



# “Employing marketing mix to increase the efficiency of CRM within organic products marketers in Jordan”

<b>AUTHORS</b>	Mohammad Fahmi Al-Zyoud  <a href="https://orcid.org/0000-0003-2464-8162">https://orcid.org/0000-0003-2464-8162</a>
<b>ARTICLE INFO</b>	Mohammad Fahmi Al-Zyoud (2019). Employing marketing mix to increase the efficiency of CRM within organic products marketers in Jordan. <i>Innovative Marketing</i> , 15(2), 84-95. doi: <a href="https://doi.org/10.21511/im.15(2).2019.07">10.21511/im.15(2).2019.07</a>
<b>DOI</b>	<a href="http://dx.doi.org/10.21511/im.15(2).2019.07">http://dx.doi.org/10.21511/im.15(2).2019.07</a>
<b>RELEASED ON</b>	Tuesday, 25 June 2019
<b>RECEIVED ON</b>	Thursday, 09 May 2019
<b>ACCEPTED ON</b>	Tuesday, 11 June 2019
<b>LICENSE</b>	 This work is licensed under a <a href="https://creativecommons.org/licenses/by/4.0/">Creative Commons Attribution 4.0 International License</a>
<b>JOURNAL</b>	"Innovative Marketing "
<b>ISSN PRINT</b>	1814-2427
<b>ISSN ONLINE</b>	1816-6326
<b>PUBLISHER</b>	LLC “Consulting Publishing Company “Business Perspectives”
<b>FOUNDER</b>	LLC “Consulting Publishing Company “Business Perspectives”



NUMBER OF REFERENCES

**36**



NUMBER OF FIGURES

**1**



NUMBER OF TABLES

**17**

© The author(s) 2025. This publication is an open access article.



BUSINESS PERSPECTIVES



LLC "CPC "Business Perspectives"  
Hryhorii Skovoroda lane, 10,  
Sumy, 40022, Ukraine

[www.businessperspectives.org](http://www.businessperspectives.org)

Received on: 9<sup>th</sup> of May, 2019

Accepted on: 11<sup>th</sup> of June, 2019

© Mohammad Fahmi Al-Zyoud, 2019

Mohammad Fahmi Al-Zyoud, Ph.D.,  
Associate Professor of Department  
of Marketing, Al-Ahliyya Amman  
University, Jordan.



This is an Open Access article,  
distributed under the terms of the  
[Creative Commons Attribution 4.0  
International license](https://creativecommons.org/licenses/by/4.0/), which permits  
unrestricted re-use, distribution,  
and reproduction in any medium,  
provided the original work is properly  
cited.

Mohammad Fahmi Al-Zyoud (Jordan)

# EMPLOYING MARKETING MIX TO INCREASE THE EFFICIENCY OF CRM WITHIN ORGANIC PRODUCTS MARKETERS IN JORDAN

## Abstract

Marketing mix appeared to be one of the most influential approaches on the marketing plans in the organizations. The current study seeks to examine the influence of marketing mix (4Ps – promotion, price, place and product) on the efficiency of CRM (responsiveness, empathy, customer relations, assurance and reliability) within the organic products market in Jordan. The researcher employed the quantitative approach through distributing a questionnaire on total of 37 individuals who were involved in the marketing field of organic products. The results of the study indicated that marketing mix appeared to have an influence of the efficiency of CRM practices within the marketing of organic goods in Jordan. The most influential variable appeared to be the price, which is considered to be high for organic product in Jordan, and that is why customer tend to avoid such product. Following the price came the variable of product, which was important as customers tend to give much emphasis on the specifications of the product and the fact that it is healthy and organic tends to appeal them regardless of the price. The study recommended increasing the level of awareness regarding organic products marketing strategies among the marketing managers in Jordan.

## Keywords

marketing mix, CRM, marketing mix and CRM practices and strategies, organic products

**JEL Classification** M31

## INTRODUCTION

Marketing is considered to be one of the most important activities that take place within the organization. Basically, marketing helps in focusing the managers' attention towards following and supervising the activities that take place within the organization. It helps in managing the way the organization deals with customers being the main source of income in the organization. According to Katana (2014), marketing plans have the power to change the way the mental image of the organization, not to mention its role in influencing the operations within the organization. Pungnirund (2013) argues that there appeared a concept within the marketing field that is called the marketing mix, Pungnirund (2013) defined marketing mix as a group of tools, concepts, activities and decisions that the organization employs in order to promote its goods and services. On the other hand, Singh (2012) defined marketing mix as the "The combination of different marketing decision variables being used by the firm to market its goods and services" (Išoraitė, 2016, p. 25).

## Problem statement

The idea of marketing mix has an influence on many activities within the organization. Many researchers appeared to have opinions con-

cerning the influence of marketing mix on the operations within the organizations (Sulaiman, Abdullah, & Ridzuan, 2014). Chumaidiyah (2014) argued that marketing mix has an influence on the competitive advantage on the organization, Wahab and Abu Hassan (2015) spoke of the influence of marketing mix on the customer satisfaction which eventually leads to customer loyalty, and Cheserem (2016) came along to support that idea of the influence of marketing mix on the loyalty of customers. Katana (2014), on the other hand, supported the influence of marketing mix on the customer behavior and purchasing decisions. Moghaddam and Foroughi (2012) stated that marketing mix can influence the market share of the organization. Brei, d'Avila, Camargo, and Engels (2011) reached the results that support the influence of marketing mix on the performance of the organization. Based on the aforementioned argument, the current study tries to examine the influence of marketing mix on the CRM practices and strategies of the organization. The study takes into consideration the four Ps of the marketing mix, which include place, product, promotions and price and its influence on the CRM practices, which include reliability, responsiveness, assurance, empathy and customer relations within the organization among organic products marketers in Jordan.

