



The Impact of Electronic Customer Relationship Management on Customer Satisfaction in Turkey

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Abstract

This study examines the impacts of E-CRM features on customer satisfaction and perceived usefulness as a mediator variable within e-commerce sector of Turkey. E-commerce businesses are operating in constantly changing environment and trends, thus E-CRM features may serve not only as a way for maintaining stable relationship with customers, but as tool for gaining competitive advantage that leads to customer satisfaction. Within the framework of this study quantitative research methods were applied. Primary data from 210 respondents has been collected through self-administered, Likert type online survey. Research model constructs were evaluated and analysed with a help of confirmatory factor analysis (CFA) and structural equational model (SEM). The findings of the study indicated that E-CRM features represented in current research (complaint handling, communication, information content, security and privacy) demonstrate both direct and indirect impact (through perceived usefulness variable) on customer satisfaction.

Keywords: E-CRM; e-commerce; customer satisfaction; perceived usefulness; Turkey.

1. Introduction

The e-commerce has not only brought changes to the way how businesses operate, but created new companies, organizational structures and opportunities (Lee, 2001). Consequently, the companies have to reconsider the way they interact with customers (Yoon et al., 2008). Mentioned changes stimulated a need for contemporary competitive advantage to cope with customer relationship online. It became vital for businesses to be able to follow up on e-commerce activities that sometimes may require prompt and customized reaction or response independent from set standard timeframe. Especially, the difficulty of supporting diverse customer base from different access channels in a high speed and quality manner has become a new challenge. In order to meet customer needs and wants the businesses should sustain solidarity within all available channels (e.g. e-mails, web, hotline, web form etc.) as well as within all units that engage with customers (e.g. marketing, sales, service etc.) (Pan and Lee, 2003).

Nowadays customers have a kind of authority that makes companies base most of their development, marketing and strategic activities around them. Internet has upgraded customer relationship management (CRM) into more interactive environment where existing and new relationships with customers can be shaped and enhanced (Tavana et al., 2013). CRM as its core



comprises strategies, technology and practices used by companies to stay connected, engaged to their current and potential customers (Kulpa, 2017). Encouraging the customers to be proactive in sharing their feedbacks is alternative strategy to measure satisfaction level and stimulate loyalty (Dishman, 2014). Efficiently implemented CRM may help companies to gain a competitive advantage which further serves as a tool to inhibit consumer-switching behaviour. The significance of successful CRM establishment is enhanced in e-commerce since it is harder to obtain customer loyalty in a given sector (Kımlıoğlu and Zaralı, 2009). With introduction of e-commerce and internet-based services customer relationship has been carried out to the next level known as electronic customer relationship management (E-CRM). E-CRM is more interactive, useful, effective and with higher sense of personalization. Besides, it is more affordable both for companies and clients (Khalifa and Shen, 2005).

The main purpose of this research is to examine the impacts of E-CRM features (complaint handling, information content, communication, security and privacy) on customer satisfaction and perceived usefulness as a mediator variable within e-commerce sector of Turkey. E-commerce in Turkey is continuously growing and expected to be an integral part of the consumer's life. Furthermore, 30-35% increase is anticipated within the sector in 2018 (Ecommerce News Europe, 2018). Expecting dramatic growth Turkish e-retailers should be aware of E-CRM importance to ensure customer satisfaction in highly competitive environment.

2. Theoretical Background

E-CRM: In the study about E-CRM application within telecommunications field Blery and Michalakopoulos (2006) stated that E-CRM is the finest tool to provide in-depth information about complex services designed to satisfy customers. At its core the CRM is a business strategy that provides the integrity within all units of the company that are interacting with customers specifically via integration of technology, process and people (Chen and Popovich, 2003). While, E-CRM is widening common CRM processes by integrating innovative technology of e-channels and merges them with e-commerce applications into company's general customer relationship management strategy (Kennedy, 2006). As a result, CRM can be considered as constituent part of E-CRM. Despite of the size and nature of the industry E-CRM provides an equal opportunity to all the companies to build individual relationship with customers. E-CRM features are able to generate great value by gathering, sorting and distributing customer information. The main concept of E-CRM lies within comprehending the customer profile, products or services that they are interested in as this is the only way to satisfy their wants (Pan and Lee, 2003). According to Feinberg and Kadam (2002) E-CRM features do not impact customer satisfaction at the same extent. For this reason, each company should identify individually E-CRM aspects which determine satisfaction of their customers. Feinberg and Kadam (2002) contrasted the importance of 42 E-CRM features with their availability in the website highlighting following aspects that deserve certain attention of e-retailers: communication tools, complaining ability, privacy concerns and product customization.

