

EFFECTS OF DECISION STYLE ON CRM SYSTEM UTILIZATION

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Abstract

Nowadays Customer Relationship Management (CRM) is a major focus for many businesses and become a necessity for the company's survival. Unfortunately, past researches have shown that companies fail to make their CRM effort pay off and CRM systems have often been found to have lower than expected utilization. In this study, the researcher used the ICT public-listed companies in Thailand as a case study to identify the importance of employees' decision style toward the CRM system utilization. A total of 385 questionnaires were returned from 13 ICT public-listed organizations. Quantitative analysis techniques were used to analyze the data. The results provide statistical evidence that executives with analytical and behavioral personal decision styles score significantly higher in terms of CRM system utilization than those with directive and conceptual decision styles. Insights on the design of CRM system for utilization by executives and managerial implications are discussed.

Keywords : Decision Style, Customer Relationship Management (CRM) System Utilization, Information and Communication Technology (ICT), Thailand.

Introduction

Nowadays Customer Relationship Management (CRM) has become a necessity for the company's survival (Rootman, Tait and Bosch, 2008), it can provide companies with more detailed information on the profitability of each individual-level customer relationships (Haenlein & Kaplan, 2009), and likely to increase the level of customer satisfaction which is very important for all business organizations (Agboola & Salawu, 2008). CRM also provides the benefits to the CRM installed companies such as increased revenue, lower costs, higher returns on investment and improved competitive strength, from these advantages many organizations try to continue to spend a lot of their resources to leverage its greatest benefits (William, 2006). According to Optimize Research, 200 companies have been surveyed on the businesses technology professionals responsible for their CRM implementation, the result showed that CRM can help the company better meet customer demand and create or maintain competitive advantages. It can also bring the company to have greater personalization of product offerings. Moreover, 72% of the respondents showed that CRM improved customer satisfaction, 55% found that CRM increases in customer loyalty, while 50% of the respondents believe CRM can reduce operating costs, create or maintain competitive advantage and meet customer demand (Smith, 2005). Support from the study of Bailor (2005), The End Records Company adopted NetSuite's CRM system to integrate their customer data and order processing system, so they can get rid of the duplicated data input task in each process when customers order the products, as a result the amount of orders processed has increased to 100 percent compared with the past three years (Bailor, 2005). The AMR Research and Gartner reported that the total worldwide CRM software market had been exceeded to \$13 Billion (USD) in the year 2008

(Bull & Adam, 2010) and continues to grow at the significant annual growth rate about 8.9 percent (Avison, 2004). If we use this number, the worldwide total investment in CRM software investment will likely to reach \$19.91 Billion Dollar in the year 2013. While the worldwide ICT sector is changing radically, the changes are driven by a combination of market, business and technological forces, also the customer awareness and knowledge is increasing and thus customers want reliable services that satisfy their personal needs at competitive price, unfortunately many research evidences report that most of the ICT companies fail to make their CRM system to pay off (Xevelonakis, 2005). Support from the study of McConnell that 84% of businesses still question the degree that their organization's CRM solution can deliver the return on investment (McConnell, 2003). Also support from the study of Dickie (2009) that over 1,700 companies worldwide have been surveyed, the results show that only 16.1% of the CRM practice companies are reporting that CRM system usage is resulting in increased revenues in their companies while the majority of firms or 83.9% are underutilizing the CRM tools they have in place (Dickie, 2009). While the National Statistical Office of Thailand shows that there are only 20.7% of the total companies established in Thailand who gain benefit by adopting the ICT while 79.3% of the companies are lost or have the same revenue by adopting ICT (NSO, 2007). Thus, the organizations which fail to implement their CRM practice will waste their resources, fail to leverage any CRM benefits, and likely to fail in customer oriented initiatives (Petersen, 2004).

In Thailand, the National Statistical Office (NSO) of Thailand reported that, there was around 17 Billion Baht (THB) of total spending on ICT goods and services in the year 2007 which consist of 22.14% of computer hardware spending, 11.18% of