In developing the theoretical frame of the study, the researcher employed the CRM strategies, which appeared and were mentioned by Osunde (2014), Al Dalayeen (2017).

### Hypotheses of the study

The current study hypothesizes the following:

*Main hypothesis:* There is a positive influence of marketing mix (place, product, promotions and price) on the CRM practices (reliability, responsiveness, assurance, empathy and customer relations) among organic products marketers in Jordan.

#### Sub-hypotheses:

- marketing mix has a positive influence on the responsiveness among organic products marketers in Jordan;
- marketing mix has a positive influence on the assurance among organic products marketers in Jordan;
- marketing mix has a positive influence on the empathy among organic products marketers in Jordan;
- marketing mix has a positive influence on the customer relations among organic products marketers in Jordan;
- marketing mix has a positive influence on the reliability among organic products marketers in Jordan.



**Figure 1.** Model of the study

# 1. LITERATURE REVIEW

## 1.1. Marketing mix

Marketing mix is stemmed from the single P (price) of microeconomic hypothesis. McCarthy (1964) offered the “marketing mix”, regularly alluded to as the “4Ps – price, product, promotion and place”, as methods for making an interpretation of marketing arranging into training. Marketing mix isn’t a logical hypothesis as highlighted by Goi (2009), however, only an applied structure that recognizes the central basic leadership management make in arranging their marketing strategies to suit customers’ needs. The apparatuses can be utilized to create both long-term relations with customers in a way that may be for the benefit of the organization. The possibility of the marketing mix is an indistinguishable thought from when mixing a cake. A bread cook will change the extents of fixings in a cake contingent upon the kind of cake he wishes to prepare. The extents in the marketing mix can be adjusted similarly and contrast from item to item. The marketing mix management world-view has overwhelmed advertising tools and techniques, since it was presented in 1940s (Kasabov, 2015). According to Goi (2009), marketing mix is defined as “the combination of all of the factors at a marketing manager’s command to satisfy the target market” (p. 3) while Borden (1964) long defined it as the set of variables that an organization chose to control in order to interfere with the customers’ purchasing decision and change its destination into the benefit of the organization.

Many researchers have spoken of the idea of marketing mix and its variables (4 Ps), which mainly refer to the following:

### 1.1.1. Price

Price doesn’t only refer to the income that the organization may reach through selling and promoting service and product, it also refers to the cost that the customer has to bear in order to get the needed service (Hisham & Hamzah, 2013).

### 1.1.2. Place

Place here refers to the distribution of the products and services through the physical and non-physi-

cal channels. According to Goi (2009), the place influences the turnout of customers towards purchasing a certain item or product.

### 1.1.3. Product

The product itself is the main attraction of customers, the degree of development that organizations apply on their products in order to suit their needs and the continuous development in the market may also influence to what degree customers are willing to purchase the product.

### 1.1.4. Promotion

The idea of promotion as a part of the 4Ps in the marketing mix refers to the group of communication strategies and tools that an organization employs in its marketing plans in order to deliver the message to the target segment of the customers. Promotion includes the tools of the public relations, sales forces, sales promotion and direct marketing (Rad et al., 2014).

## 1.2. CRM

The idea of CRM has developed over some time through an arrangement of activities, which have been coordinated towards enhancing business performance. CRM is an administration system that empowers an association to wind up client centered, create more grounded associations with its demographic and support the promotional aspect of the organization’s products and services. It helps sort out data about clients, deals, advertising viability, responsiveness and advertise patterns. In the present, CRM can be considered as the extreme answer for the clients and the associations. It has been demonstrated that connections at last characterize all measurements of an association’s aggressiveness: its system, way of life, strategies, development, productivity, and evaluation. CRM is a proactive administration methodology that is driven by an emphasis on benefit (Jayashree, Shojaee, & Pahlavanzadeh, 2011).

Chen and Popovich (2003) defined CRM as “a combination of people, processes and technology that seeks to understand a company’s customers; It is an integrated approach to managing relationships by focusing on customer retention and

relationship development” (p. 2). Mohammad and Rashed (2012), on the other hand, believed that “establishing a sustainable relationship with customers is the cornerstone for obtaining loyal customers who are much more profitable than non-loyal ones” (p. 220).

Sorayaei et al. (2014) argued that CRM considers clients not as strangers but rather as insiders to the business and intends to fabricate a long-term association with them. A high level of client contact, duty and management are along these lines basic highlights of CRM. From the time Henry Ford created large scale manufacturing, the attention has been on expanding production and decreasing unit costs. The concentration was on adhering to details of the product, and the management structures ordinarily lined up with product offerings and with item benefit and misfortune. Soliman (2011) defined CRM as “method of understanding the customer behavior through intense communication with him/her to improve the performance which is represented in attracting the customer, keeping him/her and increasing his/her loyalty and profitability” (p. 167). According to Mohammad et al. (2014), CRM is an on-going procedure of recognizing and making new relations clients and after that sharing the advantages of this over a lifetime of affiliation. It includes the understanding, concentrating and administration of on-going coordinated effort amongst providers and chosen clients for common esteem creation and sharing through reliance and hierarchical arrangement.