Customer Satisfaction: Customer satisfaction plays an important role within marketing activities and assumed to be its main outcome. The concept of customer satisfaction concentrated on generating profits by satisfying needs and wants of the customers (Churchill Jr and Surprenant, 1982). According to classification of the satisfaction concept, satisfaction can be approached by conceptual criterion and referential criterion. Conceptual criterion outlines the satisfaction via processes and consumer responses types, while referential criterion represents aspects of the conditions where these responses and processes take place (Liébana-Cabanillas et al., 2013). Based on the review of customer satisfaction researches Szymanski and Henard (2001) highlighted three consequences of customer satisfaction: complaining behaviour, negative

WOM (word of mouth) behaviour and repeat purchasing. The study conducted by Moezzi et al. (2012) demonstrated that the company which invested in E-CRM experienced higher customer satisfaction level rather than those who did not. It can be related to the fact that E-CRM serves as a tool for presenting its service to the customers. Khan and Khawaja (2013) also state that E-CRM increases customer satisfaction and a result leads to customer loyalty. In general, customer relationship management and customer satisfaction relationship is a topic of interest in many countries. The study made in USA found that CRM application enhances customer knowledge and as a result shared customer knowledge with supply chain partners improves customer satisfaction (Mithas et al., 2005). Another study from Greece conducted within the scope of mobile telephony users demonstrated that the customer care part of CRM plays an important role in predicting customer satisfaction (Santouridis and Veraki, 2017). Study from Pakistan in oil industry also demonstrated that CRM has significant impact on the customer satisfaction (Hassan et al., 2015).

3. Theoretical Model and Hypotheses Formulation

As it is described in Figure 1 this research proposes a multiple regression model to examine the impact of E-CRM features on customer satisfaction and perceived usefulness as well as the impact of perceived usefulness on customer satisfaction. Based on the review of related literature the fundamental constructs of the model were determined and their relationships were depicted.

