In 2000, Sirdeshmukh found that trust is a predictor of relational loyalty (Sharifi, 2015, p. 110).

One of the human qualities of customers is their reluctance to change the business entity they deal with. This inclination is fostered by the establishment of trustful relationships between businesses and customers. However, this trust or

delegation of authority by the customer to the business is not instantaneous, nor is it the result of short-term interactions or a one-time deal. Instead, it is the outcome of the organization's long-term management and perspective towards the customer (Jaber, 2008, p. 36). The customer should feel that their needs and expectations are met with high credibility and technical procedures that ensure the safety of processes. Consequently, the organization will be capable of building a long-term relationship with the customer, maximizing profits, and enhancing the marketing performance of the institution (Waston & Hurst, 2001, p. 47).

3. Practical Aspect of the Study

3.1 Community and Sample of the Study

The study community consists of a sample of employees from tourism agencies in the state of Biskra. Due to the absence of a framework defining the population of the studied community and the difficulty of accessing all its individuals, a questionnaire was directed to a sample consisting of 97 employees, which was statistically analyzed using the SPSS v20 program.

3.2 Measurement Tool

The questionnaire, in addition to the introduction page, consists of two sections. The first section relates to the personal information of the surveyed sample, while the second section focuses on the study variables, represented by Customer Relationship Management as an independent variable, and Marketing Performance as a dependent variable. The questionnaire contains 30 items.

To measure the dimensions of the independent variable, Customer Relationship Management, phrases used in the studies of (Al-Bakri & Talib, 2015), (Haddadin, 2014), and (Bouabdallah, 2019) were adopted, totaling 20 items. Regarding the dependent variable, Marketing Performance, its evaluation was based on phrases used in the studies of (Ait Embarek, 2020), (Bin Amara, 2017), and (Baabouch, 2021), totaling 10 items.

A five-point Likert scale was used for all the phrases in the questionnaire, with alternative answers according to a standardized degree. This scale allows judgment of its positivity or negativity and consists of 5 levels, as shown in Table 1:

Table 1: Five-point Likert Scale

The phrases used in the response	The corresponding value for it
Strongly agree	5
Agree	4
Neutral	3
Disagree	2
Strongly disagree	1

Source: Prepared by the researcher

Thus, we have the answer range defined by an average of $4/5 = 0.8$, as follows:

Table 2: Range and Acceptance Levels of the Study

The arithmetic mean	Acceptance Level
From 1 to less than 1.8	Very Poor
From 1.8 to less than 2.6	Poor
From 2.6 to less than 3.4	Medium
From 3.4 to less than 4.2	High
From 4.2 to less than 5	Very High

Source: Prepared by the researcher

3.3 Questionnaire Validity and Reliability

To adjust the questionnaire for its application to the target group, the reliability coefficient (Cronbach's Alpha) was used. Table 3 illustrates the results of the validity and reliability test of the study tool (questionnaire).

Table 3: Reliability Coefficient (Cronbach's Alpha)

The Axes	Number of Statements	Reliability Coefficient	Validity Coefficient
Customer Relationship Management	20	0.876	0,935
Marketing Performance	10	0.794	0,891
Questionnaire	30	0.869	0,932

Source: Prepared by the researcher based on SPSS v20 program outputs.

The table indicates that the overall reliability rate (0.869) means that the questionnaire's stability is high, yielding the same result if redistributed to the sample individuals more than once under the same conditions. Cronbach's Alpha reliability coefficient ranges between (1) and (0). The closer it is to (1), the higher the stability, and vice versa when it approaches (0). This allows relying on it as a data collection tool. When calculating the reliability rate, it is observed that all values are greater than 0.6, indicating that the questionnaire items have high stability rates, justifying their use for the study's purposes.

4. Results Analysis

4.1 Personal Data

4.1.1 Gender Distribution

Table 4 illustrates the gender distribution of the sample:

Table 4: Gender Distribution of the Sample

Gender	Occurrences	Percentage
Male	71	73.20%
Female	26	26.80%
Total	97	100%

Source: Prepared by the researcher based on SPSS v20 program outputs.

The table indicates that the number of males exceeds females in the study sample, representing 73.20% (71 individuals), while females represent 26.80% (26 individuals), and individuals of both genders positively responded to the questionnaire.