Also, Lindgreen and Shergill (2001) saw that the client is fundamental to any CRM activity. Presently, here we need to unmistakably recognize the client and shopper, as we tend to utilize these terms conversely. The client is the retailer, wholesaler, exchanger, while the shopper is the end-client of the item or administration. Both need break even with consideration of the organization. The clients’ experience with the organization’s workers can represent the deciding moment of a relationship and at last influence gainfulness, as CRM goes past unimportant fulfillment to responsibility.

### **1.2.1. CRM practices and strategies**

The thoughts and standards of CRM can be followed to the essential idea of Client Focus of TQM. Henceforth, clients are the most essential resourc-

es of any association and client center has turned into the basic objective for the association. Cost of drawing in another client is five times that of holding a fulfilled current client. CRM is a key part of holding the existing clients and winning new ones. Concentrating on client connections is accordingly a venture (Krasnikov, Jayachandran, & Kumar, 2009).

Many researchers have spoken of what can constitute the idea of CRM or what can the organization expect from applying CRM strategies and practices. In an overall research, it was found out that mostly five variables may have the ability to form the whole framework of the CRM practices in the organization. In another meaning, the variables, which constitute the framework of CRM are basically the same variables, which are related to the idea of service quality management, bearing in mind that the service quality level is the first and most important determinant of customer relationship management as according to Othman and Owen (2001), Dalayeen (2017), Prakoso (2017).

### **1.2.2. Responsiveness**

The concept of responsiveness in CRM refers to the ability of the organization to present prompt services for the customers at the time they are needed. According to Selvakumar (2015), responsiveness of the organization is very helpful in reaching a good degree of customer satisfaction and it also helps in managing customer relations in a well-built approach, given that it is based on presenting the service to the customer in a good quality, without inconvenience and with giving the customer the full attention.

### **1.2.3. Assurance**

Many definitions have come to appear regarding the concept of assurance, according to Agbor (2011), assurance is the possession of the basics of courtesy, etiquette and professionalism among employees in dealing with the customers. According to Cheserek, Kimwolo, and Cherop (2015), it was defined as the ability of employees to gain the customers trust and confidence through their possession of some of the important manners. However, it is seen that both definitions address each other in referring to the way employees approach customers and to what extent the employees of the organization have the ability to follow a certain

etiquette code in dealing with the customer in a way that guarantees their satisfaction. On the CRM level, assurance helps in giving employees an approach to deal with the customer in a way that helps in managing the relationship between them and the organization.

#### 1.2.4. Empathy

Empathy in CRM refers to a type of service quality dimension where employees in an organization have the ability to deal, address and approach the customers individually and give them their full attention and care through the process of dealing with them (Muala, 2016). In that sense, Al Dalayeen (2017) sees that empathy is all about being aware of the customers' expectations and being able to meet them, it is basically an approach that addresses customers as insiders not outsiders, meaning they are part of the organization and the employees have the ability to understand their needs individually and get them the service they expect.

#### 1.2.5. Customer relations

Agbor (2011) defined customer relations as the organization's ability to deliver a service to customers that is superior to the service that is presented by competitors. It means that the organization should manage their customers' relations through being aware of the nature of the same service that being presented by other competitors, their marketing strategies and plans, their CRM approaches and the way they deal with their customers. Selvakumar (2015) sees that customer relations is one of the most important CRM strategies that helps in increasing the competitive advantage of the organization, which leads to customer satisfaction; reaching customer satisfaction is a result of a good CRM. On the other hand, Al-Azzam (2017) referred to the idea of customer relations as in reference to the so called 'Customer Knowledge', which refers to "A dynamic combination of experience, value and insight information which is analyzed, interpreted, and converted to know how to exchange of knowledge between business organizations and their customers" (p. 183).

#### 1.2.6. Reliability

The concept of reliability refers to the organizations' ability to deliver the service to customers as

promised in a good quality, accurate time and with individual attention to each customer's needs (Al-Dalayeen, 2017). According to Munusamy, Chelliah, and Wainun (2010), reliability is not only being able to deliver the service as promised to the customer; it goes beyond that, it involves getting the service done in high quality from the first time in order to reduce the cost of time, in addition to that, it is about being able to solve any problem that appears through the time of delivering the service, deal with this problem and solve it without having the customer sensing anything wrong. Not to mention the ability to maintain an errors free record in terms of delivering services to the customers.

### 1.3. Marketing mix and CRM practices and strategies

In the present, very aggressive business world CRM can be considered as a definitive answer for both clients and organizations. It has been demonstrated that connections at last characterize all measurements of an organizations' aggressiveness: its technique, its way of life, its strategies, and its market share, not to mention its development, its income, and its evaluation. CRM is a proactive management system that is driven by an attention on benefit. CRM considers clients not as outsiders but rather as insiders to the business and intends to assemble a long-term association with them. A high level of client contact, responsibility and administrations are accordingly basic highlights of CRM.

