

Modelling the Relevance between the Relationship Marketing and WOM Marketing through the Customer Satisfaction

Case Study in Algeria Telecommunications Corporation

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Abstract:

This study aims to measure the relevance among: relationship marketing (RM), word of mouth marketing (WOM) and customer's satisfaction by employing the exploratory factor analysis (EFA) and confirmatory factor analysis (CFA).

The study's results displayed that there is a statistically significant impact at $\alpha \geq 0.05$ for the RM and its dimensions (communication, trust, and commitment) ; at the WOM and customer satisfaction levels, and the strength of the indirect effect of independent variable (RM) in the dependent variable (WOM) through the intermediate variable (customer satisfaction) which is greater than the direct effect of RM in WOM level that referred to the role of customer's satisfaction variable in enhancing the effect relation between RM and WOM. The researchers recommended activating the role of CRM to train the institutional staff in order to provide high-quality interactive of digital services for enterprise customers, and to ensure that the performance of virtual pools is controlled and managed in the condition of digital RM.

Keywords: Relationship Marketing, WOM, Customer Satisfaction, Factor Analysis, Path Analysis by AMOS.

نمذجة العلاقة بين التسويق بالعلاقات والتسويق بالكلمة المنقولة من خلال رضا العملاء دراسة حالة في الجزائر

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المستخلص:

تهدف هذه الدراسة إلى قياس العلاقة بين التسويق بالعلاقات RM والتسويق بالكلمة المنقولة WOM من خلال بيانات رضا الزبون وذلك باستخدام التحليل العاملي الإستكشافي EFA والتحليل العاملي التأكيدى CFA.

لقد أظهرت نتائج الدراسة وجود تأثير ذو دلالة إحصائية عند مستوى $\alpha \geq 0.05$ للتسويق بالعلاقات وأبعاده (الاتصال والثقة والالتزام) على مستوى التسويق بالكلمة المنقولة ومستوى بيانات رضا الزبون، حيث أن قوة التأثير غير المباشر للمتغير المستقل (التسويق بالعلاقات) في المتغير التابع (التسويق بالكلمة المنقولة) من خلال المتغير الوسيط (رضا الزبون) أكبر من التأثير المباشر للتسويق بالعلاقات في مستوى التسويق بالكلمة المنقولة مما يشير إلى دور متغير رضا العملاء في تعزيز علاقة التأثير بينهما.

أوصى الباحثان بضرورة تفعيل دور إدارة علاقات الزبائن وتدريب الموظفين على توفير خدمات تفاعلية عالية الجودة للخدمات الرقمية لزبائن المؤسسة، والتأكد من أن أداء التجمعات الرقمية الافتراضية يتم التحكم فيها وإدارتها من خلال التسويق الرقمي بالعلاقات.
الكلمات المفتاحية: التسويق بالعلاقات، التسويق بالكلمة المنقولة، رضا الزبون، التحليل العاملي.

I. INTRODUCTION

Marketing is the learning and managing of exchange relationships. Marketing is used to generate, retain and satisfy the customer. With the customer as the focus of its actions, it can be determined that marketing is one of the principal components of business management.

The rapid development of marketing methods in few past years led to appear many new methods which aimed to increase the customer satisfaction. So the main problem of this research is how to create a model of the relations between the relationships marketing and word of mouth marketing to satisfy the customers.

II. RELATION MARKETING

The Concept of Relationship Marketing:

Relationship Marketing (RM) can be defined as a process to realize, modify, sustain, and cut off relational exchanges with the purpose of raising the level of performance (Palmatier, 2008: 16).

Many definitions were coined from different views and as follows:

- Attracting, sustaining, and improving customer relationships (Renart and Cabre, 2005: 24).
- The process of identifying and creating, sustaining, improving, and maintaining relations with customers and other parties, at earning, so the main purposes of parties participated are taken place, where can be done by the participated giving and realization of possibilities (Rindfleisch and Christine, 2003: 424).
- Organization involved in proactively making, rising and keeping loyal, interactive and gainful exchanges with carefully chosen customers over time (Sivadas and Dwyer, 2000: 35).
- RM refers to all marketing actions focused toward creating, rising, and sustaining positive relational exchanges (Palmatier et al., 2007: 221).
- RM is the continuing procedure of merging with collaborative actions and policies with instant customers to generate and improve the value of combined economic rate at cheap level of cost (Renart and Cabre, 2005: 24).