4.1.2 Age Distribution

Table 5 shows the age distribution of the sample:

Table 5: Age Distribution of the Sample

Age	Occurrences	Percentage
Less than 29 years	41	42.30%
(30-39) years	33	34.00%
(40-49) years	13	13.40%
50 years and above	10	10.30%
Total	97	100%

Source: Prepared by the researcher based on SPSS v20 program outputs.

It is observed from the table that the majority of the sample represents the age group under 29 years old, accounting for 42.30%, followed by the age group (30-39) years old at 34%, then the age group (40-49) years old at 13.40%, and finally, the age group over 50 years old at 10.30%.

4.1.3 Educational Level Distribution

Table 6 illustrates the distribution of the sample based on the educational level:

Table 6: Educational Level Distribution of the Sample

Educational Level	Occurrences	Percentage
Technician	40	41.20%
Bachelor's degree	34	35.10%
Engineer	1	1.00%
Master	16	16.50%
Master's degree	4	4.10%
Doctorate	2	2.10%
Total	97	100%

Source: Prepared by the researcher based on SPSS v20 program outputs.

The table regarding the educational level indicates that the majority of the sample holds a technical diploma at 41.20%, followed by bachelor's degree holders at 35.10%, then master's degree holders at 16.50%, followed by those with a doctorate at 4.10%, and finally, those with an engineering qualification at 1.00%. The good educational level of the study sample indicates their scientific qualification to respond to the questionnaire.

4.1.4 Work Nature Distribution

Table 7 shows the distribution of the sample based on work experience in the agency:

Table 7: Work Experience Distribution of the Sample

Experience	Occurrences	Percentage
Less than 05 years	50	51.50%
From 05 to 10 years	26	26.80%
From 11 to 15 years	5	5.20%
More than 15 years	16	16.50%
Total	97	100%

Source: Prepared by the researcher based on SPSS v20 program outputs.

Regarding work experience in the agency, the majority falls under the category of (Less than 5 years) at 51.50%, followed by the category (5 to 10 years) at 26.80%, then the category (More than 15 years) at 16.50%, and finally, the category (11 to 15 years) at 5.20%. The results indicate that the majority of the study sample belongs to the category of less than 5 years of experience, which may weaken the performance of the tourism agencies, as this is a highly sensitive sector that requires experienced staff alongside proper training.

4.1.5 Job Level Distribution

Table 8 illustrates the distribution of the sample based on job levels:

Table 8: Job Level Distribution of the Sample

Job Level	Occurrences	Percentage
Employee	35	36.10%
Branch Manager	30	30.90%
Department Head	20	20.60%
Manager	12	12.40%
Total	97	100%

Source: Prepared by the researcher based on SPSS v20 program outputs.

As for the job levels of the researched study sample, the majority of individuals are employees at 36.10%, followed by branch managers at 30.90%, then department heads at 20.60%, and finally, managers at 12.40%.

4.2 Analysis of Individuals' Attitudes Toward Customer Relationship Management and Marketing Performance

Customer Relationship Management (CRM) is the independent variable with its four dimensions (focus on key customers, customer knowledge, customer value, customer trust). The dependent variable is marketing performance, and data for these variables were collected from the study sample through 30 statements.

Table 9: Mean, Standard Deviation for CRM Dimensions and Marketing Performance

N	Paragraphs and Dimensions	Mean	Standard Deviation	Acceptance Level
1	The travel agency categorizes its customers based on profitability into key and non-key customers.	3.32	0.941	Medium
2	The travel agency focuses on its key customers in its dealings to enhance their satisfaction levels.	3.75	0.913	High
3	To ensure the loyalty of key customers, the travel agency provides additional new services for them.	3.45	0.804	High
4	The travel agency offers special services for key customers.	3.66	0.802	High
5	The travel agency makes an effort to understand the needs of key customers.	3.39	0.995	Medium
	Focus on Key Customers	3.515	0.52	High
6	The travel agency conducts research and studies on customer behaviors towards its provided services.	3.26	1.034	Medium
7	The travel agency consistently updates its customer database.	3.33	0.851	Medium
8	The travel agency provides a service for customers to submit complaints and suggestions, taking them seriously and addressing them.	3.41	1.038	High
9	The travel agency communicates its services and how to benefit from them through various channels.	3.42	1.009	High
10	The travel agency offers specialized training courses for its employees to respond to customer inquiries.	3.25	1.1	Medium
	Customer Knowledge	3.334	0.605	Medium
11	Employees of the travel agency systematically work on customizing new services based on customer value.	3.36	0.97	Medium
12	The travel agency rewards employees who strive to establish outstanding relationships with customers.	3.25	0.979	Medium
13	The travel agency tracks customer information for the purpose of evaluating their value.	3.34	0.956	Medium
14	The travel agency enhances customer loyalty through various methods to make them aware of their value.	3.34	1.009	Medium
15	The travel agency persuades valuable customers to increase their transactions.	3.28	1.028	Medium

