The effect of customer relationship management (CRM) on business profitability in Jordanian logistics industries: The mediating role of customer satisfaction

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CHRONICLE	ABSTRACT
	In today's competitive business environment, the implementation of Customer Relationship Management (CRM) strategies is essential for firms to succeed. The purpose of this study is to investigate the relationship between CRM, customer satisfaction, and business profitability in the Jordanian logistics industry. Specifically, the study examines how customer satisfaction mediates the effect of three key CRM on business profitability. To achieve this, Partial Least Squares Structural Equation Modeling (PLS-SEM) was used to analyze data collected from 384 employees of logistics firms in Jordan. The results of the study suggest that CRM positively affects customer satisfaction, and that customer satisfaction has a significant mediating effect on the relationship between CRM and business profitability. The findings of this study have important implications for logistics firms seeking to improve their business profitability through the adoption of CRM. By focusing on the three key CRM (Customer Identification, Customer Acquisition, and Customer Analytics), firms can improve their customer satisfaction levels, which, in turn, can lead to improved business profitability. This study adds to the growing body of literature on CRM practices and their impact on business profitability, particularly in the context of the Jordanian logistics industry.

1. Introduction

In today's business environment, organizations are facing intense competition, making it crucial to retain existing customers while attracting new ones (Fiiwe et al., 2023). To achieve this objective, businesses are utilizing various strategies, including customer relationship management (CRM), which has emerged as a vital tool for organizations to retain and satisfy their customers. CRM encompasses a set of practices, technologies, and strategies used to manage and analyze customer interactions and data throughout the customer lifecycle with the aim of improving business relationships and customer satisfaction (Aloqool et al., 2022; Naim, 2022). The main goal of CRM is to provide a seamless experience to customers and build long-term relationships with them. CRM can also help organizations better understand their customers' needs and preferences, allowing them to personalize their offerings and improve customer satisfaction (Herman et al., 2021). Furthermore, CRM enables organizations to gather valuable customer data that can be used to make more informed business

decisions. With the increased competition in the logistics industry, companies are looking for ways to improve customer satisfaction, enhance customer loyalty, and drive business profitability (Hanaysha et al., 2022). Several studies have shown that CRM has a positive impact on business profitability in various industries (Guerola-Navarro et al., 2021; Rahman et al., 2021). For instance, a study by Abekah-Nkrumah et al., (2021) found that CRM implementation resulted in increased customer satisfaction, leading to higher customer loyalty and improved business profitability. Similarly, a study by Tjizumaue, (2019) found that CRM positively impacted customer satisfaction, leading to an increase in business profitability. However, research on the effect of CRM on business profitability in the Jordanian logistics industry is limited. The logistics industry plays a significant role in the Jordanian economy, as it provides essential services to other industries (Hamed, 2019). Moreover, the industry is facing increasing competition, which puts pressure on logistics companies to provide high-quality services and retain customers (Alkhawaldeh et al., 2023; Fraihat et al., 2023; Fraihat et al., 2017; Alkhawaldeh, & Mahmood, 2021; Alkhawaldeh et al., 2022). Therefore, understanding the impact of CRM on business profitability in the Jordanian logistics industry is crucial for companies operating in this sector (Shraah et al., 2022). Several studies have examined the impact of CRM on business profitability in other industries and contexts. However, it is important to study the impact of CRM in the Jordanian logistics industry due to the unique characteristics of the industry and its customers. For example, the logistics industry in Jordan faces specific challenges such as lack of infrastructure, delays at borders, and high transportation costs (Hijjawi, 2020). Additionally, Jordanian logistics customers may have different needs and expectations than those in other countries due to cultural differences and regional dynamics. Therefore, the purpose of this study is to investigate the effect of CRM on business profitability in the Jordanian logistics industry and the mediating role of customer satisfaction.