The Programs of RM:

Exploration helps the foundations which dissimilar kinds of RM programs are built on different kinds of relational draws may generate variable stages of earning. Thus, the related classes of RM programs are (Palmatier, 2008: 16):

- The programs of financial RM can supply economical profits, such as unusual offers, free gifts, non-charges delivery, or payment facilities, in order to obtain the loyalty of customers (Thabit and Younus, 2015: 37). So, the pros of applying the programs of financial RM tend to become not sustainable, except if made possible by rare resources because competitors easily match programs.
- The programs of social RM make use of social activities such as preparing meals, holding sport events, or mutual activities, and modified connecting to make the customer relationship personal issue and carry the purchaser's unique status (Al-Hakim et al., 2017: 25). The constraints resulting from these special transactions are difficult to match and may prompt customers to reciprocate in repeat sales or to ignore competitive offers. So, these

programs have a significant impact on the relationships between vendors and customers.

- The programs of structural RM can be effective to raise the customer efficiency and productivity, these programs can be using ICT in processing orders, or offering the personal packaging, this type of programs may result to create competitive advantage which can serious customer interest (Thabit and Raewf, 2018: 104). Such these programs may need to prepare a trained staff and good infrastructure which may lead to excessive costs but typically these programs can make a good link between customers and vendors, may encourage business innovation and may enhance the relations between the customers and vendors.

III. THE WORD OF MOUTH MARKETING

The Definition of Word of Mouth:

Word of Mouth (WOM) can be defined as a speech about products, goods, and services publicly away from businesses declaration for products, goods or services (Maisam and Mahsa, 2016: 22). However, the key topic is taking place of these talks by persons who have a very low advantage to encourage others to use that product (Sweeny et al., 2007: 350). WOM basically is something more than speaking about products or services (Cox, D.F., and Bauer, 1964: 461). So, WOM is one of the methods that has the most influence on the persons and encourages persons to purchase a product or service more than other ads because persons typically trust what they hear directly from others (www.wordofmouthbook.org).

WOM Marketing is (C to C) marketing, when a customer states a customer about the organization. In fact, it's (B to C to C). When it comes from the marketer's mouth, it is marketing but when a real individual repeats it, it's WOM (Cox, D.F., and Bauer, 1964: 461).

It can be clear that WOM is the way link two non-commercial persons and they don't have any advantage in the field of business which they are talking about it.

The Impact of ICT on WOM

Following consuming the product, many customers are eager to response, generating an interchange of facts and information among customers and enhancing the WOM fact (Taylor et al., 2012: 26).

Internet is the biggest store of information, so it is the good source for customers to get facts about the products or services. Blogs, social

media sites, forums, and e-mail services in World Wide Web (WWW) provides individuals with all information and facts about products and services according to their opinions and experiences (Chu and Kim, 2011: 50)

Thus, WOM trend to develop primarily through real time communication's method which is available through all the technologies. So Internet create new generation of WOM which is the e-WOM (Fakharyan et al., 2012: 9537).

Internet improved many tools and techniques to be always in touch with persons around the world (Ho and Dempsey, 2010: 1002). The new generation of WOM, which is e-WOM, can be more respected with best applying of social media sites such as Twitter, Instagram, Facebook, and MySpace.

Most of the traditional linking technologies such as video call software, mobiles, and e-mail services are have been replaced with social media (Herr et al., 1991: 460).

The WOM Techniques:

Nowadays, novel technical tools are available everywhere around the customers and their costs are cheap and suitable for the most of the customers. So, these new tools changed their mode to contact and to be linked with persons (Vilpponen et al., 2006: 77). Persons now implement more technical tools such as e-mail, mobile apps or social media (Osmonbekov and Czaplewski, 2006: 451) than few years ago when they were using real time link tools or traditional mails. The usability advantage of these technical tools makes them more facilitates persons' linking (Buttle, 1998: 250). The social media sites are the most inspiring linking technical tools all over the world. These types of sites can be discovering in wide range of opinions and personal pages for different types of people (Thabit and Jasim, 2017: 38). They are classically formed by persons who expand the page to personal networks and gradually many people will join to this network and will follow the page (Vilpponen et al., 2006: 78).

In organization, the important impact of WOM is the customer buying (Thabit and Jasim, 2017: 65). From short-range impact to lasting impact, WOM link is a very good method for organizations to attract fresh customer attention. It can be achievable to check it with appreciations to WOM recommendations and to the sign-up procedures (Thabit and Raewf,

2017: 44). WOM has different effecting persons who are without an essential knowledge of this part of market (Al-Hubaity and Thabit, 2012: 110).

The Characteristics of WOM:

WOM can be characterised by valence, focus, timing, solicitation, and intervention (Al-Nasrawi et al., 2018: 20).