computer software spending, 6.01% of computer service spending, 55.42% of communication service spending and 5.25% of communication equipment spending. While the study of Aruthari (2005) on the Information Technology adoption by companies in Thailand: a study of Enterprise Resource Planning System (ERP) usage has shown the number that, there are only 20.5 percents of the organizations in Thailand who already implemented or exercised their CRM practice (Aruthari, 2005). Therefore, if we take the average 80% lost of CRM investment to calculate total lost or under-utilization of CRM investment in Thailand, it was 2.77 Billion Baht in the year 2007 and likely to reach 3.89 Billion Baht in the year 2011 (Mcconnell, 2003; Avison, 2004; Aruthari, 2005; National Statistical Office of Thailand, 2007; Dickie, 2009). Moreover most of the companies always believe that CRM is only related the technology, when they face the obstacles of problems, they only think of CRM systems while the key important factors are rarely technical with the CRM software system but almost always, the problem is people and people system (Mcgovern & Panaro, 2004). The technologies are only tool to automate organization business's process (Urbanskienė, Žostautienė, & Chreptavičienė, 2008). Thus, the majority 67% of CRM failure caused by business process, people in the organization and business strategy while only 33% failure by technology problems (Band, 2009). Moreover, the success of Information System in a different countries and cultures will depend critically on how well Information Technology applications are adapted to the decision styles of their users, knowing an individual's decision style can predict how the individual will react to the system and situation (Martinsons & Davision, 2006).

The objective of this research is to highlight the personal decision style toward the CRM system utilization in the ICT organization. The finding of this

paper could create a greater awareness on the advantages of the CRM system utilization. While most of the literature has focused on the investment and installation of CRM and little has been on the post-audit phase hence there is a vacuum to be filled by this research. It is not only about CRM but it could be related to many investment project, post-audit phase in general. CRM is used in this research as a case study and while the focal point is on CRM of ICT public listed companies in Thailand, the results may well be applicable for any industry.

Literature Review

The Concept of Customer Relationship Management

Customer Relationship Management (CRM) was originated around 1997 as a meaning of redefining the customer relationship through Information system-based tools. In theory, every single customer transaction and interaction can be recorded in the central database. Therefore, it likely to allow a CRM installed company to proactively provide the best quality customer service while creating a database of customer preferences that can be reviewed by sale, marketing and management, so it is likely to reduce costs and improve employee productivity for the organization (Bergeron, 2002), it is also applicable for ICT firms, Financial institution and retailer to collect the large amount of customer data, analyze and interpret these data into a constructive ways (Coltman, 2007). Thus the organization activity base on the usage of integrated marketing, service and selling can define the real need of the customer, improve competitive advantage. However, the success of CRM concept required an integration of effective Information Technology, good information resources and organizational resources, a combination of these factors will exert the best effectiveness (Pai & Tu, 2011). The study of Lewis (2001) had defined CRM as

a core business strategy, driving success through the management of customer relationships. It involves personalized marketing and service, customization while the organization required employees whose good judgment and attitude, assisted by Information Technology can turn every customer experience into the part of an ongoing relationship both customers and businesses (Lewis, 2001). While the study of McConnell (2003) defined CRM as a strategy used to work out who customers are, what products they need, how much they spend and how frequently they shop, thus this information can be used by businesses to improve services, and enable businesses to strong customer relationship and brand loyalty (McConnell, 2003). CRM is also the combination of three primary business practices which are contact management, campaign management and decision making support (Campbell & Roberts, 2007). Through many various aspect and definitions of CRM, the study of Baran, Galka and Strunk (2008) have grouped the definition of CRM into four main aspects as follow: (1) CRM as the software package, process and system or technology. (2) CRM as the focus on data storage and analysis. (3) CRM as a change in corporate culture from a transaction focus to a relationship of customer centric focus. (4) CRM as the concept of managing demand and new strategies focus on current customer. In every aspect of CRM can bring the company with the ability to identify prospects customer, acquiring customer, developing customer, cross-selling, up-selling, customer retaining and customer loyalty (Baran, Galka and Strunk, 2008). The contemporary practice of CRM has been integrated into every step of marketing and business such as telemarketing, advertising, sale, service and survey (Baohong, 2006). CRM use ICT to collect data and it can be use to analyzed to provide the useful information required to have better personal interaction with the organization's customer. CRM and ERP are both