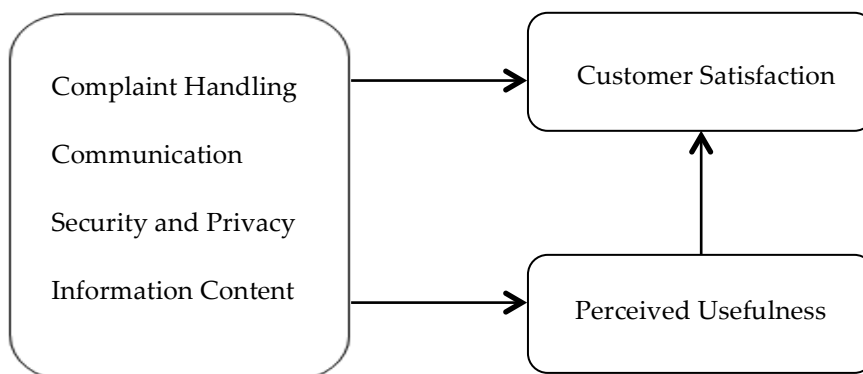


Figure 1. Research Model

Complaint Handling: According to Varela-Neira et al. (2010) companies should continuously enhance customer satisfaction as it has impacts on other behaviours that lead to valuable benefits. Loyalties motivate repurchase intentions of the customers, increase sales level and reduce price sensitivity. Yet, service failures are inevitable and companies should be able to provide a solution to decrease damage level as fast as possible (Komunda and Osarenkhoe, 2012). Thereby, in case of failure sufficient complaint handling is important to achieve customer satisfaction. Aydin and Özer (2005) included complaint handling to Turkish customer satisfaction index model (TCSI). The results of the study demonstrated that there is a significant impact of complaint handling strategies on customer satisfaction. Estelami (2000) examined three dimensions of complaint handling: compensation, employee behaviour and promptness. Based on the findings of the study compensatory procedures used for complaint handling tend to lead to satisfactory outcomes in a larger extent. Hence, the recovery strategies intended to prevent dissatisfaction of the customers should include following solutions: refunds, repair, replacement and post-service.



Electronic complaint handling forms mostly used by online shoppers and for prosperity of complaint handling mechanism it is important to make sure that users do accept designed process flow. Accordingly, e-retailers should consider their complaint handling system carefully as if shoppers will not like it, they might easily switch to other e-retailers without even expressing dissatisfaction (Chin, 2016). As per research conducted by Liang et al. (2012) perceived care from customer services had significant influence on perceived usefulness. Based on this outcome, authors concluded that perceived care is effective measure for explaining perceived usefulness. Sometimes in the literature complaint handling mentioned as part of service quality. Service quality is comprised of several processes that are dedicated for improvement of customer experience. As in online shopping shoppers lack physical contact, service quality is very important. Moreover, components of service quality have significant impact on perceived usefulness of the website (Ahn et al., 2004). In consequence of discussion above, following set of hypotheses has been formulated:

Hypothesis 1: Complaint handling as E-CRM feature has a positive impact on customer satisfaction

Hypothesis 2: Complaint handling as E-CRM feature has a positive impact on perceived usefulness

Communication: According to Jun et al. (2004) e-retailers should focus on providing customized services to the customers. For this reason, it is crucial for them to have sufficient number of employees in order to respond to the customers' requests through e-mails, telephone calls and other CRM tools. Besides, customer representatives should track customer behaviour of online customers and suggest a help if needed. It is recommended for the websites to offer various communication channels other than e-mail (Santos, 2003). Communication is one of the factors that ensure the base for customer relationship building and internet provides new aspects of it. The main goal of customer support services that maintains communication is improving the value of customer engagement and by doing so to enhance the customer satisfaction (Rowley, 2004). The study of Park et al. (2015) demonstrated that electronic customer interactions increases perceived service quality which leads to customer satisfaction and customer loyalty respectively.

Monzavi et al. (2013) examined the factors that impact perceived ease of use and perceived usefulness externally, based on user experience during new software adoption process. The findings of the study demonstrated positive impact of communication channels on perceived usefulness. According to Hai and Kazmi (2015) while shopping online customers might need more detailed information, for this reason it is vital to provide timely communication. If seller fails to do so, shoppers may easily switch to another website. Wu et al. (2010) in exploratory study about online baking adoption also highlights importance of knowledge and support provided to the customers. It has been discussed that support is required through interactive communication channels within any stage where customer might lack knowledge (e.g. registration). Based on obtained results within research, knowledge and support demonstrated significant correlation with perceived usefulness. Consequently, following set of hypotheses has been formulated:

Hypothesis 3: Communication as E-CRM feature has a positive impact on customer satisfaction.

Hypothesis 4: Communication as E-CRM feature has a positive impact on perceived usefulness.

Security and Privacy: Regression analysis of Szymanski and Hise (2000) depicted statistically significant impact of financial security on e-satisfaction. Study showed that financial security is one of the initial concerns that online shoppers have while purchase decision making.



Likewise, the research of Dharmesti and Nugroho (2013) showed that security or privacy gives a significant influence on online customer satisfaction. Behjati et al. (2012) also revealed significant relationship between security or privacy and customer satisfaction.

Fortes and Rita (2016) studied the effects of the privacy concerns on online shopper's behaviour concerning purchases. The results of the empirical research supported that there is negative effect of privacy concerns on perceived usefulness. According to Chen and Wu (2017) security and privacy issues impact the confidence level of the online shoppers. Findings of their study demonstrated significant impact of the trust on perceived usefulness. Consequently, following set of hypotheses has been formulated:

Hypothesis 5: Security and Privacy as E-CRM features have a positive impact on customer satisfaction.