	Customer Value	3.313	0.561	Medium
16	The travel agency provides special facilities for distinguished customers to reinforce mutual trust.	3.28	0.787	Medium
17	The travel agency conducts electronic transactions with customers to verify and secure their dealings.	3.34	0.865	Medium
18	The travel agency ensures the confidentiality of transactions with its customers.	3.22	0.857	Medium
19	The travel agency guarantees the preservation of customer data from any unauthorized use.	3.41	0.839	Medium
20	The travel agency utilizes advanced protection techniques to safeguard customer data.	3.49	0.723	High
	Customer Trust	3.348	0.496	High
	Customer Relationship Management	3.377	0.387	Medium
21	The travel agency aims to increase the number of new customers to boost its market share.	3.22	0.892	Medium
22	The management of the travel agency adopts a customer retention strategy to maintain market share.	3.42	0.775	Medium
23	All services of the travel agency are available at all times without interruption.	3.23	0.872	High
24	The travel agency targets multiple market sectors with its services.	3.46	0.867	Medium
25	The travel agency works on increasing the efficiency of resource utilization for higher productivity.	3.35	0.842	High
26	The travel agency seeks to increase its profits while balancing its interests and customer interests.	3.46	1.051	Medium
27	The travel agency welcomes suggestions from its customers and takes them into consideration in its decisions.	3.53	1.022	High
28	The travel agency listens to its customers before and after introducing a new service.	3.27	1.15	High
29	The travel agency is committed to providing quality services and avoiding any deception or fraud.	3.79	0.776	Medium
30	One of the goals of the travel agency is to reduce customer leakage.	3.38	1.045	High
	Marketing Performance	3.411	0.545	Medium

Source: Prepared by the researcher based on SPSS v20 program outputs.

From Table 9, we observe that the dimension "focus on key customers" holds significant importance, with an average mean of (3.515), indicating that the

respondents' attitudes were high. This highlights the emphasis on distinguishing between primary and non-primary customers, concentrating transactions on key customers to enhance their satisfaction, and providing additional services to them. Tourism agencies make efforts to understand the needs of their key customers.

Following in importance is the dimension "customer trust" with an average mean of (3.348), signifying that the respondents' attitudes were Medium. Tourism agencies strive to build mutual trust by offering special facilities to distinguished customers, employing electronic transactions to verify and secure their dealings, and safeguarding customer data to instill confidence.

The dimension "customer knowledge" with an average mean of (3.334) ranks third in importance, and the respondents' attitudes were Medium. It becomes imperative for the studied tourism agencies to conduct research on customer behaviors, continuously update their databases, and provide a complaints and suggestions service after processing. Additionally, they should provide training courses for their employees to interpret customer feedback and provide services through various channels.

Finally, the dimension "customer value" with an average mean of (3.313) ranks fourth in importance, and the respondents' attitudes were Medium. The studied tourism agencies should allocate new services based on customer value, track customer information for evaluation, and tailor rewards for employees aiming to establish exceptional relationships with customers.

Through the same table, we notice that the dependent variable "marketing performance" holds significant importance within the research sample, with an average mean of (3.411) and a standard deviation of (0.5450), indicating that the respondents' attitudes were high.

4.3 Hypothesis Testing

It is necessary to resort to statistical methods to test the main hypothesis and sub-hypotheses to determine the significance of Customer Relationship Management (CRM) in improving the marketing performance of tourism agencies in the state of Biskra, where CRM is the independent variable, and marketing performance is the dependent variable.

4.3.1 Testing the Main Hypothesis: The main hypothesis states the following

There is an impact of Customer Relationship Management on improving the marketing performance of tourism agencies in the state of Biskra.

Based on this hypothesis, both the null hypothesis and the alternative hypothesis are formulated as follows:

- **Null Hypothesis:** Customer Relationship Management does not affect the marketing performance of tourism agencies in the state of Biskra.
- **Alternative Hypothesis:** Customer Relationship Management affects the marketing performance of tourism agencies in the state of Biskra.