2. Literature Review and Theoretical Framework

2.1 Relationship Marketing Theory

Relationship marketing theory is a customer-centric approach that focuses on building and maintaining long-term relationships with customers by providing them with personalized experiences, addressing their needs, and enhancing customer satisfaction (Gilboa et al., 2019). Relationship marketing theory emphasizes the importance of customer satisfaction in building long-term customer relationships and generating repeat business, which is essential for the sustainability and profitability of any organization (Khan et al., 2022). In the context of the Jordanian logistics industry, the application of relationship marketing theory through the implementation of CRM strategies can play a significant role in enhancing customer satisfaction and ultimately improving business profitability (Borisavljević, & Radosavljević, 2021). By using CRM tools, organizations can collect and analyze customer data to gain insights into their preferences, behaviors, and needs. This information can then be used to tailor marketing strategies, develop personalized communication with customers, and provide better customer service, all of which contribute to higher levels of customer satisfaction (Pfajfar et al., 2022). Moreover, relationship marketing theory posits that customer satisfaction is a key factor in building customer loyalty and generating repeat business. In the context of the Jordanian logistics industry, where there is intense competition and customers have a wide range of options to choose from, building customer loyalty is critical for the success of any organization (Shraah et al., 2022). By providing customers with exceptional service, addressing their needs, and delivering on their expectations, organizations can enhance customer satisfaction and build long-term relationships that generate repeat business and lead to higher profitability. Additionally, relationship marketing theory highlights the importance of trust, commitment, and communication in building long-term relationships with customers (Hayati et al., 2020). By using CRM tools, organizations can establish effective communication channels with customers, address their concerns and feedback, and demonstrate their commitment to providing exceptional service. This, in turn, fosters trust between organizations and their customers and enhances customer loyalty and satisfaction.

2.2 Business Profitability

Business profitability is a crucial aspect of any industry as it directly impacts the sustainability and growth of the business (Bocken et al., 2022). In the context of Jordanian logistics industries, profitability refers to the ability of logistics companies to generate profits by providing logistics services and managing supply chain operations for their clients (Suszynski et al., 2022). The logistics industry in Jordan is an essential component of the country's economy, contributing to the transportation and distribution of goods across various sectors, including manufacturing, agriculture, and retail. The industry comprises various players, including shipping companies, freight forwarders, warehousing and distribution companies, and customs brokers (Tashtoush et al., 2022). These players provide a range of logistics services, including transportation, warehousing, inventory management, and supply chain planning, among others (Fraihat et al., 2023; Malkawi, & Al Hawamdeh, 2018; Fraihat et al., 2023; Alkhawaldeh et al., 2020). For logistics companies to remain profitable, they need to effectively manage their operational costs while delivering high-quality services to their clients (Al-Ghussain et al., 2022). This involves optimizing their supply chain operations, utilizing technology to increase efficiency, and managing their workforce effectively. Logistics companies also need to adopt innovative approaches to attract and retain clients, including providing customized solutions and value-added services (Wen-Tsao et al., 2022). Moreover, business profitability in Jordanian logistics industries is also influenced by external factors such as economic conditions, government policies, and competition (Jum'a et al., 2022). The logistics industry is heavily dependent on international trade, and any disruptions to trade can have a significant impact on the profitability of logistics companies (Kiziltan et al., 2022). Additionally, changes in government policies, such as customs regulations and tax laws, can also affect the profitability of logistics companies (Raja Santhi, &

Muthuswamy, 2022). In terms of competition, the logistics industry in Jordan is highly fragmented, with many small and medium-sized players operating in the market (Zoubi et al., 2023). This can lead to price competition, which can negatively impact the profitability of logistics companies. However, logistics companies can differentiate themselves by offering specialized services and building strong relationships with their clients.