- Valence: WOM can effect on the decisions of customers either positively or negatively. While a customer is more to be expected to pay attention to negative than to positive information and facts (Vilpponen et al., 2006: 82) and nothing spreads more rapidly than negative WOM (Mizerski, 1982: 305). So valence and volume of post-purchase WOM can be affected by managing strategy.
- Focus: Common literature considers WOM merely limited to customers. However, WOM also contains building and keeping relationships in many areas (customers, providers, staffs, influential, recruitment, and referral markets). WOM is also a vital source of information and facts in the recruitment market (Buttle, 1998: 251).
- Timing: WOM may happen at many phases of making decision. When WOM runs as pre-purchase information, this is named input WOM and when WOM happens after buying, this is named output WOM (Thabit and Jasim, 2017: 72).
- Solicitation: Fifty per cent of WOM communications are introduced by disseminator and fifty per cent is asked by the receiver. Actually, WOM may be available with or without solicitation, it may or may not be sought and in the case of authoritative information and facts, however, the receiver might seek the input of a view leader or influential (Osmonbekov and Czaplewski, 2006: 453).
- Intervention: The confirmed scientific fact and information that WOM drives growth, organizations look for the methods to stimulate high levels of positive WOM in their markets to raise rapidly (Al-Hubaity and Thabit, 2012: 110). It is, therefore, the organizations target view leaders who represent the ten per cent of society and help impact on the majority of all buying decisions (Mizerski, 1982: 307).

IV. CUSTOMER SATISFACTION

Definition of Customer Satisfaction

There is a wide range of alternative descriptions of customer satisfaction. Some researchers explained customer satisfaction as a

comparing between the expectations of customer and perceptions concerning the actual service encounter (Raewf and Thabit, 2015: 67). Other researchers mentioned that afterward if the customers applied and tested the products or services, they could assess results of their selections (Thorne, 2008: 42).

According to researchers, authors, and scholars, satisfaction assessment concentrates more on satisfying a need, while the quality of service is depended on the control perception. Lastly, many additional mental sides are engaged in assessing the service quality while the satisfaction is connected to sensitive and influential responses.

The comparing between the prospects of customers and the perception of satisfaction within the real interest meeting is valid to the environment of business and suitable to this study topic (Kirby and Marsden, 2007: 77).

The Influence of Customer Satisfaction

Previous studies have displayed that customer satisfaction is vital to educational service managements because it leads to brand loyalty, and new customers through WOM advertising (Thabit et al., 2016: 40).

The satisfied customers are confirmed to be more reliable to the business than unsatisfied customers. Therefore, the satisfied customers who have good level of business satisfaction about the services and products are more eager for spreading a positive WOM to the expected customers (Thabit et al., 2016: 42). The satisfaction of customer can play an important role in increasing the business successfully on long term because the unsatisfied customer will be not a good advertiser for others and he or she will convey a negative opinion of the product or service to his or her friends (Kirby, 2007: 270).

Inwardly, the improvements of customer satisfaction can decrease costs linked with imperfect products and services, replacing, and handling complaints (Hoffman and Bateson, 2010: 102). WOM from positive vision customers can decrease the cost of appealing fresh customers and can improve the organization's total reputation, but the WOM from negative vision customers can influenced oppositely (Hoyer and MacInnis, 2004: 88)

The Customer Satisfaction Antecedents

The satisfaction of customer can be expressed as a sensitive issue resulted from the assessment of a service or product (Yüksel and Yüksel,

2002: 61). Satisfaction can be viewed as the customer's fulfilment response, the degree of agreement or disagreement for the stage of fulfilment (Anderson et al., 1997: 141). The reactions, which happened during consumption and after it, can be transient, and can be combined into a situation of the purchasing (Fornell, 1992: 9).

Upcoming buying could mainly related to the satisfying degree of customers feeling, so the experience of satisfying may support the decisions of customers to complete their selection and recorrect it (Burns and Neisner, 2006: 59).

Otherwise, the experience of dissatisfying may support the decisions of customers to regret on about their selection, and may decrease the probability of their repurchasing.

Many researchers have stated that normative expectations information is commonly evaluated at the peak of the scale (Oliver, 1997: 145). The predictive expectations are referring that the satisfaction can change according to the experience and can play a vital role in the purchasing decisions of the customer. The impact of these expectations will not change the change the purchasing decisions of the customer only, but also can supply a good feedback reference to build a data base for satisfaction indicators (Babakus and Boller, 1992: 261).

The disconfirmation grows from the conflictions among the expectations and recognized performance (Spreng and Mackoy, 1996: 211). So, the disconfirmation impact on the satisfaction of customer could vary based on the kind of service or product explored (Anderson and Sullivan, 1993: 139).