large scale integration technologies offered package by large software vendor, the different is in term of back-office (ERP) which use by human resource, finance, manufacturing and front-office (CRM) which use by marketing, sale and call center (King & Burgess, 2008). Nowadays, when we compare the different between CRM and ERP system, it can be said that both offer ways to automate processes and run the businesses more efficiently. These two systems are designed to provide different functions. While CRM is used to manage contacts, accounts, opportunities, activities, marketing, etc., ERP is designed to manage operations and business functions, such as product planning, purchasing, inventory, customer service, order tracking and other back-end business processes. However, after ERP vendors incorporated CRM functions into their software, and CRM vendors included ERP capabilities in their offerings, the difference between them started to blur. As a result, in the effort to streamline internal operations and customer activities, both industries are working to develop all-in-one applications (Maleki & Anand, 2008). Also with the advent of the internet, the idea of value-added CRM systems has been extended into a web-based business model that relies on the electronic business technologies to interact with, communicate to and collect the information from the customer, this model can use in the term of e-CRM or Electronic Customer Relationship Management (O'Reilly & Paper, 2009). e-CRM describe the board range of technologies used to support a company's CRM strategy, it can be view as the consolidation of traditional CRM and e-business application use in the marketplace such as e-mail, World Wide Web, chat rooms, e-forum with a purpose of locate, build and improve long term of customer relationship with their customer (Kennedy, 2006). Also implementing CRM in a technology intensive environment would demand

higher level of developmental efforts that a comparatively lower level of technology intensive environment (Agrawal & Berg, 2009).

The Benefits of good Customer Relationship Management Practice

The companies who initiate a good CRM system utilization will maximizing the potential of existing customers, acquiring new customers that are profitable or likely to have the potential and retaining customers who are profitable (Petersen, 2004) and enhance the firm performance (Boulding et al, 2005). These benefits are succeed by the collection of quality customer information and sharing across all the organization, its encompasses both software application and business strategic that anticipate, interpret and response to the desire of current and prospective customer, these benefits provide the clear picture of the customer and more efficiently react to customer, therefore it will help the company to gain more customer satisfaction, customer loyalty and customer retention (Raisingshani et al, 2005), Moreover, a good CRM practice can integrated company information between each department that support key business process, resulting in better business practices, sale and operations cost are reduced, orders move to account faster, product are shipped sooner, the company gets paid faster, employees are more satisfied with their job and increased customer retention (Duyne, 2004). These benefits supported by the study of Pliskin and Ben-Zion (2005), the Indigo division of HP, a leading innovator in digital printing press industry, the revenue of Indigo grew substantially since the CRM first rollout because the benefit of one central database contains real time data, availability and data quality about the customers and prospects which shared across entire organization and sales representative can find all the information they need and can spend most of their

time in selling while the manager can better manage them due to improve communication (Pliskin & Ben-Zion, 2005). A good CRM practice also increase the level of supports, leverages, expands the communications, captures and shares key customer information, creates visibility for the organization through sophisticated customer information analytic tools, supports business continuity and improves both up-selling and cross-selling (Ward, 2007). And encourages organizations to look at their customers in a different way than the traditional categories of geographic territory or product mix, these can create competitive advantage by differentiating customer based upon opportunity, with opportunity defined in term of either current or potential revenues and profits (Mcgovern & Panaro, 2004). CRM systems can support ad hoc or permanent team collaboration on important client accounts, increasing the firm's effectiveness and raising the value that it provides which leads to satisfaction, good word of mouth and personalized (Ward, 2007). The study of Rigby and Ledingham (2004) report the benefits of having a good CRM practice, Aviall Company, aircraft part distributor, after four months into rolling out the CRM system, daily sales calls tripled and the customer base grew by 33%. Aviall can recapture the market share and win large orders for new product line, the number of orders handled per day jumped from 1000 to 2500 even as error rates declined with no increase in staff and profits have grown rapidly. Kimberly-Clark one's of the world's leading consumer packed-goods companies, after implemented CRM system to collect and analyze promotion data could substantially improve the effectiveness of it overall customer relationship cycle which supported by the intensive training programs led by the organization's top executive, the system was used to track and manage more than 2,300 promotional events real time involving all of the company in U.S. consumer

product lines (Rigby & Ledingham, 2004). Another support from the study of Chang, Park and Chaiy (2010) has shown the finding from top 500 Korean firms in term of sale in various industries that CRM technology practice has the positive influence on marketing capability and organization performance of the CRM installed organizations (Chang, Park & Chaiy, 2010).

Decision Style

The decision style reflects the individual's cognitive complexity and value which describe the individual personality, self competence, interpersonal competence, situational awareness and problem solving capability either through directive, analytical, conceptual or behavioral (Rowe & Boulgarides, 1992). The success of Information System in a different countries and cultures will depend critically on how well Information Technology applications are adapted to the decision styles of their users, knowing an individual's decision style can predict how the individual will react to the system and situation (Martinsons & Davision, 2006). The decision style model has two directions which are cognitive complexity and value orientation, also divided into 4 parts which are analytic, conceptual, directive and behavioral. From the study of Rowe and Boulgarides (1992), they can classify person into each category by decision style inventory questions, the descriptive of each styles are described by Rowe and Boulgarides in the study of managerial decision making as follow:

Directive decision maker is a person who has a low tolerance for ambiguity and low cognitive complexity. Their focus is on the technical decision, often autocratic and has a high need for power. This cause from the use of few information and alternative, speed and satisfactory solutions are typical of these individuals. In general, these kinds of person prefer structure and specific information which is given

verbally. They are focused and often are aggressive. Their orientation is internal to organization and short range with tight control. Although they are efficient, they need security and status. They have the drive required to achieve result, but they also want to dominate others.