2.3 Customer Relationship Management (CRM)

Customer relationship management (CRM) is a business strategy and set of practices, technologies, and tools used to manage and analyze interactions with customers and potential customers throughout their lifecycle (Ngelyaratan, & Soediantono, 2022). The goal of CRM is to improve customer relationships, enhance customer satisfaction, and increase customer retention and loyalty, ultimately leading to higher revenue and profitability. At its core, CRM is about understanding customers and their needs, preferences, and behaviors. This involves collecting and analyzing customer data from multiple touchpoints, such as sales, marketing, customer service, and social media. By gaining insights into customer behavior, organizations can personalize their interactions with customers, anticipate their needs, and deliver targeted marketing messages and offers (Del Vecchio et al., 2022). CRM also involves implementing processes and technologies to manage customer interactions more efficiently and effectively. This includes using customer relationship management software to track and analyze customer data, automate sales and marketing processes, and manage customer service interactions (Ledro et al., 2022). Other CRM tools and technologies may include email marketing platforms, social media monitoring tools, and customer service chatbots (Haniyi et al., 2020; Mahmood et al., 2020; Al-Waely et al., 2021; Al-Waely et al., 2021; Lehyeh et al., 2021). By implementing CRM strategies and technologies, organizations can achieve a range of benefits, including improved customer satisfaction and loyalty, increased customer retention, reduced costs, and increased revenue and profitability (Nojeem et al., 2023). For example, by identifying and targeting high-value customers with personalized marketing messages and offers, organizations can increase sales and revenue while reducing marketing costs (Fraihat et al., 2022). Similarly, by improving customer service and responsiveness, organizations can enhance customer satisfaction and loyalty, leading to increased customer retention and repeat business. Despite being widely recognized as important, many companies fail to implement a CRM strategy and suffer from what is referred to as "CRM Myopia" (Rahman, 2012). The benefits and costs associated with CRM should be considered in the short and long-term. In the short-term, the costs of implementing a CRM strategy may be higher than the short-term benefits of CRM since the benefits of CRM come from long-term relationships with customers, while the cost of CRM implementation must be incurred immediately. As a result, organizations that mistakenly compare short-term costs with short-term benefits may find that CRM is not profitable and ignore the fact that the long-term benefits of CRM outweigh its long-term costs. This tendency to avoid CRM by some companies can be called "CRM Myopia".

2.3.1 Dimensions of Customer Relationship Management (CRM)

Customer relationship management (CRM) is a critical business strategy that involves managing interactions and relationships with customers to enhance their satisfaction, loyalty, and profitability. In the logistics industry, CRM can help organizations to manage their customer interactions and improve business relationships to achieve sustainable growth and profitability (crminfoline.com, 2023). Here are the dimensions of CRM that are relevant to the logistics industry:

Customer Identification (CI): This dimension involves identifying the potential and existing customers of the logistics organization. In this phase, companies use various methods such as market research, surveys, and data analytics to identify and segment customers based on their needs and preferences (Fraihat et al., 2021). By understanding the customer base, logistics companies can tailor their services to meet their specific needs and enhance customer satisfaction (Das et al., 2022).

Customer Acquisition (CA): This dimension involves the process of acquiring new customers for the logistics organization. In this phase, companies use marketing strategies such as advertising, promotions, and public relations to attract new customers. Companies can also use customer referrals to acquire new customers (Choudhury et al., 2023).

Customer Analytics (CAN): This dimension involves the use of data analytics to gain insights into customer behavior and preferences. By analyzing customer data, logistics companies can better understand customer needs, preferences, and purchasing patterns. This information can be used to tailor services to meet customer needs, develop new products and services, and enhance customer loyalty (Dixit, 2022).

2.4 Customer Satisfaction

Customer satisfaction is a crucial aspect of any business, and logistics industries are no exception. It refers to the level of contentment that customers have with the products or services offered by a logistics company (Eckert et al., 2022). Customer satisfaction is essential because it has a significant impact on customer retention, loyalty, and profitability (Elgarhy, & Mohamed, 2022). In the logistics industry, customer satisfaction can be defined as the overall experience that customers have when interacting with a logistics company, including the quality of service, on-time delivery, communication, and responsiveness (Akıl, & Ungan, 2022). The logistics industry is highly competitive, and customers have high expectations for reliable and efficient service. Therefore, meeting or exceeding customer expectations is critical for achieving customer satisfaction. Logistics companies need to understand their customers' needs and preferences to deliver services that meet or exceed their expectations (Muslimin et al., 2022). This requires effective communication, collaboration, and information

sharing between the logistics company and its customers. Measuring customer satisfaction is also crucial for logistics companies. It helps them to identify areas of improvement, develop strategies to enhance customer experience and loyalty, and stay ahead of the competition (Vasudevan et al., 2023).). There are various methods of measuring customer satisfaction in logistics industries, such as surveys, feedback forms, social media monitoring, and online reviews (Chatterjee et al., 2022). Logistics companies need to focus on delivering high-quality service and timely delivery to meet customer expectations and improve satisfaction levels (Muslimin et al., 2022). This can be achieved by investing in technology and infrastructure, training employees, and developing efficient processes to ensure timely and accurate delivery. Communication is also essential, and logistics companies need to keep customers informed about their shipment status, delivery times, and any issues that may arise.