The recognized performance can be explained as customers' particular assessment of the product quality or the service performance (Oliver, 2010: 76). It can play a vital role to format the satisfaction of customer since it is a very important feature to create the experience of consumption for the service or the product (Raewf and Thabit, 2018: 51). Some scientific papers have supported the influence of recognized performance on the satisfaction of customer (Spreng and Mackoy, 1996: 212).

The Process of the Formation for Satisfying the Customer

The model of expectancy disconfirmation can provide the academic base for understanding the formation for satisfying the customer. The adaption theory is the main base for this model (Hadj Aissa et al., 2018: 75),

and it can be used expansively in the study of satisfying the customer (Page and Spreng, 2002: 189). This model proposes that the satisfying of customer is the main purpose to the true expecting and the range of related recognized performance of service (Oliver, 1980: 465).

So, if the recognized performance of service surpasses the current expectations, a positive disconfirmation can be happened, which adjusts the satisfying level. Moreover, when the recognized performance of service drops of expecting, a negative disconfirmation can be happened, which can lead to shortage in knowledge of dissatisfaction. So, the confirmation can be happened when the expecting match performance (Lee et al., 2008: 155).

V. THE PRACTICAL PART

Population and Study Sample

The study population can be represented by participants from Algeria Telecommunications Corporation in Ouled Yaïch, who are (190000) respondents. Considering the large size of the population and its distribution throughout the region, the researchers took a random sample based on Yard equation to calculate the sample:

$$n = \frac{N}{1 + N(e)^2}$$

Where,

n = Sample size

N = Population = 190000

e = margin of error which is 0.05

So, the total size of the sample is estimated at (400).

Study Tool

The researchers designed a questionnaire consisting of three axes representing the independent variable of the study (relationship marketing) and the dependent variables (word of mouth) as well as the Intermediate variable (customer satisfaction), as shown in table (1) :

TABLE (1) THE STRUCTURE OF STUDY TOOL

Study Variables	No. of Items	
Relationship Marketing	Communication	4
	Trust	3
	Commitment	4
Customer Satisfaction	3	
WOM Marketing	4	

Exploratory Factor Analysis

1. Exploratory Factor Analysis of communication variable:

KMO test was used to measure the suitability of the sample size; the results showed that KMO value was (0.673), which is greater than the value determined according to the Kaiser rule (0.5).

The results also showed that Bartlett's coefficient (305.444) is significant at $\alpha \leq 0.05$. Thus, the sample size is sufficient and appropriate for the study. As seen in table (2).

TABLE (2) THE TESTS RESULTS OF BARTLETT AND KMO

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.673
Bartlett's Test of Sphericity	Approx. Chi-Square	305,444
	Df	6
	Sig.	0.000

The results showed that the communication dimension included four items exceeded their rates (0.3). As seen in table (3).

TABLE (3) THE CONNECTION DIMENSION RATES

	Component
	1
Communication_1	0.739
Communication_2	0.748
Communication_3	0.740
Communication_4	0.683

2. Exploratory Factor Analysis of trust variable:

KMO test was used to measure the suitability of the sample size; the results showed that KMO value was (0.701), which is greater than the value determined according to the Kaiser rule (0.5).

The results also showed that Bartlett's coefficient (345.026) is significant at $\alpha \leq 0.05$. Thus, the sample size is sufficient and appropriate for the study. As seen in table (4).

TABLE (4) THE TESTS RESULTS OF BARTLETT AND KMO

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.701
Bartlett's Test of Sphericity	Approx. Chi-Square	345.026
	Df	3
	Sig.	0.000

The results showed that the trust dimension included three items exceeded their rates (0.3). As seen in table (5)

TABLE (5) THE TRUST DIMENSION RATES

	Component
	2
Trust_1	0.854
Trust_2	0.843
Trust_3	0.814

3. Exploratory Factor Analysis of commitment variable:

KMO test was used to measure the suitability of the sample size; the results showed that KMO value was (0.777), which is greater than the value determined according to the Kaiser rule (0.5).

The results also showed that Bartlett's coefficient (541.438) is significant at $\alpha \leq 0.05$. Thus, the sample size is sufficient and appropriate for the study. As seen in table (6).

TABLE (6) THE TESTS RESULTS OF BARTLETT AND KMO

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.777
Bartlett's Test of Sphericity	Approx. Chi-Square	541.438
	Df	6
	Sig.	0.000

The results showed that the commitment dimension included four items exceeded their rates (0.3). As seen in table (7).