According to Ramakrishnan (2006), the components of marketing mix (place, price, promotion and product) have an influence on the overall mental image that customers have regarding a certain brand or organization. Having this mental image built and updated, it is important now to deal with the people who hold this mental image – customers – and that is how the connection between marketing mix and CRM appears. Basically what happens is that marketing mix components attract the clients into paying attention to the product/service that an organization presents. After that, once the organization has the customers' attention, it is now important to take the needed steps into managing the customers' affair in order to guarantee their continuous dealing with the organization and at the same time be able to attract potential customers.



## 2. METHODOLOGY

The following section presented the methodological approaches' details, techniques and tools, which helped in developing the current study and gather the needed raw data for analysis.

### 2.1. Methodological approach

A quantitative approach will be followed in the current study in order to have the ability to either reject or accept the aforementioned hypotheses on which the current study was built. Basically, the quantitative approach is built on the retrieval of numbers and numerical data, which can be read and translated into words related to the main problem of the study. The quantitative approach in the current study gives it a deductive orientation, which refers to the process of developing a set of hypotheses from an already existing theory (Soiferman, 2010).

### 2.2. Tools of the study

Realizing the main aim of the study through the quantitative approach oriented the research towards employing the questionnaire as the main tool of the study. The questionnaire was built by the researcher; it consisted of two main parts where the first takes into account the demographic variables, while the other part involves the variables of the study as according to the model in Figure 1. The questionnaire was built based on Likert 5-point scale (strongly agree, agree, neutral, disagree and strongly disagree).

### 2.3. Population and sample

The population of the study refers to the human factor that forms the study and its interest. The population of the current study was all organic products markets in Jordan. The population wasn't that big given that the idea of organic products isn't that familiar yet in the country. However, the researcher has chosen a convenient sample of organic products marketers in Jordan, which included marketing managers from shops, which promote for organic products. The number of the sample in its final stage reached 44 marketing managers in 44 different organic products shops and centers in the Jordanian capital Amman.

After the application process, the researcher was able to retrieve 37 properly filled questionnaires, which gave a response rate of 84%, which is statistically acceptable.

### 2.4. Statistical processing

The following statistical processes were used in order to analyze the generated data of the study.

## 3. RESULTS

The current section presented the statistical analysis of the gathered data, which were employed to answer the questions of the study. The section is divided into two parts, the first took into account the demographic variables, while the other presented the sample answers to the paragraphs of the study.

### 3.1. Demographics

**Table 1.** Sample characteristics according to gender

	Sample	Frequency	Percent	Valid percent	Cumulative percent
Valid	Male	20	54.1	54.1	54.1
	Female	17	45.9	45.9	100.0
	Total	37	100.0	100.0	-

According to Table 1, it appeared that the majority of the sample, which answered the questions of the study, was males with a percentage of 54.1% and a frequency of 20 individuals. On the other hand, 45.9% of the sample was females with a frequency of 17 individuals. This result shows that more than half of the sample was males and gives an indication that the majority of workers within the chosen organizations were males more than females.

**Table 2.** Sample characteristics according to experience

	Sample	Frequency	Percent	Valid percent	Cumulative percent
Valid	2-5 years	8	21.6	21.6	21.6
	6-9 years	6	16.2	16.2	37.8
	10-13 years	12	32.4	32.4	70.3
	14+ years	11	29.7	29.7	100.0
	Total	37	100.0	100.0	-

Table 2 indicated that the majority of the sample, which answered the questionnaire, was within the experience of 10-13 years with a percentage of 32.4% and a frequency of 12 individuals, followed by individuals who enjoyed an experience of more than 14 years with a percentage of 29.7% and a frequency of 11 individuals. The results indicated that the sample of the study had the needed experience range to answer the questionnaire, but at the same time within a fairly young age that can help them in understanding the recent updates within the field of marketing.

**Table 3.** Sample characteristics according to position

	Sample	Frequency	Percent	Valid percent	Cumulative percent
Valid	Marketing manager	7	18.9	18.9	18.9
	Organic brand representative	27	73.0	73.0	91.9
	Sales manager	3	8.1	8.1	100.0
	Total	37	100.0	100.0	-

Table 3 shows the sample characteristics according to the variable of position; it was found out that 73% of the sample was individuals who represented an organic brand within the Jordanian market. The results indicated that individuals who were involved in the organic brands market were more understanding and participating in the questionnaire compared to marketing managers (18.9%) and sales managers (8.1%).

### 3.2. Paragraphs of the study

Examining Table 4, it can be seen that there is a positive attitude from participants towards the

**Table 4.** Descriptive statistics of study variables

Variables	N	Minimum	Maximum	Mean	Std. deviation
Place	37	1.80	5.00	4.0486	.67562
Product	37	3.00	5.00	4.1189	.54865
Promotion	37	2.50	5.00	3.9730	.62021
Price	37	1.80	5.00	4.1405	.71626
Reliability	37	2.75	5.00	3.7635	.65867
Responsiveness	37	3.00	5.00	3.6036	.87432
Assurance	37	2.00	5.00	3.5315	.88352
Empathy	37	1.00	5.00	3.4775	.91806
Customer relations	37	1.40	5.00	3.3892	.82589
CRM	37	2.44	5.00	3.5465	.75841
Mix	37	3.00	5.00	4.0754	.55486
Valid N (listwise)	37	-	-	-	-

above variables. This appeared through the mean of the paragraphs, which scored higher than 3.00 referring to the paragraph as a good indicator and there appeared no paragraphs, which were taken in a negative way by the participants. This is considered to be a good indication on the internal consistency of the questionnaire paragraphs and the degree of the paragraphs fitting the concept of the study as a whole.