2.5 Previous Studies and Hypotheses Development

2.5.1 The Effect of CRM on Business Profitability

Previous studies have examined the impact of CRM on business profitability in various industries and contexts. For instance, a study by Raju and Selvaraj (2019) investigated the effect of CRM on the financial performance of Indian banks. The results indicated that CRM significantly influenced the profitability and financial performance of the banks. Similarly, a study by Kuo and Yen (2020) examined the relationship between CRM and financial performance in the Taiwanese insurance industry. The findings suggested that CRM had a positive impact on the financial performance of insurance companies. Another study by Tawfik and Abdel-Maksoud (2021) explored the effect of CRM on the financial performance of Egyptian banks. The results showed that CRM had a positive effect on the profitability and financial performance of the banks. Similarly, a study by Khan et al. (2021) investigated the impact of CRM on the financial performance of Pakistani banks. The findings suggested that CRM had a positive and significant effect on the profitability and financial performance of the banks. Moreover, a study by Sharma and Yadav (2021) examined the effect of CRM on the financial performance of Indian pharmaceutical firms. The results indicated that CRM had a positive and significant impact on the profitability and financial performance of the firms. Similarly, a study by Gupta and Sethi (2020) explored the relationship between CRM and financial performance in the Indian automobile industry. The findings suggested that CRM positively influenced the financial performance of automobile companies. Based on these evidences, this study proposed that:

H₁: *There is a significant and positive effect of CRM (Customer Identification, Customer Acquisition, and Customer Analytics) on Business Profitability.*

2.5.2 The Effect of CRM on Customer Satisfaction

There have been numerous studies on the effect of Customer Relationship Management (CRM) on customer satisfaction. These studies have consistently shown that CRM can have a positive impact on customer satisfaction. For example, a study by Al-Momani and Al-Khaldi (2021) investigated the impact of CRM on customer satisfaction in the Jordanian banking sector. The results showed that CRM had a positive and significant effect on customer satisfaction. Similarly, a study by Guo et al. (2021) found that CRM positively influenced customer satisfaction in the Chinese automobile industry. Another study by Kim et al. (2020) examined the impact of CRM on customer satisfaction in the South Korean hotel industry. The results showed that CRM had a positive effect on customer satisfaction, particularly in terms of improving customer loyalty. Similarly, a study by Jan et al. (2019) investigated the impact of CRM on customer satisfaction in the Pakistani telecommunications industry. The results showed that CRM had a significant positive impact on customer satisfaction. These studies suggest that implementing CRM strategies can lead to improved customer satisfaction, which can ultimately result in increased customer loyalty and business profitability. However, it is important for organizations to tailor their CRM strategies to their specific industry and customer base in order to achieve the desired outcomes. Hence, this study hypotheses that:

H₂: *There is a significant and positive effect of CRM (Customer Identification, Customer Acquisition, and Customer Analytics) on Customer Satisfaction.*

2.5.3 The Effect of Customer Satisfaction on Business Profitability

There is a significant body of literature that explores the relationship between customer satisfaction and business profitability. Studies have consistently found a positive and significant relationship between customer satisfaction and business profitability. For example, by study by Chen et al. (2019) found that customer satisfaction positively influenced business profitability in the hospitality industry in China. Another study by Akbar and Parvez (2020) found that customer satisfaction had a positive and significant effect on business profitability in the banking industry in Pakistan. Additionally, some studies have investigated the mediating role of customer satisfaction in the relationship between other variables and business profitability. For example, a study by Li et al. (2020) found that customer satisfaction mediated the relationship between innovation capability and business profitability in the food industry in China. Therefore, this study developed the following hypothesis:

H₃: *There is a significant and positive effect of Customer Satisfaction on Business Profitability.*

