CUSTOMER RELATIONSHIP MANAGEMENT AND ITS IMPACT ON BRAND LOYALTY: A CASE STUDY OF PRIVATE HOSPITALS IN QADISIYAH GOVERNORATE

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Abstract
The current research aims to find out the impact of Social Customer Relationship Management and its impact on brand loyalty in private hospitals in Qadisiyah governorate, the researcher used the questionnaire as a data collection tool where a sample of customers was taken estimated at(288) customers in cooperation with the hospital administration, the study found that the administration of private hospitals in Qadisiyah governorate seeks to consolidate its brand in the minds of customers and patients in terms of attention, promotion and advertising of its brand, as this leads to strengthening its relationship with customers, so hospitals should focus on customers focus on maintaining a long-term relationship with Customers by interacting with them, gaining their trust and fulfilling their requests.

1. Introduction

The previous century witnessed and continues to witness this century of economic changes and developments, which led to the evolution in the nature of relationships in the emergence of marketing concepts with contemporary administrative dimensions such as Customer Relationship Management, and institutions have formed strong relationships and strong experiences with the customer to stay in constant communication, as the basis for achieving success and continuity depends on the effectiveness and merit of the customer relationship system to attract as many of them as possible to develop their loyalty to the institution.

Customer loyalty is one of the main concerns of organizations in all its dimensions, which have developed the concept of how to develop their reputation and profit in the long term. And because the success and continuity of institutions is to establish a long-term and strong relationship with the customer, so institutions have adopted many phrases in this regard, including the customer is the King, the customer is a partner in the institution, the customer is always right, the customer is the capital of the institution.

As these phrases indicate the interest of successful institutions to their customers, and for this purpose, the direction has been made towards achieving one goal, which is to ensure a large base of loyal customers, so most institutions seek to achieve and build the base to adopt a kind of relationship between them and their customers, and this is done through direct and effective communication with them to achieve their satisfaction and sincerity, and it is the reasons that lead to customer loyalty are his satisfaction and belief that the institution.

Despite the similarity of this goal, each organization has its own vision of the nature of the relationship it has with the customer, and Social Customer Relationship Management is one of the most recent trends in recent years in the field of Business Management, where it is considered a new marketing philosophy that calls for building relationships between the organization and the customer towards the long term to improve the profitability of the organization and maintain its survival and growth, because organizations that can understand and meet the needs of the

customer faster and determine what he wants take into account these requests and needs and work on Their implementation and response by institutions prepare those of successful institutions

1.1. The Research Question

In light of competition and the pursuit of institutions to conquer the market, it is overshadowed by many difficulties, as it has become necessary for the institution to develop many schemes that enable it to face competitors and show a competitive advantage, so the institution must adopt a new approach through which it can raise its performance and reach a good position in the market, this led to the emergence of great attention to the customer and work to understand their wishes and needs to achieve the value of the product and achieve Customer Relationship Management has emerged at the top of the attention of organizations that have become providing service in the light of what this customer needs, and not vice versa, and competition has become based on who provides the wishes and needs of customers and earning their loyalty, which is one of the main concerns of organizations of all sizes that have understood how to develop and improve their reputation in the long term and establish strong, strong and business interactive relationships with the customer to achieve success and continuity in the market.

From this perspective, it was necessary for organizations to search for factors that affect dealing with the customer's social relationships and the extent of his loyalty to the brand, extract and develop strengths and try to find solutions to weaknesses. The researcher will try to study the extent of the impact of customer relationships on brand loyalty and based on the above, the current research included the following question:

To what extent does the Social Customer Relationship Management affect brand loyalty in private hospitals in Qadisiyah governorate.

1.2. Research Objectives

The current research seeks to achieve the following objectives: Show the extent of the impact of Customer Relationship Management on brand loyalty in private hospitals in Qadisiyah governorate, identify the indirect impact of Social Customer Relationship Management on brand loyalty, examining the direct impact of brand loyalty in private hospitals.

1.3. The Importance of Research

The importance of theoretical and applied research is determined in the following:

1.3.1. Theoretical importance

The theoretical importance of the current research is represented in the following: Highlighting the role played by the Social Customer Relationship Management in the institution in order to ensure the continuity of the customer's dealings with it and thus building long-term relationships and ensuring their loyalty to that institution. The need to keep up with organizations to manage the social relationship with the customer and use their systems and tools to adapt to the changes and evolution of the business environment.