Table 10: Pearson Correlation Coefficient Results Between CRM and Marketing Performance

Variable	Correlation Coefficient R	Coefficient of Determination R ²	Computed F Value	t Value	Significance Level Sig	Regression Coefficient B
Marketing Performance	0.483 ^a	0.233	28.902	5.38	0	0.68

Source: Prepared by the researcher based on SPSS v20 program outputs.

The results of the Pearson correlation coefficient between CRM and marketing performance indicate a positive relationship, with a correlation value of R (0.483). The determination coefficient R² (0.233) reveals that 23% of the variations in marketing performance can be attributed to changes in CRM. This suggests a significant influence of CRM on marketing performance. The calculated F-value (28.902) further confirms the significance of this influence at a significance level of (0.000), which is less than (0.05). The regression coefficient is (0.680), signifying that an increase of one unit in CRM leads to a corresponding unit change in marketing performance (0.680).

Additionally, the t-value is (5.376), supporting the alternative hypothesis and rejecting the null hypothesis. In other words, there is a significant relationship, indicating the impact of Customer Relationship Management on improving the marketing performance of tourism agencies in the state of Biskra.

4.3.2 Testing Sub-Hypotheses

There are three sub-hypotheses that determine the impact between the independent variable represented by the dimensions of Customer Relationship Management (CRM) (focus on key customers, customer knowledge, customer value, customer trust) and the dependent variable represented by marketing performance.

Table 11: Results of Multiple Regression Analysis to Test the Impact of CRM Dimensions on Marketing Performance

Dependent Variable	Explanatory Variables	Correlation Coefficient (R)	Coefficient of Determination (R^2)	Computed F-value	t-value	Significance Level (Sig)	Regression Coefficient (B)
Marketing Performance	Focus on main customers	0.538	0.289	9.348	0.668-	0.506	0.082-
	Customer Knowledge				3.305	0.001	0.337
	Customer Value				1.367	0.175	0.152
	Customer Trust				3.048	0.003	0.315

Source: Prepared by the researcher based on SPSS v20 program outputs.

From the table, it is observed that two dimensions of Customer Relationship Management have a significant impact on the marketing performance of tourism agencies in the state of Biskra, namely customer knowledge and customer trust, with significance levels of (0.001) and (0.003) respectively. The other two dimensions, focusing on key customers and customer value, do not show a significant relationship with marketing performance.

This table can be relied upon to test the sub-hypotheses as follows:

a. Testing the First Sub-Hypothesis

The sub-hypothesis states the following: Focusing on key customers affects the improvement of marketing performance for tourism agencies in the state of Biskra. Based on this sub-hypothesis, both the null and alternative hypotheses are formulated as follows:

- **Null Hypothesis:** Focusing on key customers does not affect the improvement of marketing performance for tourism agencies in the state of Biskra.

- **Alternative Hypothesis:** Focusing on key customers affects the improvement of marketing performance for tourism agencies in the state of Biskra.

Referring to the results in the table above, where the significance level is (0.506), which is greater than (0.05), the alternative hypothesis is rejected, and the null hypothesis is accepted, indicating that focusing on key customers does not affect the improvement of marketing performance for tourism agencies in the state of Biskra.

b. Testing the Second Sub-Hypothesis

This sub-hypothesis states that: Customer knowledge influences the improvement of marketing performance for tourism agencies in the state of Biskra.

Based on this sub-hypothesis, both the null and alternative hypotheses are formulated as follows:

- **Null Hypothesis:** Customer knowledge does not influence the improvement of marketing performance for tourism agencies in the state of Biskra.
- **Alternative Hypothesis:** Customer knowledge influences the improvement of marketing performance for tourism agencies in the state of Biskra.

Referring to the results in the table above, where the significance level is (0.001), which is less than (0.05), the null hypothesis is rejected, and the alternative hypothesis is accepted, indicating that customer knowledge influences the improvement of marketing performance for tourism agencies in the state of Biskra.

c. Testing the Third Sub-Hypothesis

This sub-hypothesis suggests that customer value affects the improvement of marketing performance for tourism agencies in the state of Biskra.