Analytic decision maker is a person who has a much greater tolerance for ambiguity than directive style person and also has a more cognitively complex personality that leads to the desire for more information and consideration of many alternatives. Because of the focus on technical decisions and the need for control, there is an autocratic bent. The analytical style is typified by the ability to cope with new situation. As a result, this style enjoys problem solving and strives for the maximum that can be achieved in a given situation. Position and ego are important characteristics and these individuals often reach top posts in a company or start their own. They are not rapid in their decision making; they enjoy variety and prefer written reports. They enjoy challenges and examine every detail in a situation.

Conceptual decision maker is a person who has both cognitive complexity and people orientation; this style tends to use data from multiple sources and considers many alternatives. Similar to the behavioral style, there is trust and openness in relations and shared goals with subordinates. These individuals tend to be idealist who may emphasize ethic and values. They generally are creative and can readily understand complex relationships. Their focus is long range with high organizational commitment. They are achievement-oriented and value praise, recognition and independence. They prefer having no control to power and will frequently use participation. The typically are thinkers rather than doers.

Behavioral decision maker is a person who has low on the cognitive complexity scale. They have a deep concern for the organization and development people. Behavioral style person likely to be supportive and are concerned with subordinate' well being. They provide counseling, are receptive to suggestion, communicate easily, show warmth, are empathetic, are persuasive and are willing to compromise and accept lose control. With low data input, this style tends toward short range focus and use meeting for communication. This kind of person avoids conflict, seek acceptance, and are people-oriented but sometimes are insecure.

Methodology

In order to compare the different in decision style towards CRM system utilization of ICT public listed companies in Thailand, a constructed questionnaire survey were used to collect the data from the informants. Convenience sampling was the technique used in this empirical study since the difficulties to adopt the random sampling, time frame, and economical aspects implied restrictions on the research study. The target populations in this research are 48,707 employees who worked in 27 ICT public listed companies in Thailand (NSO, 2007). The respondents could come from any demographic groups, departments and positions in ICT public listed company. Since the population was known, Yamane equation of calculating a sample for proportions was used in this study with 95% confidence level, therefore, 397 samples needed to be collected. As another kind of research instruments, the following symbols were utilized to interpret the result of the data analysis which were \bar{X} (Means), SD (Standard Deviation) and the interval class (Lind, Marchal & Wathen, 2003) was used to defined the values of interpretable variables of the rating Likert's scales in the study. Also, ANOVA

and Duncan Multiple Range Test (Duncan, 1955) to compare the different in the personal decision style related the CRM system utilization.

Result

There were 400 questionnaires returned from 13 of ICT public listed companies in Thailand, it was due to different level of cooperation and limited to information given to outsider. In order to ensure the validity of the information, the researchers have classified and separated the data that came from the informants who has low confident in the given information. After this process 15 set of the questionnaires were found. Therefore, this research study used the remaining 385 set of the questionnaires to analyze the data according to this study. Thus the result of this research study would reliable and validity.

Sample Profile

The data from the survey found that 201 people or 52 percent of the questionnaire respondents were female and 48 percent or 184 people were male, the majorities of respondents were aged from 26 to 30 years old, in the amount of 140 or 36.36 percent, followed by the aged range 31 to 35 years old, in the amount of 109 or 28.31 percent and the aged range 20 to 25 years old, in the amount of 80 or 20.78 percent consecutively. The respondents also came from the various departments, the majorities group came from Information Technology Department in the amount of 116 or 30 percent, followed by Sales Department in the amount of 80 or 21 percent and Marketing Department, in the amount of 76 or 20 percent respectively. Regarding to the education backgrounds, the majorities of respondent, in the amount of 284 or 74 percent graduated the Bachelor degree, followed by 90 or 23 percent graduated the master degree.

Decision Style Profile

The majorities groups of respondents were analytical decision style person in the amount of 135 or 35 percent, followed by directive decision

style in the amount of 107 or 28 percent, conceptual decision style in the amount of 80 or 21 percent and behavioral decision style in the amount of 63 or 16 percent, as shown Table I.