1.3.2. Applied importance

The applied importance of the current research is the following: Helping researchers to review the findings regarding customer relationship management and quality of service in private hospitals, develop solutions to address deficiencies and diagnose and develop strengths, taking advantage of the proposed mechanisms to develop the reality of the situation of some institutions.

1.4. Research Hypotheses

There is a statistically significant correlation between customer relationship management and brand loyalty at the level of private hospitals in Qadisiyah governorate.

There is a statistically significant impact relationship of the CRM variable in the brand loyalty variable at the level of private hospitals in Qadisiyah governorate.

1.5. Theoretical Foundations and Philosophical Principles of Research

1.5.1. The first axis: Customer relationship management

The emergence of customer relationship management: summarized in the following stages

The history of Customer Relationship Management dates back to the pre-industrial era, due to the interaction of the relationship between peasants and their customers (Al-Ta'i & Al-Abadi, 2009)

The stage of the end of the twentieth century: the basis of this stage began with increasing competition between institutions that turned the vision into a customer, and its main goal is how to reach him and establish a strong relationship with him to achieve his desires and needs (Samidai & Youssef, 2010)

The fun of the last decade: Customer Relationship Management has emerged to reflect the main role of the customer in the strategic location of the organization because it surrounds all organizational procedures to understand the customer and exploit them to understand the marketing field (Gether et al., 2013)

The interests of modern and contemporary marketing are based on customer relationship management as one of the most important pillars of the organization in achieving the desired goals, growth and building interrelated relationships with the customer (Al-Tai, 2009). Customer Relationship Management is defined as:

A comprehensive process of building a close relationship with the customer and maintaining it for a long time and getting his loyalty to achieve the organization's goals (Mirza, 2013).

A comprehensive process to build and maintain a smooth and comfortable relationship with the customer by communicating. It is a strategic philosophy and a business system that helps the organization to accomplish business in order to achieve the goals of achieving profits and maintaining survival in the market through attention and focus on the customer, which is the basis of the work of organizations (Madi, 2010).

Through the above-mentioned modern concepts of customer relationship management, it is easy to realize the importance of this concept and the future prospects for its application in institutions, and because the customer is the lifeblood of any institution and an essential element in its economy, so it must be taken care of, build strong relationships with him and gain satisfaction and loyalty, so the institution should set several goals in an effort to obtain regular customers, including what I mentioned (Aisha, 2010): 1) Maximize customer value for a long term. 2) Improve and increase customer satisfaction and loyalty to the organization. 3) Optimal exploitation of the customer's sectors or parts (Aisha, 2010).

Elements of customer relationship management

Customer Relationship Management has three elements, as mentioned by (Al-Douri, 2009):

The customer: it is the only and main source of increasing profits and the development and future growth of the organization, and a good customer provides higher profits with the least possible means.

Relationships: the relationships between the institution and the customer are two-way and with constant interaction. This relationship can be short-term, long-term, continuous, intermittent or one-time.

Management: the activity of Customer Relationship Management is not determined within the marketing department but includes the continuous change in the culture of the organization and its operations.

Objectives of customer relationship management

Any organization seeks to achieve a set of goals that benefit it and the customer, including these goals:

Reaching a large number of customers in a short time and at the lowest cost.

Support the customer relationship strategy, which in turn leads to cost reduction. (Moulay & Miraj, 2020).

Establishing social ties and good relationships, which helps the organization to increase understanding of the needs and desires of the customer.

Quick response to the customer's requests and their implementation, this leads to customer satisfaction and achieving loyalty to the institution (Kiwiak, 2017).

Increasing interaction and conversations with the customer through communication networks helps organizations to provide products according to the customer's perceptions in the best way and thus ensure that they do not turn towards the products of the competition (Khamis al-Mashhadani & Al-balah, 2019)

Dimensions of customer relationship managements

There are three dimensions to managing a customer's social relationship, which are as follows:

Customer satisfaction: the main step for the success of Customer Relationship Management and achieving its continuation is the customer's satisfaction with the service or product provided by the organization satisfaction is also achieved through the benefit that he receives from using the product or service, and is defined as the main axis and the point on which organizations are based to plan on all services and activities, a feeling that suggests satisfaction to the customer (Al-Qaisi, 2012).

Customer value: customer value can be expressed as a set of benefits that can be obtained through a set of activities and practices that are effective between the organization and the customer in order to maintain and maintain relationships (Abdullah, 2011).