TABLE (7) THE COMMITMENT DIMENSION RATES

	Component
	3
Commitment_1	0.783
Commitment_2	0.813
Commitment_3	0.808
Commitment_4	0.815

4. Exploratory Factor Analysis of customer satisfaction variable:

KMO test was used to measure the suitability of the sample size; the results showed that KMO value was (0.706), which is greater than the value determined according to the Kaiser rule (0.5).

The results also showed that Bartlett's coefficient (370.188) is significant at $\alpha \leq 0.05$. Thus, the sample size is sufficient and appropriate for the study. As seen in table (8).

TABLE (8) THE TESTS RESULTS OF BARTLETT AND KMO

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.706
Bartlett's Test of Sphericity	Approx. Chi-Square	370.188
	Df	3
	Sig.	0.000

The results showed that the customer's satisfaction dimension included three items exceeded their rates (0.3). As seen in table (9)

TABLE (9) THE CUSTOMER SATISFACTION RATES

	Component
	4
Customer satisfaction_1	0.832
Customer satisfaction_2	0.837
Customer satisfaction_3	0.863

5. Exploratory Factor Analysis of WOM variable:

KMO test was used to measure the suitability of the sample size; the results showed that KMO value was (0.731), which is greater than the value determined according to the Kaiser rule (0.5).

The results also showed that Bartlett's coefficient (424.056) is significant at $\alpha \leq 0.05$. Thus, the sample size is sufficient and appropriate for the study. As seen in table (10).

TABLE (10) THE TESTS RESULTS OF BARTLETT AND KMO

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.731
Bartlett's Test of Sphericity	Approx. Chi-Square	424.056
	Df	6
	Sig.	0.000

The results showed that the WOM dimension included four items exceeded their rates (0.3). As seen in table (11)

TABLE (11) THE CUSTOMER SATISFACTION RATES

	Component
	5
Word of mouth_1	0.813
Word of mouth_2	0.867
Word of mouth_3	0.823
Word of mouth_4	0.441

Confirmatory Factor Analysis

The CFA was used to of clarify the conformity quality indicators as shown in figure (1) and to indicate the validity of the assumption that the (18) statements of the questionnaire measure a structure consisting of five dimensions or variables⁽¹⁾ (communication, trust, commitment, customer satisfaction, and WOM) in a coherent manner.

According to the standard regression weights shown on the arrows that link the latent variable with each of the five dimensions, the statements can be judged to be true because their value is greater or equal to (0.3).

⁽¹⁾ The independent sub-variables that make up the main independent variable relationship marketing are (communication, trust, commitment), the dependent variable is WOM, and the intermediate variable is customer satisfaction.

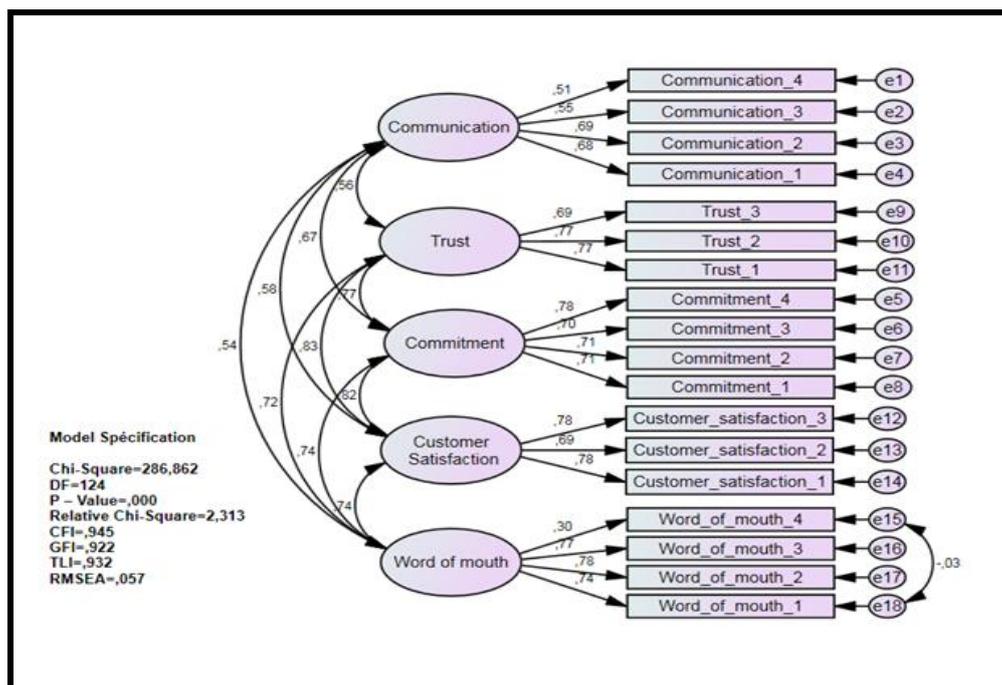


Fig. (1): Measurement model for study variables

Goodness of Fit Index (GFI) was (0.922), which is greater than (0.9). In the same context, the Comparative Fit Index (CFI) reached (0.945), which is greater than (0.9). The Root Mean Square Error of Approximation (RMSEA) had a mean value of (0.057), which is close to zero.