Hypothesis 6: Security and Privacy as E-CRM features have a negative impact on perceived usefulness

Perceived Usefulness: Perceived usefulness is significant part of Technology Acceptance Model proposed by Davis (1989) and refers to decision about using or not using an application based on perception of the users about improvement in performance it may bring. Based on the conducted survey among 178 electronic services users by Naidoo and Leonard, (2007) it was demonstrated that perceived usefulness is a main determinant of continuance intentions. Therefore, it is recommended for e-retailers to measure the usefulness of the websites comparing to competitors. Especially it is important to make this kind of analysis at early stages based on customer feedbacks. At the same time e-retailers need to make sure that necessary information is being shared in proper manner with their users regarding offered and proposed benefits as well as highlighting their advantages (Naidoo and Leonard, 2007). Casaló et al. (2008) and Vinerean (2013) acknowledged the impact of perceived usefulness on satisfaction. Lin and Sun (2009) concluded that technology acceptance model factors (perceived usefulness and perceived ease of use) have a positive impact on electronic satisfaction and electronic loyalty of the customers. For this reason it is important for e-retailers to ensure that the website is user-friendly in order to have a positive impact on purchasing behaviour of the customers. The website features and functions should create an environment where users will be able to save both time and effort that as a result leads to customer satisfaction and loyalty. Accordingly, following hypothesis has been proposed:

Hypothesis 7: Perceived usefulness has positive impact on customer satisfaction.

Information Content: There are many differences between online and traditional shopping and the most important distinction is the fact that e-shoppers do not have a physical touch to the products. For this reason, assessment and decision making of e-shoppers are made based on product information provided in the webpage which includes images, pictures, media files, product description and sometimes model parameters (Park and Kim, 2008).

E-retailers may provide certain customization options like saving customers' personal details and track and trace system for shipments. Saving customer's personal details will simplify order placing process for upcoming orders, while track and trace system provides an opportunity to identify the location of the shipment 24 hours a day. Another important point is making sure that the website is simple in navigation in order to trigger positive sense of usefulness (Lin and Sun, 2009). In online shopping customers have wide range of information with product or service descriptions before making a purchase. With advance technologies customers are able to get recommendations, feedback of other shoppers and apply suitable filters. As online shoppers are not able to experience physical touch, they rely on product



information. However, as this information is easy accessible it turned into advantage over brick-and-mortar business models. Some shoppers use the information provided in websites (price comparison, sales etc.) to make purchases in physical stores. As a result, in-depth information positively impacts intentions to shop online via perceived usefulness. The usefulness of the information determines purchase decision of online customers (Cho and Sagynov, 2015). Zhou (2011) indicated information quality as one of the important factors that impact the success of mobile website adoption. The results of the research revealed significant effect information quality on perceived usefulness and this is in line with the study of Ahn et al. (2007). Thereby, following hypothesis has been formulated:

Hypothesis 8: Information Content as E-CRM feature has a positive impact on perceived usefulness.

4. Research Methodology

Instrument development. The online questionnaire used in this study composed of five-point Likert scale (ranging from strongly disagree to strongly agree and from not at all and to a large extent) adapted from previous studies. The scale items for customer satisfaction were derived from Chou et al. (2015). The scale items for complaint handling were derived from Lee-Kelley et al. (2003). The scale items for information content were derived from Chou et al. (2015), Cai and Jun (2003) and Pandey and Chawla (2018). The scale items for communication were derived from Wang (2008) and Demangeot and Broderick (2016). The scale items for perceived usefulness were derived from Davis (1989) and Ramayah and Ignatius (2005). The scale items for security and privacy were derived from Chou et al. (2015) and Huseynov and Yıldırım (2016). Wording of the scale items was adapted according the scope of the study.