Customer retention: an organization that achieves financial profits, good growth and expansion and tries to gain a high market share and aims to achieve an advantage in the market must retain its customers, most of the profits of organizations are achieved through their existing customers and not new customers, and therefore the loss of one customer leads to the loss of many profits (Al-Bakri, 2014).

1.5.2. The second axis: Loyalty to the brand

Through the brand, organizations seek to achieve their profits and obtain a large marketing share in the market and maintain it through customer satisfaction with this brand.some brands have a strong influence on the customer and make him aware of them and distinguish them from other brands and thereby become loyal to them (Hassan, 2007). brand loyalty is a deep internal commitment to re-purchase from a product in the future and this commitment leads to repeating the purchase from the same brand despite the presence of external influences from competitors of the brand (Oliver, 1999), as brand loyalty is the result of customer satisfaction and the ability of the product or service to satisfy his needs and desires, because the customer is the key to achieving profitability for the organization (Al-Obaidi, 2022), the researchers classified four levels or stages of loyalty and begin with the formation of beliefs about the product or organization, then development towards modern trends, then commitment to purchase, and finally reaching repeat purchase, and each stage enables the customer to become more sincere, and the closer to the fourth stage, the stronger the loyalty, and the following is a more accurate description for these stages:

Cognitive fidelity: this stage focuses on the availability of information from the consumer and his rational positive assessment of a particular brand compared to other brands, where the customer compares information about competing brands or institutions among themselves and

then the choice is made, the fidelity here is based on the beliefs of the customer's orientation towards a particular brand institution because of characteristics such as prices, quality and services provided, in other words, cognitive fidelity is the starting point of the development of customer behavior.

Emotional sincerity: after the customer experiences the product or service provided to her and then determines the extent of his ability to meet his desires and needs after he enters the emotional stage, that is, it shows the level of preference of the customer towards the direction and preference of the positive or non-positive direction of the brand, product or service.

Scientific or behavioral sincerity: it is the level at which the customer's intention turns into scientific use, that is, how much money and time the customer spends on this brand or institution compared to other brands, and this stage is considered more powerful than all the previous stages. (Cranial, 2010)

The majority of researchers and marketing officials in organizations classified that loyalty should be defined and measured as behavior and mental attitude, and the attitude of loyalty to the brand or organization consists of three basic elements that can be measured by the following surveys:

Cognitive component: these are positive beliefs and orientations about the brand or organization that the customer translates into a logical preference for it.

Emotional component: it is used to know the emotional side, friendliness and attachment for the brand.

Cognitive component: any increase or decrease in the purchase intention of the mark in question, if possible (Maarig et al., 2013).

After mentioning the topic of brand loyalty, the researcher touched on the concept of a brand, which is a symbol of a certain significance that has been used since ancient times in the form of symbols or forms that show and prove the ownership of the owner of the institution or things, and the brand currently occupies a large space of interest to shoppers because it determines the nature of the service or product.

1.6. The Concept of a Brand

The concepts of the brand that various researchers came up with varied, including “A trademark is a name, a meaning, a symbol, a sign, or a combination of these elements that identifies a service or goods of a seller or a group of sellers by distinguishing their goods and services from various competitors" (Al-Bakri, 2006), "An external signal and imprint that an enterprise places on its products or services" (Hsu & Broz, 2005).

1.6.1. The importance of the brand

The brand is important for the customer and the organization because it achieves the following: 1) It is considered the main tool for distinguishing similar products that competitors cannot imitate. 2) Protect the characteristics of the product from imitation, as the enterprise can legally register the trademark. 3)The customer can identify the source of the product in order to be able to refer to the producer to carry out maintenance of the product in the event of a malfunction. 4) Brand association with quality is best used to attract the customer. 5) The customer can easily identify the product, especially in large stores where many products are offered (Zaghari-Zaghari, 2011).

1.6.2. Brand functions

A brand is considered a property of a product because it accompanies the product that it represents in the mind of the consumer. Trademarks play an essential role in international and also internal trade through the trust that services and goods give, which distinguishes them for the customer, both in terms of quality and fame (Mogabb, 2005)

1.6.3. Build advantages for the brand

Advantages for a brand are built through several steps, which he mentioned (Halloran, 2017): 1) Product qualities are the specific qualities of a product that it is characterized by. 2) Emotional advantages, the ability of the brand to influence the customer's feelings. 3) Personal advantages, the embodiment of the characteristics and attributes of the brand. 4) Social advantage, the brand is oriented towards environmental protection and social responsibility. 5) Functional advantages, the ability of the brand to meet concrete requirements. 6) The main essence, it is a short phrase or a brand slogan (Halloran, 2017).