It is worth to mention here that price came in the first rank of having a positive attitude with a mean of 4.14 referring to it as the strongest variable of all; followed by the variable of product, which scored the second rank with a mean of 4.11 as an influencer on the answers of the sample within the questionnaire.

### 3.3. Hypotheses testing

*Main hypothesis:* Marketing mix has a positive influence on the CRM practices among organic products marketers in Jordan.

**Table 5.** Model summary

Model	R	R-square	Adjusted R-square	Std. error of the estimate
1	.581	.338	.255	.65466

**Table 6.** ANOVA

Model	Sum of squares	df	Mean square	F	Sig.	
1	Regression	6.992	4	1.748	4.079	.009
	Residual	13.714	32	.429	-	-
	Total	20.707	36	-	-	-



Multiple regression was used to test this hypothesis, it was found that  $R$  (0.581) is the correlation between the marketing mix variables and the CRM practices variable. Also, it was found that the  $F$ -value of 4.079 is significant at 0.05 level. Thus, there is a statistically significant influence of marketing mix on the CRM practices within the organization.

The following presented the testing of the sub-hypotheses.

**3.3.1. Responsiveness**

Marketing mix has a positive influence on the responsiveness among organic products marketers in Jordan.

**Table 7.** Model summary

Model	R	R-square	Adjusted R-square	Std. error of the estimate
1	.511	.261	.169	.79694

**Table 8.** ANOVA

Model	Sum of squares	df	Mean square	F	Sig.
1 Regression	7.196	4	1.799	2.832	.041
1 Residual	20.324	32	.635	–	–
Total	27.520	36	–	–	–

Multiple regression was used to test this hypothesis, it is found that  $R$  (0.511) is the correlation between the marketing mix variables and the responsiveness variable. Also, it was found that the  $F$ -value of 2.832 is significant at 0.05 level. Thus, there is a statistically significant influence of marketing mix on the responsiveness variable of CRM.

**3.3.2. Assurance**

Marketing mix has a positive influence on the assurance among organic products marketers in Jordan.

**Table 9.** Model summary

Model	R	R-square	Adjusted R-square	Std. error of the estimate
1	.572	.328	.244	.76838

**Table 10.** ANOVA

Model	Sum of squares	df	Mean square	F	Sig.
1 Regression	9.209	4	2.302	3.900	.011
1 Residual	18.893	32	.590	–	–
Total	28.102	36	–	–	–

Multiple regression was used to test this hypothesis, it was found that  $R$  (0.572) is the correlation between marketing mix variables and the assurance variable. Also, it is found that the  $F$ -value of 3.9 is significant at 0.05 level. Thus, there is a statistically significant influence of marketing mix on assurance.

**3.3.3. Empathy**

Marketing mix has a positive influence on the empathy among organic products marketers in Jordan.

**Table 11.** Model summary

Model	R	R-square	Adjusted R-square	Std. error of the estimate
1	.542	.294	.206	.81822

**Table 12.** ANOVA

Model	Sum of squares	df	Mean square	F	Sig.
1 Regression	8.919	4	2.230	3.331	.022
1 Residual	21.423	32	.669	–	–
Total	30.342	36	–	–	–

Multiple regression was used to test this hypothesis, it is found that  $R$  (0.542) is the correlation between marketing mix variables and empathy variable. Also was found that the  $F$ -value of 3.331 is significant at 0.05 level. Thus, there is a statistically significant influence of marketing mix on empathy variable.

**3.3.4. Customer relations**

Marketing mix has a positive influence on the customer relations among organic products marketers in Jordan.

**Table 13.** Model summary

Model	R	R-square	Adjusted R-square	Std. error of the estimate
1	.510	.261	.168	.75327

**Table 14.** ANOVA

	Model	Sum of squares	df	Mean square	F	Sig.
1	Regression	6.398	4	1.600	2.819	.041
	Residual	18.157	32	.567	–	–
	Total	24.556	36	–	–	–

Multiple regression was used to test this hypothesis, it is found that *R* (0.51) is the correlation between marketing mix variables and customer relations variable. Also, it was found that the *F*-value of 2.819 is significant at 0.05 level. Thus, there is a statistically significant influence of marketing mix variables on the customer relations variable.

**3.3.5. Reliability**

Marketing mix has a positive influence on the reliability among organic products marketers in Jordan.

**Table 15.** Model summary

Model	R	R-square	Adjusted R-square	Std. error of the estimate
1	.709	.503	.440	.49270

**Table 16.** ANOVA

	Model	Sum of squares	df	Mean square	F	Sig.
1	Regression	7.850	4	1.963	8.085	.000
	Residual	7.768	32	.243	–	–
	Total	15.618	36	–	–	–

Multiple regression was used to test the main hypothesis, it was found that *R* (0.709) was the correlation between the independent variables and the dependent variable. Also, it was found that the *F*-value of 8.085 is significant at 0.05 level. Thus, there is a statistically significant influence of marketing mix variables on the reliability variable.

**3.4. Reliability test**

**Table 17.** Reliability statistics

Cronbach's alpha	N of items
.961	37

A reliability test was carried out using Cronbach's alpha. The result showed a value of 0.961 for the all

items, as well as alpha for each variable, is greater than accepted percent 0.60, which is a reasonable value indicating the tool consistency that enhanced its use for the study.