This indicates to the quality of conformity and the validation of the measurement statements where the coefficients of validation exceeded (0.30).

Reliability of study tool

To ensure that the study tool was reliable and that it measured what was designed to measure, the Alpha Cronbach's internal consistency factor was calculated. The results can be seen in table (12).

TABLE (12) THE ALPHA CRONBACH'S VALUE FOR STUDY DIMENSIONS

Dimensions	Alpha Cronbach's
Communication	0.848
Trust	0.805
Commitment	0.806
Customer_satisfaction	0.796
Word_of_mouth	0.822
Σ	0.847

The values of the Cronbach's internal consistency coefficient for the dimensions of the study ranged between (0.796 - 0.848) and its total value

was 0.847, which is greater than (0.6). This indicates the reliability of the study which is valid for statistical analysis procedures.

Descriptive Analysis Results of the Study Variables

To identify the sample trends on the variables of the study, the mean and standard deviations were used in each dimension of this study.

1. Descriptive Analysis Results of Relationship Marketing:

Table (13) shows that the communication dimension obtained the highest average (3.275), the commitment dimension obtained (2.970), and the trust obtained (2.781). So the general average of relationship marketing was (3.008).

TABLE (13) THE DESCRIPTIVE ANALYSIS RESULTS OF RM

	Mean	Std. Deviation
Communication	3.2750	0.85602
Trust	2.7817	0.94846
Commitment	2.9700	0.91656
Relationship_Marketing	3.0089	0.73904

2. Descriptive Analysis Results of Customer Satisfaction:

Table (14) shows that the customer satisfaction obtained (2.835) as total average, which referred to a low level of agreement for this variable by the study sample.

TABLE (14) THE DESCRIPTIVE ANALYSIS RESULTS OF CS

	Mean	Std. Deviation
Customer_satisfaction_1	2.60	1.152
Customer_satisfaction_2	2.83	1.130
Customer_satisfaction_3	3.07	1.096
Customer_satisfaction	2.8350	0.95016

3. Descriptive Analysis Results of WOM:

Table (15) shows that the WOM obtained (3.161) as total average, which referred to the neutrality of agreement for this variable by the study sample.

TABLE (15) THE DESCRIPTIVE ANALYSIS RESULTS OF WOM

	Mean	Std. Deviation
Word_of_mouth_1	3.05	0.960
Word_of_mouth_2	3.10	1.007
Word_of_mouth_3	2.78	1.057
Word_of_mouth_4	3.72	1.058
Word_of_mouth	3.1613	0.75671

Test the Study Hypotheses

1. Hypothesis (H1): A statistically significant impact can be at the level of $\alpha \leq 0.05$ for the RM and its dimensions (communication, trust, and commitment) at the WOM level.

In order to test the first hypothesis validity of the study, structural equation modelling (SEM) was used by employing the statistical program (AMOS V.20) to measure the direct effect of RM (as an independent variable) on WOM (as a dependent variable) as shown in figure (2).