Based on this sub-hypothesis, both the null and alternative hypotheses are formulated as follows:

- **Null Hypothesis:** Customer value does not affect the improvement of marketing performance for tourism agencies in the state of Biskra.
- **Alternative Hypothesis:** Customer value affects the improvement of marketing performance for tourism agencies in the state of Biskra.

Referring to the results in the table above, where the significance level is (0.175), which is greater than (0.05), the alternative hypothesis is rejected, and the null hypothesis is accepted, indicating that customer value does not affect the improvement of marketing performance for tourism agencies in the state of Biskra.

d. Testing the Fourth Sub-Hypothesis

This sub-hypothesis states that customer trust influences the improvement of marketing performance for tourism agencies in the state of Biskra.

Based on this sub-hypothesis, both the null and alternative hypotheses are formulated as follows:

- **Null Hypothesis:** Customer trust does not influence the improvement of marketing performance for tourism agencies in the state of Biskra.

- **Alternative Hypothesis:** Customer trust influences the improvement of marketing performance for tourism agencies in the state of Biskra.

Referring to the results in the table above, where the significance level is (0.003), which is less than (0.05), the null hypothesis is rejected, and the alternative hypothesis is accepted, indicating that customer trust influences the improvement of marketing performance for tourism agencies in the state of Biskra.

5. Conclusion

Customer relationship management is considered one of the modern approaches and methods that help organizations enhance their competitive position in the market by strengthening their relationship with customers. It serves as a crucial competitive resource, contributing to avoiding threats, seizing opportunities, and ultimately delivering effective and distinctive marketing performance.

5.1 Study Results

The study reached the following key results:

- 1) The study showed that the level of customer relationship management practices in tourism agencies in the state of Biskra was high, with a mean of (3.377) and a standard deviation of (0.387).
- 2) Marketing performance is of great importance to tourism agencies in the state of Biskra, as indicated by the high trends of the respondents, with an average of (3.411) and a standard deviation of (0.545).
- 3) Regarding the main hypothesis, it was accepted based on the presence of a positive relationship between customer relationship management and marketing performance, with a correlation value of R (0.483).
- 4) Regarding the sub-hypotheses, the second and fourth sub-hypotheses were accepted, indicating an influential relationship between customer knowledge (significance level of 0.001) and customer trust (significance level of 0.003) with the marketing performance of tourism agencies in the state of Biskra. However, the first and third sub-hypotheses were rejected as there was no significant relationship between focusing on key customers and customer value with marketing performance.
- 5) Institutions adopting the concept of customer relationship management are obliged to implement a set of practices and strategies that enable them to apply this concept. This is especially important for service-oriented institutions to enhance competitiveness, maintain market presence, and improve marketing performance to secure their market share in an environment where the only constant is continuous change.
- 6) Customer relationship management represents one of the most important approaches that serve institutions and organizations seeking effective and rapid survival and expansion. It ensures interactive communication between them and their customers.
- 7) The results related to the correlation between customer relationship management and marketing performance indicate a positive relationship. Therefore, an increase in the availability of the former (customer relationship management) will necessarily lead to an increase in the availability of the latter (marketing performance).

- 8) The results related to the impact relationship between the study variables, customer relationship management, and marketing performance show a positive influence. Thus, adopting a customer relationship management strategy will lead to an improvement in marketing performance.

5.2 Recommendations

Based on the obtained results, the following recommendations are suggested:

- 1) Enhance the focus on key customers in tourism agencies, as it appeared to be a strong influencer in the success of the relationship between the tourism agency and the customer. Pay more attention to profitable key customers, as they constitute a stable resource for the tourism agency, especially through personalized service offerings.
- 2) Tourism agency leaders should incorporate customer relationship management concepts into their marketing strategies. Educate their employees about the importance of customer-centric approaches and their impact on the profitability and market share of the tourism agency.
- 3) Establish an advanced and modern customer database that facilitates the proper storage of customer data. This simplifies access to customer data for managing the relationship with customers and ensures the achievement of set goals, ultimately leading to customer satisfaction and loyalty at the least cost and time.
- 4) Encourage customers and all stakeholders to express their opinions about the level of service quality, both during and after its provision, as feedback and as one of the inputs for improving performance.
- 5) Continuous evaluation of marketing performance of the tourism agency using appropriate tools, through marketing performance indicators, to monitor the implementation of pre-established plans, discover weaknesses, strengthen them, and maintain and enhance the agency's position in the market.

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