2. Method

2.1. The Limits of Research

Spatial boundaries: private hospitals in Qadisiyah governorate, human limits are customer sample for private hospitals, and the time limits are 2023-2024.

2.2. Research Methodology

The current research relied on the descriptive-analytical approach to suit the nature of the research, and the research methodology began by identifying the theoretical side by relying on a set of articles and previous studies, as for the applied (practical) side, the electronic questionnaire was relied on as a tool for data collection, where its phrase was formulated based on the data as well as refer to previous:

The first part concerns the personal and demographic variables of the sample members and contains: gender, age, educational level and professional status.

The second part includes the research variables related to the extent of customer satisfaction and his social relationship with the private hospitals in Qadisiyah governorate from the customer's point of view.

2.3. Search Tool Metrics

The research tool was to design a questionnaire that was distributed to the administration of private hospitals located in Qadisiyah governorate for distribution to sick customers or on their behalf, and the reason for the researcher choosing private hospitals was to ensure the selection of the appropriate sample to reach accurate conclusions and suggestions about the field of research.

2.4. The Research Community

The current research community is represented by the clients of private hospitals in Qadisiya governorate and due to the difficulty of reaching each client, the research was limited to a random sample of clients through an electronic questionnaire.

3. Results and Discussion

3.1. The Field (Statistical) Aspect of The Research

3.1.1. Encoding of search variables, its paragraphs and the krupnach coefficient Alpha

The search form included two main variables, namely customer relationship management and brand loyalty, as the CRM variable included three sub-dimensions, namely (customer satisfaction, customer value, customer retention), while the brand loyalty variable is a single-slave variable and the table provides an explanation of the coding of each variable and each dimension and the number of paragraphs it includes, Table 1 also shows the cronbach coefficient Alpha. It turns out that the values of the cronbach's coefficient Alpha (0.849 and 0.920) for both variables, respectively, are statistically acceptable in administrative and behavioral research because their value is greater (0.70), which indicates that the paragraphs of the research variables are characterized by constancy.

Table 1. Coding, scale and stability of the search tool

Cronbach's Alpha coefficient	Coding	Num	Sub demission	variable
0.891	CS1-CS5	5	Customer satisfaction	Customer Relationship Management CRM
	CV1-CV5	5	Customer value	
	CR1-CR5	5	Customer retention	
0.794	BI1-BI10	10	One-dimensional	Brand loyalty BI

3.1.2. Assertive structural honesty

In conducting confirmatory factor analysis, the statistical programmos V was adopted 25 in order to clarify the constructive honesty and the extent of matching the default structure of the research with the sample answers. To judge the extent of conformity, two criteria will be considered. Parameter Estimates are acceptable if the value exceeds 0.40% for each of the paragraphs, model Fit Index's conformity indicators. Table 2 shows the most important structural model conformity indicators adopted in most social research.

Table 2. Model conformity indicators

NO.	The matching quality rule	Indicators
1-	Less than 5	The ratio between the values of X2 and the degrees of freedom df
2-	More than0.90	Goodness of Fit Index (GFI)
3-	0.90 more than	Normed Fit Index (NFI)
4-	0.95 more than	Comparative Fit Index (CFI)
5-	0.05_0.08 between	Root Mean Square Error of Approximation (RMSEA)

Confirmatory factor analysis customer relationship management (CRM)

It can be seen from Figure 1 that all estimates of the standard parameters of the CRM variable paragraphs exceeded the ratio of (0.40), which are the ratios shown on the arrows linking the five sub-dimensions to their paragraphs,except for paragraphs (CV3,CV5, CR1, CR2) were deleted from the analysis because the default structure did not match the sample answers to these paragraphs, but the rest were all significant ratios because when following the values of the critical ratio (C.R) the phenomenon in Table 3 turned out to be greater than (1.96) at a significant level (0.05) and this indicates the feasibility and truthfulness of these parameters. As for the model conformity indicators, the results showed that all of them met the acceptance rule set out in Table 3, after making three of the modifications recommended by the programs (Modification Indices), this shows that the structural model has obtained a high level of conformity between the default structure and the responses of the respondents, which confirms that the CRM variable is a variable measured by (3) sub-dimensions and by (11) paragraphs.

Table 3. Standard estimates of the confirmatory factor analysis test for the CRM variable.