Data collection and sample size. The data for this research was collected through online survey that was available both in Turkish and English languages. This study used non-probability convenience sampling method for data collection. Thereby all the respondents were selected according to the easiness of access. Pallant (2013) highlighted that multiple regression techniques require large sample size for generalization purposes and recommends using following formula proposed by Tabachnick and Fidell (2007): $N > 50 + 8m$ (N = sample size, m = number of independent variables). Based on this formula required sample size for current research is $N > 82$ (number of independent variables equals to four). On other hand, according to Hoelter's index, sufficient sample size for SEM method should exceed 200 as it represents the data in an adequate way (Byrne, 2010). Thus, current research intended to obtain at least 200 responses to meet both requirements mentioned above.

Statistical techniques. The statistical techniques that were applied to current research are: Confirmatory Factor Analysis (CFA) and Structural Equational Model (SEM). With a help of CFA relationship between the factors as well as their observed variables can be measured (Byrne, 2010). SEM provides an ability to test the theories in a quantitative manner and relies on error factor. The main difference that exists between CFA and SEM is the fact that CFA concentrates on latent and observed variables relationship, while SEM covers structural path among focus (latent) variables. CFA can stand out as a solely analysis as well as part of SEM (Harrington, 2009). IBM SPSS version 21 and IBM SPSS AMOS version 22 statistical software were used for data analysis.

5. Data Analysis

Respondent profile. The sample for current study consisted of 210 responses. 48.1% of the respondents were male and 50.9% of the respondents were female. The age of survey participants varied between 18 and 43 years, whereas the mean age was 31 years. Most of the



participants (65.2%) have bachelor’s degree (Table 1). 62% of the respondents prefer smart phone to access the internet. For 74.8 % of the respondents clothing was an item purchased online. The most preferred online stores for clothing among Turkish shoppers within the scope of this study are as follows: Trendyol (27%), LC Waikiki (11%) and Zara (7%).

Table 1. Demographic Profile of Respondents

Demographics Profile		Frequencies	Percentage (%)
Gender	Male	101	48,1
	Female	107	50,9
Age	18-20	11	5,2
	21-30	139	66,2
	31-40	34	16,2
	41 and above	9	4,3
Education	Bachelors	137	65,2
	Masters	56	26,7
	PhD	4	1,9
	Other	11	5,2

Note: Percentages may not sum up to 100% due to missing data

Validity and Reliability assessment. For conducting CFA, it is important to ensure reliability, convergent and discriminant validity. Table 2 depicts the resume of validity and reliability assessment conducted for this research. It was carried out based on Correlations and Standardized Regression Weights tables withdrawn with a help of AMOS software. Convergent validity has been established and evidenced by AVE that is above 0.5. The reliability has also been established and evidenced by CR which is above 0.7. In general discriminant validity has been revealed as well and evidenced by MSV being less AVE, except Complaint Handling (CH) where slight fluctuation took place (as MSV and AVE difference for this factor was insignificant, this flaw was not taken into consideration).

Table 2. Resume of Validity and Reliability Assessment

	CR	AVE	MSV	MaxR(H)	PU	CS	CH	IC	COM	S&P
PU	0.814	0.687	0.494	0.824	0.829					
CS	0.885	0.658	0.370	0.893	0.482	0.811				
CH	0.753	0.504	0.526	0.758	0.602	0.584	0.710			
IC	0.855	0.598	0.465	0.866	0.564	0.608	0.614	0.773		
COM	0.841	0.574	0.526	0.866	0.703	0.551	0.725	0.650	0.757	
S&P	0.885	0.660	0.465	0.903	0.394	0.569	0.541	0.682	0.647	0.813

Collinearity assessment. For data screening purposes current study has conducted collinearity assessment for each factor. The collinearity takes place when different independent variables happen to measure the same thing, and this is not desirable. Based on obtained results through linear analysis, multivariate collinearity issues were not found (Tolerance values >.10 and VIF < 10).