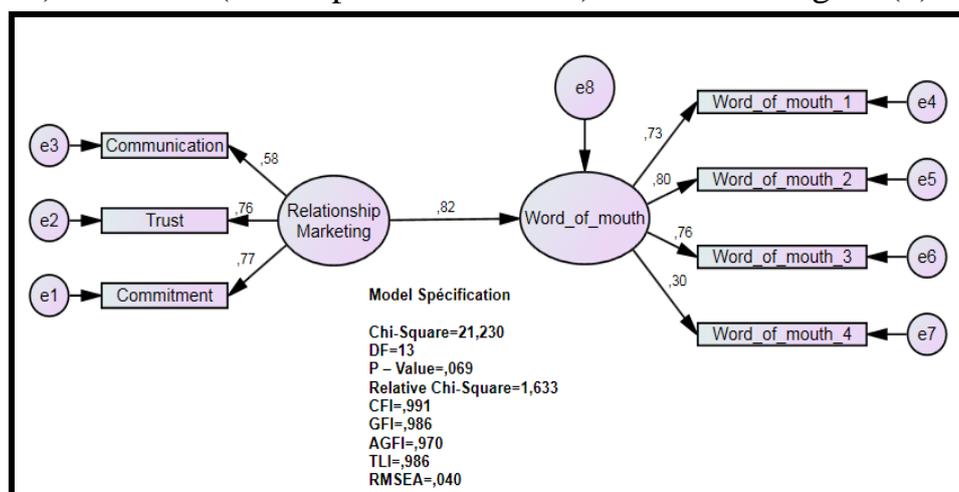


Fig. (2): The structural model for measuring the impact of RM on WOM

According to figure (2) the influence relation between RM and WOM was accepted because the values of goodness of fit index (GFI = 0.986) and comparative fit index (CFI = 0.991) were bigger than (0.9), and the value of root mean square error of approximation (RMSEA = 0.04) was relevant to the standard value. Direct effect value was (0.82), and critical path value between RM and WOM was (10.825).

2. Hypothesis (H2): A statistically significant impact can be at the level of $\alpha \leq 0.05$ for the RM and its dimensions (communication, trust, and commitment) at the customer satisfaction level.

In order to test the second hypothesis validity of the study, structural equation modelling (SEM) was used by employing the statistical program (AMOS V.20) to measure the direct effect of RM (as an independent variable) on customer satisfaction (as an intermediate variable) as shown in figure (3).

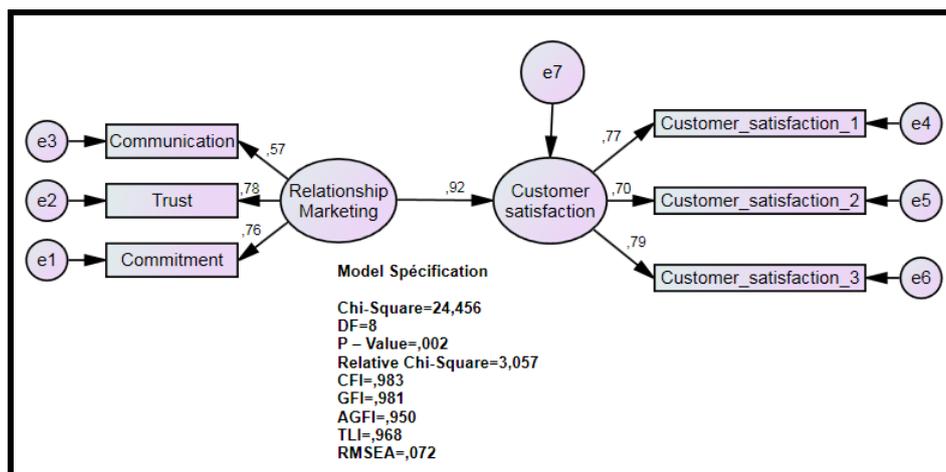


Fig. (3): The structural model for measuring the impact of RM on Customer satisfaction

According to figure (3) the influence relation between RM and customer satisfaction was accepted because the values of goodness of fit index (GFI = 0.981) and comparative fit index (CFI = 0.983) were bigger than (0.9), and the value of root mean square error of approximation (RMSEA = 0.07) was smaller than the standard value (0.08). Direct effect value was (0.92), and critical path value between RM and customer satisfaction was (12.431).

3. Hypothesis (H3): A statistically significant impact can be at the level of $\alpha \leq 0.05$ for the customer satisfaction at the WOM level.

In order to test the third hypothesis validity of the study, structural equation modelling (SEM) was used by employing the statistical program (AMOS V.20) to measure the direct effect of customer satisfaction (as an intermediate variable) on WOM (as a dependent variable) as shown in figure (4).

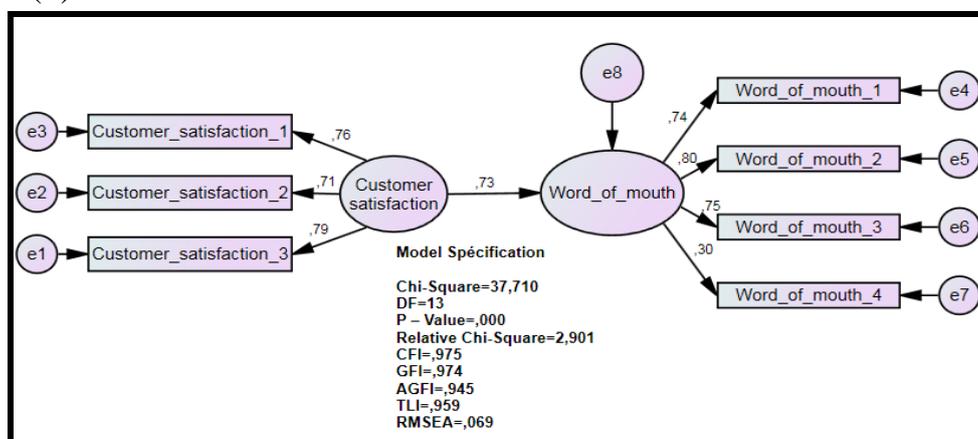


Fig. (4): The structural model for measuring the impact of customer satisfaction on WOM