**4. DISCUSSION**

In going through the analysis of the study, it was found out that participants had a fairly positive attitude towards the overall concept of the study, given that their answers were above the acceptable mean of the statistical process, which rendered the study valid. The main aim in the current study was to examine the influence of marketing mix approach along with its 4 Ps (price, product, place and promotion) on the idea of CRM, including the variables of responsiveness, reliability, assurance, empathy and customer relations.

The main result of the study indicated that there is a positive influence of marketing mix variables on the CRM dimensions. In that sense, it can be understood through the results that the variables of CRM gathered can influence the degree of customer satisfaction and purchasing decision, when gathering it with a well-built approach of marketing mix Ps, the influence becomes more and more apparent reaching to the point that marketing mix does influence the customer relationship management.

This idea was determined by Prakoso et al. (2017) who argued that the variables of CRM can together form and influence the satisfaction of customers, in that sense, the influence of marketing mix scheme can be seen through the influence of the 4 Ps on customer, which draws the connection between both. On the other hand, Felix (2017) noted in his study that the variables of CRM are part of the service quality dimensions, which altogether can influence the mental image of a customer towards a certain brand, service or product; so, basically, when an organization manages the marketing mix approaches of price, promotions, place and product; they are mainly influencing the ways of managing the service from one side and the satisfaction and loyalty from the other.

Through the analysis, it was found that among the chosen variables of the marketing mix di-

mensions, price appeared to be the most influential factor that may influence the dimensions of CRM. This indicated that prices are one of the sensitive areas, which the organization can manipulate to ease the process of customer management through increasing their satisfaction. This idea was talked in a study by Bitran, Oliveira, and Schilkrut (2017); the authors argued that managing customers will be much easier in case the organization had the needed knowledge on the influence of pricing and at the same time the role of service quality on customers. On the same track, Cheserem (2016) argued that not only the price, but also the location of the goods, its quality can also help in what is called the

customer preposition, it has a deep influence on attracting customers and manage their relationship with the brand itself.

Felix (2017) also noted to the role of price as one of the service quality dimensions that can influence the attitude of customer, this influence and change in the customers' attitude can make a difference in the way the management tackles its relations with customers, Felix (2017) adds that it is not only the price that influences how the organization manages its relations with the customers, there is also the physical location of the product/brand, and the appearance of this product in terms of the packing, quality and content.

---

## CONCLUSION AND RECOMMENDATIONS

The current section presented the conclusion, which was reached by the researcher in accordance with the aforementioned results of the study. The conclusion will connect the results with the literature review of the study, and it will be followed by the recommendations, which appeared through the process of discussing the results.

### Conclusion

The current study aimed at examining the influence of marketing mix 4 Ps (price, place, promotion and product) on the CRM variables (responsiveness, reliability, empathy, customer relations and assurance). Through the quantitative approach, the researcher distributed a questionnaire on a total of 37 individuals who ranged between marketing managers, sales, and representatives. The results of the study indicated that there is a positive influence from participants towards the variables of the study; this was seen through the mean of the variables, which scored higher than 3.

Looking at the results of the study, it was seen that price is the most influential variable of the marketing mix that can influence the CRM strategies. The importance of price rises from the fact that it is one of the aspects that influences the level of customers' attraction towards a certain product or service, given that they tend to care of the cost they have to bear in getting this service. Based on that, organizations tend to give much emphasis on the idea of prices, which can appear in different forms like discounts, offers and holiday seasons.

Following the variable of price came the variable of product, which refers to the product specifications and to what degree it can be seen as matching the customers' expectations. It appeared that customers tend to give more attention to the product itself compared to promotion and place, this can be attributed to the fact that there is now the concept of online purchasing and the fact that a customer can pick whatever they need online and have delivered the comfort of their own houses, that is why the place is no longer an important issue compared to the other variables. As for the promotion, customers tend to build their relationship to a certain brand or organization, they reach a state where they no longer are of the promotional procedures that the organization follows to attract them as long as they are satisfied with the service they get.

## Recommendations

Based on the conclusion of the study, it is recommended:

- 1) to increase the level of awareness regarding organic products marketing strategies among the marketing managers in Jordan;
- 2) it appeared through the analysis that marketing managers within the organic production field lack the needed skills in marketing and promoting for the organic products in Jordan in accordance with the orientation of the Jordanian consumers;
- 3) there is a need to increase the awareness of the importance of organic and healthy foods in the Jordanian market, as it appeared that there is a lack in understanding the difference between regular and organic foods;
- 4) it important to note that there is a difference between the marketing plans that are followed in promoting for regular foods and organic foods in Jordan.