CFA. While conducting CFA (Figure 2) analysis there were 231 distinct sample moments identified which refers to the number of elements available in sample covariance matrix. 60 parameters were estimated which is leaving 171 degrees of freedom. With Chi-square value of 282.275 the probability level equals to 0.000. Having $\chi^2/df = 1,651$; RMSEA = 0.056; PCLOSE =



0.201; SRMR = 0.0496; GFI = 0.890; AGFI = 0.851; CFI = 0.958 demonstrates good fit according to collected data within this study (Table 3).

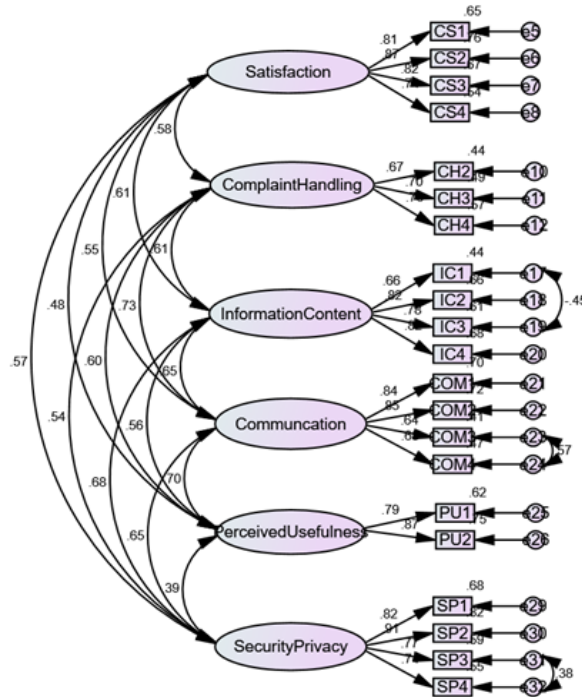


Figure 2. Confirmatory Factor Analysis

Table 3. Model Fit Analysis for CFA

Measure	Result
Chi-square/df (cmin/df)	1.651
p-value	0.000
CFI	0.958
GFI	0.890
AGFI	0.851
SRMR	0.0496
RMSEA	0.056
PCLOSE	0.201

In order to examine hypotheses global (model fit and R-squared) and local (p-value) tests been conducted through Structural Equation Modeling (Figure 3). Model fit statistical results conducted for structural equation model had following results: Having $\chi^2/df = 1,651$; RMSEA = 0.056; PCLOSE = 0.201; SRMR = 0.0496; GFI = 0.890; AGFI = 0.851; CFI = 0.958. The obtained results refer to goodness-of-fit.