TABLE I - The personal decision style of ICT public listed companies in Thailand.

Decision style	Quantity	Percentage
Directive	107	28
Analytical	135	35
Conceptual	80	21
Behavioral	63	16
Total	385	100

All type of the personal decision styles (directive, analytical, conceptual and behavioral) had the high average in CRM system utilization score. The highest score was analytical decision style in

the average of 3.62, followed by behavioral decision style in the average of 3.48, conceptual decision style in the average of 3.41 and directive decision style in the average of 3.40, as shown in Table II.

TABLE II - The average and standard deviation of CRM system utilization of ICT public listed companies in Thailand classified by decision style.

Decision Style	Quantity	CRM Utilization System Score		
		\bar{X}	S.D.	Result
Directive	107	3.40	.799	High
Analytical	135	3.62	.657	High
Conceptual	80	3.41	.561	High
Behavioral	63	3.48	.496	High

Since the average levels of the CRM system utilization score of directive, analytical, conceptual and behavioral decision style were classified in the high average range, therefore the researcher adopted ANOVA method to analyzed the differen-

tiate in decision style toward the CRM influential factors at the 0.05 significant level. As shown in Table III, the result have shown that there were the significant different at 0.05 of decision style type toward the CRM system utilization.

TABLE III - The analysis of variance (ANOVA) in decision

Influential Factor	Variances	SS	DF	MS	F	Sig.
CRM System Utilization	Between Groups	3.669	3	1.223		
	Within Groups	165.360	381	.434	2.818	.039*
	Total	169.029	384			

Afterward, the researcher adopted Multiple Range Test (Duncan, 1955) to compared the significant different between decision styles toward the CRM system utilization of ICT public listed companies in Thailand. Moreover, the analytical decision styles have also shown significant different at 0.05 levels

compared to the conceptual decision style and directive decision style in organization CRM system utilization. In contrast there was no any significant different in the behavioral decision style types to the analytical decision style as shown in Table IV.

TABLE IV - The multiple comparisons of decision style towards CRM system utilization of ICT publiclisted companies in Thailand.

Multiple Comparisons			Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval		
Dependent Variable	(I) Type	(J) Type				Lower Bound	Upper Bound	
CRM system utilization	LSD	Directive	Analytical	-.22(*)	.085	.011	-.39	-.05
			Conceptual	.00	.097	.962	-.20	.19
			Behavioral	-.07	.105	.476	-.28	.13
	Analytical	Analytical	Directive	.22(*)	.085	.011	.05	.39
			Conceptual	.21(*)	.093	.022	.03	.40
			Behavioral	.14	.101	.155	-.05	.34
	Conceptual	Conceptual	Directive	.00	.097	.962	-.19	.20
			Analytical	-.21(*)	.093	.022	-.40	-.03
			Behavioral	-.07	.111	.529	-.29	.15
	Behavioral	Behavioral	Directive	.07	.105	.476	-.13	.28
			Analytical	-.14	.101	.155	-.34	.05
			Conceptual	.07	.111	.529	-.15	.29

* The mean difference is significant at the .05 level

TABLE IV - The homogeneous subset in decision style in of ICT public listed companies.

The homogeneous subset in Decision Style Type	N	CRM system utilization	
		1	2
Duncan (a, b)	Directive	107	3.40
	Conceptual	80	3.41
	Behavioral	63	3.48
	Analytical	135	3.62
	Sig.		.481 .149

Subset for alpha = .05, (a) used Harmonic mean sample size = 88.640.

(b) The group sizes are unequal. The harmonic mean of the group sized is used.

DISCUSSIONS OF RESULTS

The ICT public listed companies in Thailand were having the high score in CRM system utilization because the majorities most of their employee were the analytical style type. It was supported by the study of Bruggen and Wierenga (2005) who have shown the finding from 107 European organizations that CRM systems would have a greater impact and efficiently in organizations which have more analytical decision style type of their intended users (Bruggen & Wierenga, 2005). The result has shown by the analysis of variance (ANOVA) that there were a significant different of personal decision style towards CRM system utilization. When the researcher adopted Duncan multiple Range Test, the result has shown that there were significant different between analytical decision style when compared to directive and conceptual decision style in CRM system utilization. In contrast, there was no significant different between analytical decision styles compared when compared to behavioral decision style. Thus the analytical decision style was managerial level while the behavioral decision style was the behavioral decision style in the ICT public listed companies. Thus, the analytical style was not significant different in the ability to utilized CRM in their organiza-

tion when compared to behavioral decision style because the behavioral decision style person were the high value orientation people and low cognitive complexity that empathetic, supportive and persuasion (Rowe & Boulgarides, 1992), therefore they would likely to success in utilized their operational CRM in their organizations, while the analytical decision style was managerial level in the ICT public listed companies that would likely to success in analytical CRM. Moreover, CRM system in the ICT listed companies in Thailand was likely flexibility enough to accommodate the decision style and culture of their intended users and technological adoption in their organizations (Martinsons & Davision, 2006).