## REFERENCES

1. Agbor, J. M. (2011). *The Relationship between Customer Satisfaction and Service Quality: a study of 2three Service sectors in Umeå* (Master Thesis, Umeå School of Business).
2. Al Dalayeen, B. (2017). Impact of Customer Relationship Management Practices on Customer's Satisfaction in Jordan Ahli Bank and Bank Al-EtiHAD. *Journal of Service Science and Management*, 10(01), 87.
3. Al Muala, A. (2016). The Effect of Service Quality Dimensions on Customers' loyalty Through Customer Satisfaction in Jordanian Islamic Bank. *Economic and Social Development: Book of Proceedings*, 8(6), 348. <https://doi.org/10.5539/ijms.v8n6p141>
4. Azzam, K. (2014). The Impact of Customer Relationship Management on Customer Satisfaction in the Banking Industry – A Case of Jordan. *European Journal of Business and Management*, 6(32), 99-112. Retrieved from <https://www.iiste.org/Journals/index.php/EJBM/article/view/16867>
5. Bitran, G. R., Rocha e Oliveira, P., & Schilkrut, A. (2008). *Managing customer relationships through price and service quality*. Retrieved from <http://dx.doi.org/10.2139/ssrn.1264933>
6. Borden, N. H. (1964). The concept of the marketing mix. *Journal of advertising research*, 4(2), 2-7.
7. Brei, V. A., d'Avila, L., Camargo, L. F., & Engels, J. (2011). The influence of adaptation and standardization of the marketing mix on performance: A meta-analysis. *BAR-Brazilian Administration Review*, 8(3), 266-287. <https://doi.org/10.1590/S1807-76922011000300004>
8. Chen, I. J., & Popovich, K. (2003). Understanding customer relationship management (CRM) People, process and technology. *Business process management journal*, 9(5), 672-688. <https://doi.org/10.1108/14637150310496758>
9. Cheserek, L. K., Kimwolo, A. K., & Cherop, F. (2015). Effect of quality financial services on customer satisfaction by commercial banks in Kenya. *International Journal of Humanities and Social Science*, 5(7), 102-112. Retrieved from [http://www.ijhssnet.com/journals/Vol\\_5\\_No\\_7\\_July\\_2015/13.pdf](http://www.ijhssnet.com/journals/Vol_5_No_7_July_2015/13.pdf)
10. Cheserem, E. (2016). *The Influence of Marketing Mix Strategies on Customer Loyalty in Fast Food Restaurants In Nairobi* (Master Thesis). Kenya, University of Nairobi.
11. Chumaidiyah, E. (2014). *The Marketing Mix Strategy in Influence to the Competitive Advantage* (pp. 7-9). Proceedings of the 2014 International Conference on Industrial Engineering and Operations Management.
12. Goi, C. L. (2009). A review of marketing mix: 4Ps or more? *International journal of marketing studies*, 1(1), 2. <https://doi.org/10.5539/ijms.v1n1p2>
13. Hashim, N., & Hamzah, M. I. (2014). 7Ps: A Literature Review of Islamic Marketing and Contemporary Marketing Mix. *Procedia-Social and Behavioral Sciences*, 130, 155-159. <https://doi.org/10.1016/j.sbspro.2014.04.019>
14. Işoraité, M. (2016). Marketing Mix Theoretical Aspect. *International Journal of Research-Granthaalayah*, 4(6), 25-37. <http://dx.doi.org/10.5281/zenodo.56533>
15. Jayashree, S., Shojaee, S., & Pahlavanzadeh, S. (2011). A critical analysis of Customer Relationship Management from strategic perspective. 2010 *International Conference on E-business Management and Economics*, 3, 340-345. IACSIT Press, Hong Kong. Retrieved from <https://www.semanticscholar.org/paper/A-critical-analysis-of-Customer-Relationship-from-O%C4%9Fuzo%C4%9Flu-Shojaee/cf6ec3e455ce6142e1fc6ee4f2a726cae8b8844>