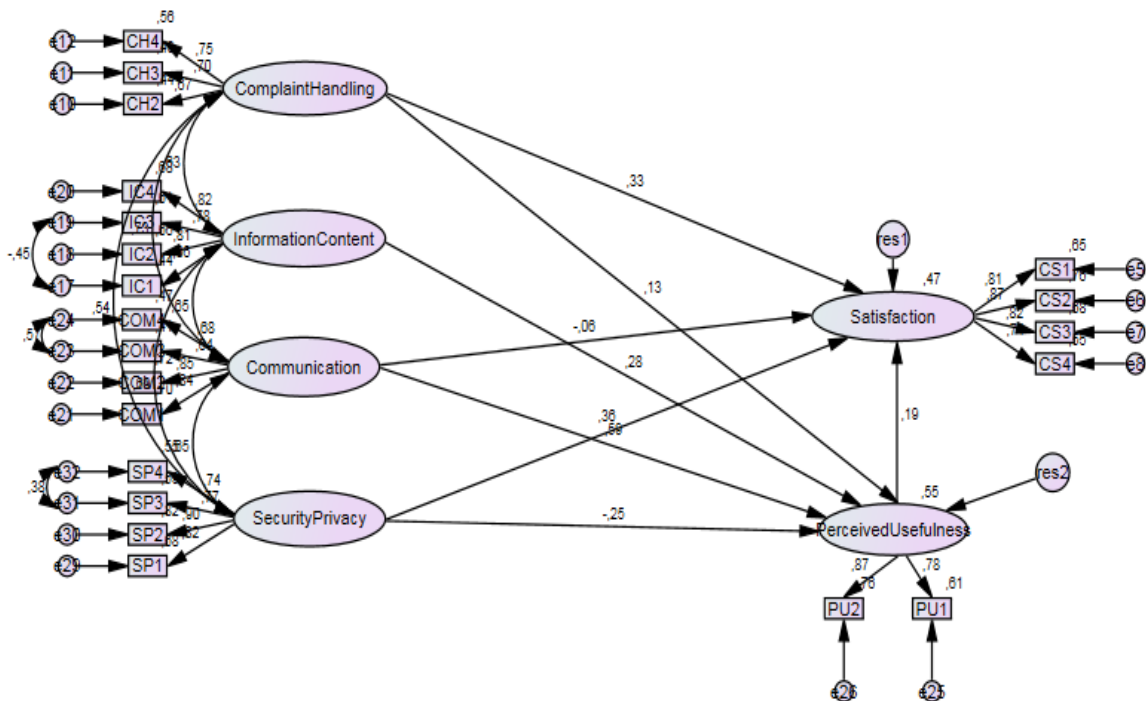


Figure 3. Structural Equation Model

R-squared is also known as Squared Multiple Correlations (SMC) indicates the variance level (percentage) reflected by predictors of the factors in question (Byrne, 2010). Having minimum value of 0.409 and maximum of 0.818 in SMC analysis it can be concluded that in general predictors explain respective variable relatively well.

Lastly, based on p-value hypotheses were analysed in terms of being supported or not. Complaint handling (H1: $\beta = 0.340$, S.E.= 0.134 and $p < 0.05$) as E-CRM feature has a statistically significant positive impact on customer satisfaction. However, Communication (H3: $\beta = -0.042$, S.E.= 0.116 and $p > 0.05$ and 0.10) as E-CRM feature did not show statistically significant impact on customer satisfaction. Security and Privacy (H5: $\beta = 0.306$, S.E.= 0.082 and $p < 0.001$) as E-CRM feature demonstrated strong, statistically significant positive impact on customer satisfaction.

Complaint handling (H2: $\beta = 0.160$, S.E.= 0.162 and $p > 0.05$ and 0.10) as E-CRM feature did not show statistically significant positive impact on perceived usefulness. Information content (H8: $\beta = 0.304$, S.E.= 0.125 and $p < 0.05$) as E-CRM feature has a statistically significant positive impact on perceived usefulness. At the same time Communication (H4: $\beta = 0.520$, S.E.= 0.123 and $p > 0.001$) demonstrated strong, statistically significant positive impact in perceived usefulness.

Security and Privacy (H6: $\beta = -0.247$, S.E.= 0.106 and $p < 0.05$) as E-CRM feature has statistically significant negative impact on perceived usefulness. Finally, perceived usefulness (H7: $\beta = 0.163$, S.E.= 0.096 and $p < 0.10$) demonstrated statistically significant positive impact on customer satisfaction. The summary of the hypotheses testing is provided in Table 4.

**Table 4.** Hypotheses Testing Results

Hypotheses	Relationships	Status
H1	CS←CH	Supported
H2	PU←CH	Not supported
H3	CS←COM	Supported
H4	PU←COM	Not supported
H5	CS←SP	Supported
H6	PU←SP	Supported
H7	CS←PU	Supported
H8	PU←IC	Supported

6. Discussion and Conclusion

The research aimed to understand the online shoppers of Turkey and their attitudes towards available E-CRM features. As e-commerce is very competitive environment to be, each customer counts and considerable effort should be given not only for attracting new customers but retaining existing ones as well. Effort of E-CRM on this regard was revealed based on conducted literature review within this scope. The findings will be useful for e-retailers of Turkey within clothing/fashion segment for evaluation of their current E-CRM features and implementation of updates if necessary. This research analysed the impacts of E-CRM features on customer satisfaction and perceived usefulness as a mediator variable. It is important to note that E-CRM does not only refer to the concept that focuses on interaction with customers, but also capable of creating value by collecting, screening and making use of customer information. Customer satisfaction focuses on increasing profits by meeting customer needs and wants. At the same time perceived value within this study refers to the extent to which customers or users believe that making use of E-CRM features may improve their shopping experience.