CONCLUSION AND IMPLICATIONS

The CRM practice organizations should utilized their CRM system in place in order to have the highest benefits of their CRM system which are increased a significant performance improvement, improved quality, shorten time efforts, cost saving (Salomann et al, 2006) and improved the internal process integration (Raisinghani et al, 2005). Not only focus on the personal style, the level of CRM system utilization could be done by increased the level of information sharing between departments,

data security and system performance, together with a change in their business process to support CRM system. Thus, it was also critical to understand the existing inefficiencies point, waste and failure points in order to improve the business process to support the CRM system (Furterer, 2009). Another supported factors to success in CRM system utilization were came the study of Rahimi and Berman (2009) that have shown their finding on the quantitative analysis of 821 questionnaires and qualitative study of 20 companies managers and employees conducted that the ease of CRM system management and user-friendly system were play a significant role for the success of the CRM utilization. In contrast, if the certain criteria which were customer-oriented organization, management support and implemented modules, employee resistance, flexibility in adopting work processes and perceived CRM benefit of CRM's user were not involved, it will increase the probability of failure in CRM system utilization. However, the success of the CRM system utilization has to be initiated by the management top down (Xevelonakis, 2005). Many researchers recommended the organization to focus on the effective communication within organizations, because when the employees understand how the business operates, it could connect their work to the company' financial, also has a direct impact on the bottom line (Jackson & Mitchell, 2006), for this reason many business work so hard to communicate and share information with their employees (Herring, 2008). Also management should be continually reinforced and keep the line of communication short and simple (Allman, 2009). Both formal and informal communication can also use as a main key to transmitting and shaping successful culture management in the company (Lazidou, 2008). Also, spread clear and concise information, together with a support to each individual's requirement, training to support

and shape the mindset both for managerial and operational level, thus it will likely to improve the success rate of CRM practice and effective resource management (Rahman et al, 2010). Not only the communication, organization should focus on training which was an essential and intelligent way of educating and motivating staff and the commercial benefits to a business operation were indisputable and should focus on the customer satisfaction and retention (Richardson, 2009). These can give the employees to have more information on the change in business environment which are business process, policies rules, regulation and objective (Rootman et al, 2008), also achieve goals and realize mutually beneficial (Ingevaldson, 2009). The benefit of comprehensive training to employees were not only increased productivity and reduced cost, but also increased employee's skill and knowledge which they can realize to the business benefits, the important of CRM practice and customer satisfaction (Kilkelly, 2008). If the organization would like to obtain the full benefits from complex technology, organizations should consider behavioral training that focus on the development of new job practices (Sahut & Jegham, 2008). In conclusion, CRM installed organization might have the different in the managerial and operational perspective toward CRM in their organization, therefore in order to close this gap organizations should focus more on communication within organization in order to spread clear and concise information, together with a support to each individual's requirement, training to support and shape the mindset both for managerial and operational level, thus it will likely to improve the success rate of Customer Relationship Management system utilization and effective resource management (Rahman et al, 2010).

LIMITATIONS AND FUTURE RESEARCH DIRECTIONS

In carrying out this study, the researchers accepted that many limitations have been confronted. The first limitation was insufficient cooperation from the target samples that working in the ICT public listed companies during the data collection phase. Some targeted organizations or samples had refused the requests of responding the questions due to the reason that the ICT industry was a competitive business, they were mostly uncertain to share information to publics. This limitation was assumed to be repeatedly faced by many other studies. Hence, it was common for almost all researchers of the academic profession. As a result, many other effective CRM practices and strategies might be excluded. Therefore, further researches are suggested to investigate these issues of ICT companies and might applicable to other industry as well. The following are suggested research that goes beyond the scope of this research study, but could contribute to the study presented. the research looking forward to compare the result from various industries study, thus it would highlight the influential factor which can adopted create a success CRM utilization model which can adopted and personalized to each individual industries.

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