16. Kasabov, E. (2015). *Marketing Mix*. Wiley Encyclopedia of Management.
17. Katana, M. J. (2014). *The Influence of Marketing Mix Variables on Consumer Buying Behavior of Insecticides Treated Bed Nets in Nairobi County* (Master Thesis). University of Nairobi.
18. Krasnikov, A., Jayachandran, S., & Kumar, V. (2009). The impact of customer relationship management implementation on cost and profit efficiencies: evidence from the US commercial banking industry. *Journal of marketing*, 73(6), 61-76. Retrieved from [https://www.jstor.org/stable/20619059?seq=1#page\\_scan\\_tab\\_contents](https://www.jstor.org/stable/20619059?seq=1#page_scan_tab_contents)
19. Lindgreen, A., & Shergill, G. (2001). *The Financial Impact of CRM Programmes*. Retrieved from <http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.619.8001&rep=rep1&type=pdf>
20. Moghaddam, F. M., & Foroughi, A. (2012). The influence of marketing strategy elements on market share of firms. *International Journal of Fundamental Psychology and Social Sciences*, 2(1), 19-24. Retrieved from <https://www.techrepublic.com/resource-library/whitepapers/the-influence-of-marketing-strategy-elements-on-market-share-of-firms/>
21. Mohamad, S. H., Othman, N. A., Jabar, J., Majid, I. A., & Kamarudin, M. F. (2014). The Impact of Customer Relationship Management on Small and Medium Enterprises Performance. *The Journal of Technology Management and Technopreneurship (JTMT)*, 2(2).
22. Mohammed, A. A., & Rashid, B. (2012). Customer Relationship Management (CRM) in Hotel Industry: A framework proposal on the relationship among CRM dimensions, Marketing Capabilities, and Hotel performance. *International Review of Management and Marketing*, 2(4), 220. Retrieved from <https://www.econjournals.com/index.php/irmm/article/view/297>
23. Munusamy, J., Chelliah, S., & Mun, H. W. (2010). Service quality delivery and its impact on customer satisfaction in the banking sector in Malaysia. *International Journal of Innovation, Management and Technology*, 1(4), 398-404. Retrieved from [https://www.researchgate.net/publication/303238622\\_Service\\_quality\\_delivery\\_and\\_its\\_impact\\_on\\_customer\\_satisfaction\\_in\\_the\\_banking\\_sector\\_in\\_Malaysia](https://www.researchgate.net/publication/303238622_Service_quality_delivery_and_its_impact_on_customer_satisfaction_in_the_banking_sector_in_Malaysia)
24. Osunde, C. (2014). A study on customer relationship management practices in selected commercial banks with reference to Nigeria. *Journal of Entrepreneurship & Organization Management*, 3(2), 2-6. <http://dx.doi.org/10.4172/2169-026X.1000117>
25. Othman, A., & Owen, L. (2001). Adopting and measuring customer service quality (SQ) in Islamic banks: a case study in Kuwait finance house. *International journal of Islamic financial services*, 3(1), 1-26. Retrieved from [https://www.researchgate.net/publication/266608520\\_Adopting\\_and\\_measuring\\_customer\\_service\\_quality\\_SQ\\_in\\_Islamic\\_banks\\_A\\_case\\_study\\_in\\_Kuwait\\_finance\\_house](https://www.researchgate.net/publication/266608520_Adopting_and_measuring_customer_service_quality_SQ_in_Islamic_banks_A_case_study_in_Kuwait_finance_house)
26. Prakoso, A., Wulandari, R., Trisnawati, N., Soesatyo, Y., Fitriyati, D., Rachmawati, L., Kurniawan, R., Dewi, R., Ghofur, M., Kirwani, N., Hakim, L., Marlina, N., Widayati, I., Hapsari, A., Solichin, M., & Andriansyah, E. (2017). Reliability, Responsiveness, Empathy, and Tangible: Still Can Satisfy the Customer. *International Journal of Business and Management Invention*, 6(3), 68-75. Retrieved from [https://www.researchgate.net/publication/316922376\\_Reliability\\_Responsiveness\\_Assurance\\_Empathy\\_And\\_Tangible\\_Still\\_Can\\_Satisfy\\_The\\_Customer](https://www.researchgate.net/publication/316922376_Reliability_Responsiveness_Assurance_Empathy_And_Tangible_Still_Can_Satisfy_The_Customer)
27. Pungnirund, B. (2013). The Influences of Marketing Mix on Customer Purchasing Behavior at Chatuchak Plaza Market. *International Journal of Social, Human Science and Engineering*, 7(8), 629-630. Retrieved from <https://zenodo.org/record/1086759#.XQoOvegzaUk>
28. Rad, H. S., Akbari, Z., Ghorabi, M., & Motevaselian, M. (2014). The Role of Brand and Advertising in Marketing Mix (A Review of Marketing Mix). *Interdisciplinary journal of contemporary research in business*, 6(7), 114-127.
29. Ramakrishnan, D. (2006). *CRM and 4 P's of Marketing* (National Seminar on Customer Relationship Management). Retrieved from <https://ssrn.com/abstract=1751648>
30. Selvakumar, J. J. (2016). Impact of service quality on customer satisfaction in public sector and private sector banks. *Purushartha: A Journal of Management Ethics and Spirituality*, 8(1), 1-12. Retrieved from [https://www.researchgate.net/publication/282916523\\_Impact\\_of\\_Service\\_Quality\\_on\\_customer\\_satisfaction\\_in\\_public\\_sector\\_and\\_private\\_sector\\_banks](https://www.researchgate.net/publication/282916523_Impact_of_Service_Quality_on_customer_satisfaction_in_public_sector_and_private_sector_banks)
31. Singh, M. (2012). Marketing mix of 4P's for competitive advantage. *Journal of Business and Management*, 3(6), 40-45. <http://dx.doi.org/10.9790/487X-0364045>
32. Soiferman, L. K. (2010). *Compare and Contrast Inductive and Deductive Research Approaches*. Retrieved from <https://eric.ed.gov/?id=ED542066>
33. Soliman, H. S. (2011). Customer relationship management and its relationship to the marketing performance. *International journal of business and social science*, 2(10).
34. Sorayaei, A., Valiollahi, H., Zadeh, M., Ghoryshian, S., & Dinari, A. (2014). Impact of customer relationship management (CRM) on marketing performance: A case study in Mellat bank of Mazandaran Province. *European Online Journal of Natural and Social Sciences: Proceedings*, 2(3), 2612. Retrieved from <http://european-science.com/eojnss/article/view/1533>
35. Sulaiman, M. A., Abdullah, M. A., & Ridzuan, A. (2014). Customer relationship management (CRM) strategies practices in Malaysia retailers. *Procedia-Social and Behavioral Sciences*, 130, 354-361. <https://doi.org/10.1016/j.sbspro.2014.04.042>
36. Wahab, N., & Abu Hassan, L. (2015). *The Influence of Marketing Mix and Customer Satisfaction on Customer Loyalty among Hijab Consumers*. Retrieved from [http://cpps.uitm.edu.my/images/documents/ABRIJ5\\_p70-76.pdf](http://cpps.uitm.edu.my/images/documents/ABRIJ5_p70-76.pdf) (accessed on November 14, 2017).