PATH			Estimate	S.E.	C.R.	P
CS1	<---	F1	1.000			
CS2	<---	F1	.919	.054	17.007	***
CS3	<---	F1	1.286	.120	10.714	***
CS4	<---	F1	1.247	.117	10.683	***
CS5	<---	F1	1.518	.138	10.963	***
CV1	<---	F2	1.000			
CV2	<---	F2	1.059	.067	15.874	***
CV4	<---	F2	.491	.071	6.947	***
CR3	<---	F3	1.000			
CR4	<---	F3	1.265	.099	12.798	***
CR5	<---	F3	1.250	.083	15.149	***

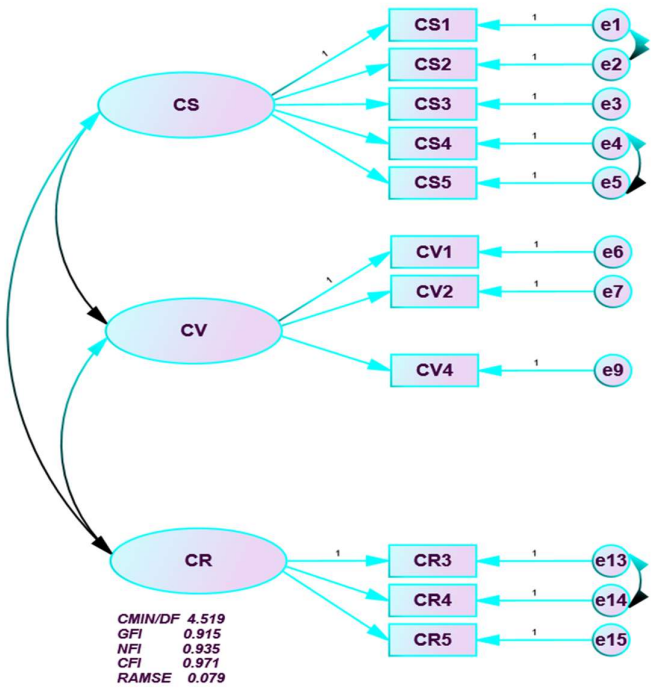


Figure 1. Confirmatory Factor Analysis Customer Relationship Management

Table 4. Confirmatory factor analysis results for brand loyalty

PATH			Estimate	S.E.	C.R.	P
BI1	<---	F1	1.000			
BI2	<---	F1	1.025	.056	18.305	***
BI3	<---	F1	1.021	.063	16.117	***
BI4	<---	F1	1.061	.059	17.846	***
BI5	<---	F1	.705	.050	14.050	***
BI6	<---	F1	.872	.064	13.561	***
BI7	<---	F1	.802	.052	15.428	***

3.1.3. Statistical description of the results of the answers of the research sample.

Table 5 indicates the arithmetic mean and standard deviation of the responses of the individuals of the research sample, the direction of the dimensions and variables of the current research. We note in this table that the dimension (customer retention (CR)) of the CRM variable has obtained the highest arithmetic averages, it reached (2.19) and with a standard deviation (0.853), the consistency and harmony of the answers of the research sample shows the direction of this dimension, and within the level of a "low"answer. While after (customer satisfaction (CS)), I got the lowest arithmetic averages of (1.94) with a standard deviation of (0.732) and within the level of a "very low" answer. According to the above, the overall average of the CRM variable was (2.08) with a general standard deviation of (0.718). This variable has received a "low" answer level.

Table 6 also indicates that the overall average of the brand's Fidelity variable was (3.54) with a general standard deviation of (0.762). This variable received a "moderate"response level.

Table 5. Statistical description of the results of the answers of the research sample.

Variables	N	Mean	Std. Deviation
CS	2881.94		.732
CV	2882.11		.789
CR	2882.19		.853
CRM	2882.08		.718
BI	2883.54		.762

3.1.4. Testing research hypotheses

The first main hypothesis states (There is a statistically significant correlation between customer relationship management and brand loyalty at the level of private hospitals in Qadisiyah governorate).

It is clear to us from Table 6 that there is a strong positive correlation relationship, which is of significant significance, between the CRM variable as an independent variable and the brand loyalty variable as a dependent variable, as the value of the Pearson correlation coefficient exceeded (**0.960), and this confirms that there is a relationship between the two variables at the level of private hospitals in Qadisiyah governorate research sample based on individuals' answers and at the level of significance (0.01).

Based on the foregoing, it can be explained in the light of the results that the administration of private hospitals in Qadisiyah governorate, when it seeks to consolidate its brand in the minds of customers and patients in terms of attention, promotion and advertising of its brand, this leads to strengthening its relationship with customers.