According to figure (4) the influence relation between customer satisfaction and WOM was accepted because the values of goodness of fit index (GFI = 0.974) and comparative fit index (CFI = 0.975) were bigger than (0.9), and the value of root mean square error of approximation (RMSEA = 0.69) was smaller than the standard value (0.08). Direct effect value was (0.73), and critical path value between customer satisfaction and WOM was (10.289).

4. Hypothesis (H4): A statistically significant impact can be at the level of $\alpha \leq 0.05$ for the WOM at the customer satisfaction level.

In order to test the forth hypothesis validity of the study, structural equation modelling (SEM) was used by employing the statistical program (AMOS V.20) to measure the direct effect of WOM (as a dependent variable) on customer satisfaction (as an intermediate variable) as shown in figure (5).

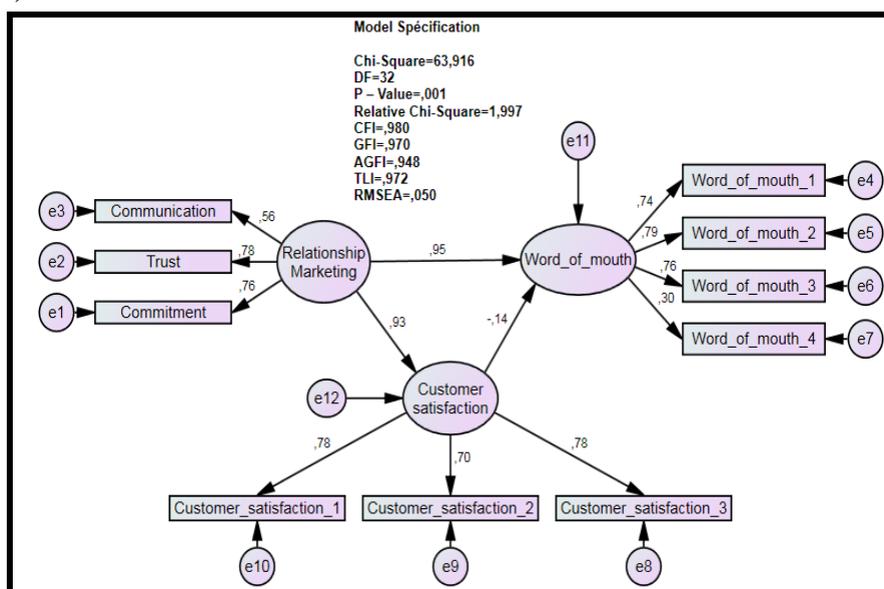


Fig. (5): The structural model for measuring the impact of WOM on customer satisfaction

According to figure (5) the influence relation between WOM and customer satisfaction was accepted because the values of goodness of fit index (GFI = 0.970) and comparative fit index (CFI = 0.980) were bigger than (0.9), and the value of root mean square error of approximation (RMSEA = 0.05) was relevant to the standard value. Direct effect value was (0.82) which less than the indirect effect value (0.95).

VI. CONCLUSION AND RECOMMENDATIONS

Conclusions

Based on the results of the practical part of the research, the researchers can conclude the following:

1. There is a significant impact for relationship marketing and its dimensions (communication, trust, and commitment) within the level of word of mouth marketing.
2. There is a significant impact for relationship marketing and its dimensions (communication, trust, and commitment) within the level of customer satisfaction.
3. There is a significant impact for the customer satisfaction within the level of word of mouth marketing.
4. The strength of the indirect effect of independent variable (RM) in the dependent variable (WOM) through the intermediate variable (customer satisfaction) is greater than the direct effect of RM in WOM level which referred to the role of customer's satisfaction variable in enhancing the effect relation between RM and WOM.

Recommendations

1. Activating the role of CRM, which it is one of the most important practical approaches to the strategy of RM.
2. Training the institutional staff to provide high-quality interactive of digital services to enterprise customers.
3. Ensuring that the performance of virtual pools is controlled and managed in the condition of digital RM.
4. Measuring the traditional and digital marketing programs annually.
5. Qualifying the organization's virtual consoles in a way that suits the customers' expectations.

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