Primary data has been obtained for hypotheses testing purposes. In total there were 210 volunteer participants of the survey. Received responses represent both genders equally. The impacts of E-CRM features were analysed through CFA and SEM analysis. Within the scope of CFA wellness of fit of hypothesized model has been examined. Following model fit indices were used for analysis: χ^2/df , RMSEA, SRMR, CFI, PCLOSE, GFI and AGFI. The results demonstrated good fit. SEM analysis covered hypotheses testing that included both global and local tests. Model fit assessment demonstrated good fit and based on R-squared analysis it was concluded overall, predictors explain respective variable relatively well. After global test, local test took a place in term of p-value analysis. Complaint handling as E-CRM feature demonstrated statistically significant positive impact ($p < 0.05$) on customer satisfaction, however failed to do so with perceived usefulness ($p > 0.05$ and 0.10). On other hand, communication as E-CRM feature did not show statistically significant impact on customer satisfaction ($p > 0.05$ and 0.10), but demonstrated statistically significant positive impact on perceived usefulness ($p > 0.001$). Security and privacy as E-CRM feature showed statistically significant positive impact on customer satisfaction ($p < 0.001$) and statistically significant negative impact on perceived usefulness ($p < 0.05$). At the same time, information content has statistically significant positive impact on perceived usefulness ($p < 0.05$). Lastly, perceived usefulness demonstrated statistically significant positive impact on customer satisfaction ($p > 0.10$).

As perceived usefulness has statistically significant positive impact on customer satisfaction it demonstrates its mediator role in the structural model. Based on that, the communication that has statistically significant positive impact on perceived usefulness has indirect positive impact on customer satisfaction as perceived usefulness serves as a mediator in this case. The same applies to information content factor, having statistically significant positive impact on



perceived usefulness refers to its indirect positive effect on customer satisfaction. Overall, E-CRM features represented in current research demonstrate both direct and indirect impact on customer satisfaction.

Implications. By defining commonly discussed E-CRM features current study focused on four of them: complaint handling, communication, information content, security and privacy. All mentioned features demonstrated either direct or indirect impact (through mediator variable – perceived usefulness) on customer satisfaction. The e-retailers that allocate big portion of the budget and effort for marketing activities to create an image of caring company about customer satisfaction, should make sure that their background in terms of E-CRM is indeed performing in way how it is being announced in order to create loyal customer base for a long run.

At the same time, the results of this study should alert e-retailers that do not have strong E-CRM framework, to reconsider existing strategies. Another important finding is the fact that E-CRM features like communication, information content, security and privacy have statistically significant positive impact on perceived usefulness. This demonstrates importance of E-CRM features that may enhance customer shopping experience. Thus, the e-retailers that are concerned with perceived usefulness of their website should consider E-CRM features as one of the critical measures.

Limitations and Recommendations for Future Researches. Primarily, this study tried to depict the effects on E-CRM features on customer satisfaction. Even though obtained results seem encouraging as any study it has its limitations. First of all, the data that was used for analysis has been obtained based on accessibility and subjective opinion of the researcher. Secondly, only four E-CRM features (based on collected literature within study scope) have been analysed in current study. There might other critical E-CRM features that impact Turkish customers' satisfaction in considerable way. Thirdly, as E-CRM has dynamic nature, obtained results after certain period of time might require specific updates and modifications in the future. Finally, the limited time was another constraint that researcher faced during research period.

It will be interesting to direct future researches to cross research that will include both customer and e-retailer perspectives. In this way, we will be able to see the picture as a whole and fill in existing gaps in a more efficient manner. Current and earlier researches determined apparel sector as one of the most demanded in e-commerce of Turkey, however it will be interesting to focus on another sector as well. By doing so the results within E-CRM concepts can be generalized and represent sectors that are absent in the literature at the moment.

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