The result of the decision is acceptance of the correlation hypothesis.

Table 6. Testing the correlation relationship between the search variables.

		CRM	BI
CRM	Pearson Correlation	1	.906**
	Sig. (1-tailed)		.000
	N	288	288
BI	Pearson Correlation	.906**	1
	Sig. (1-tailed)	.000	
	N	288	288

**. Correlation is significant at the 0.01 level (1-tailed).

The second main hypothesis states (there is a statistically significant influence relationship of the CRM variable in the brand loyalty variable at the level of private hospitals in Qadisiya governorate).

Figure 3 shows the test of the main hypothesis if it turns out that the value of the marginal slope coefficient (β) of (0.91), which is the value of the standard effect of the CRM variable as an independent variable in the brand loyalty variable as a dependent variable, this effect means that increasing the levels of availability of CRM by one unit of standard deviations will lead to an increase in brand loyalty levels by (91%) of one unit of standard deviation and based on the outputs of the structural model of the relationship of influence between the independent variable and the dependent variable, the main hypothesis of the effect hypothesis is accepted. The tested structural model and regression paths, and the coefficient of interpretation (coefficient of determination) (R2) shown in Figure 3, which is valued at (0.82), which shows that the CRM variable is able to explain (82%) of the changes in the brand loyalty variable in the private hospitals in the governorate of Qadisiyah research sample, while the remaining percentage (18%) is attributed to the contributions of other variables not included in the research model. As Table 7 shows the summary of the analysis, it turns out that all estimates of the model are significant below the level of (P<.001) and so was the critical ratio C.R. Greater than (2.56) and it fulfills the required condition.

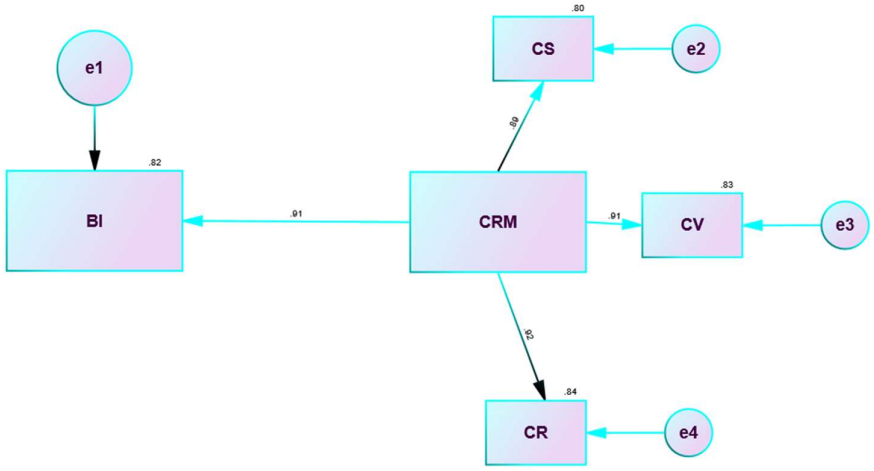


Figure 3. The impact of Customer Relationship Management on brand loyalty

Table 7. Regression weights for the customer relationship management test in brand loyalty.

PATH			Estimate	S.E.	C.R.	P
CS	<---	CRM	.912	.027	33.857	***
CV	<---	CRM	.999	.027	36.815	***
CR	<---	CRM	1.089	.028	38.665	***
BI	<---	CRM	.962	.027	36.176	***

4. Conclusion

The study concludes that Customer Relationship Management (CRM) has a significant relationship with and influence on brand loyalty in private hospitals in Qadisiyah governorate. The descriptive results show that the overall level of CRM was low, with a mean of 2.08, while brand loyalty was at a moderate level, with a mean of 3.54. Among the CRM dimensions, customer retention recorded the highest mean, followed by customer value and customer satisfaction. The correlation analysis confirmed a strong and statistically significant positive relationship between CRM and brand loyalty, with a Pearson correlation coefficient of 0.906 at a significance level of 0.01. In addition, the structural model showed that CRM had a significant positive effect on brand loyalty, with a standardized effect coefficient of approximately 0.91 and a coefficient of determination (R^2) of 0.82, indicating that CRM explains 82% of the variation in brand loyalty, while the remaining 18% is attributable to other variables not included in the research model. These findings indicate that strengthening customer satisfaction, customer value, and customer retention can contribute to enhancing brand loyalty among customers of private hospitals in Qadisiyah governorate.

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