2.5.4 Customer Satisfaction as Mediator

Several previous studies have examined the relationship between customer satisfaction, relationship marketing theory, and the impact on business profitability. For instance, a study by Gounaris et al. (2010) investigated the relationship between customer satisfaction, loyalty, and business performance in the banking industry. The study found a significant positive relationship between customer satisfaction, loyalty, and business performance, highlighting the importance of customer satisfaction in building long-term customer relationships and improving business profitability. Another study by Wang and Feng (2018) examined the impact of relationship marketing on customer satisfaction and customer loyalty in the Chinese airline industry. The study found that relationship marketing positively affects customer satisfaction, which in turn leads to customer loyalty. The authors argued that relationship marketing can be an effective strategy for airlines to improve customer satisfaction and loyalty, and consequently, business profitability. Moreover, a study by Han et al. (2021) investigated the mediating effect of customer satisfaction in the relationship between CRM and customer loyalty in the retail industry in South Korea. The study found that customer satisfaction plays a mediating role between CRM and customer loyalty. The authors argued that customer satisfaction is a crucial factor in building long-term relationships with customers, which can lead to increased customer loyalty and business profitability. These previous studies provide support for the relationship marketing theory and highlight the importance of customer satisfaction in improving business profitability. Furthermore, these studies provide evidence for the potential mediating role of customer satisfaction in the relationship between CRM and business profitability. Based on these evidences, this study proposed that:

H₄: *Customer Satisfaction mediates the effect of CRM (Customer Identification, Customer Acquisition, and Customer Analytics) on Business Profitability.*

Research hypotheses enabled the development of the conceptual research model depicted in Fig. 1. This study aims to provide a more comprehensive understanding of the mediating role of customer satisfaction on the effect of CRM on business profitability.
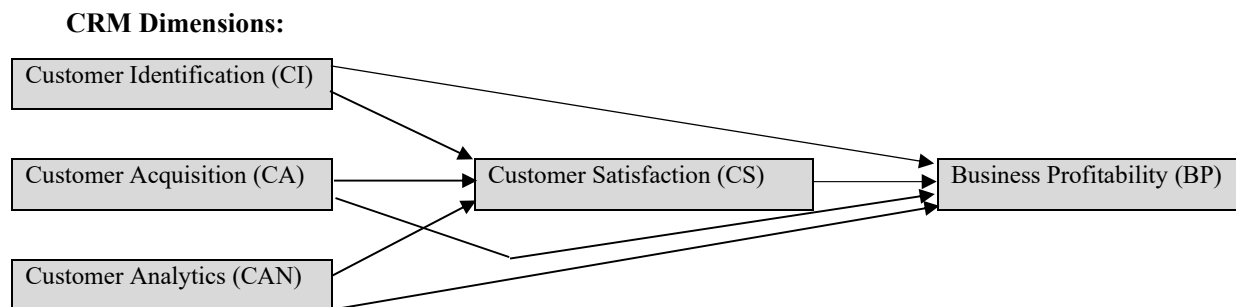
CRM Dimensions:

Fig. 1. Research Model

3. Research Methodology

The research design for this study is a quantitative research design, where data was collected from the employees working in Jordanian logistics industries. The sampling technique used in this study was probability sampling, specifically stratified random sampling. Stratified random sampling is appropriate for this study as it ensures that all strata of the population are represented in the sample (Alkhawaldeh et al., 2023). The sample size was calculated using the sample size calculator, using a 95% confidence level and a 5% margin of error. 384 is the estimated sample size. The study uses a structured questionnaire to collect data from the employees of the selected companies. The questionnaire was developed based on a review of the literature and consists of three sections. CRM: Customer Identification, Customer Acquisition, and Customer Analytics. The data were adopted and modified from Payne and Frow (2013), and Han and Hyun (2018). Business Profitability items were adopted and modified from Reinartz and Kumar (2016) and Customer Satisfaction items were adopted and modified from Nguyen and Mutum (2019). The questionnaire uses a ten-point Likert scale to measure the variables. The collected data was analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). PLS-SEM is a statistical technique that can handle latent variables with multiple indicators. The analysis involved three stages: (1) measurement model assessment, (2) structural model assessment, and (3) mediation analysis.

4. Results

4.1 Measurements Model

This section discusses the statistical analysis of the validity, reliability, and potential biases of the study model. The Composite Reliability (CR) and Cronbach's Alpha (CA) coefficients were used to assess the reliability of the latent variables, which are variables inferred from observable variables, with a value of at least 0.7 indicating good reliability. The results in Table 1 demonstrated strong reliability, with CA values above 0.7 and CR values more than 0.7 as recommended

by Cheung et al., (2023). Precision, which considers the constructs' validity, was evaluated using factor loadings above 0.50, which indicates respectable convergent validity. Also, the Table shows the results of factor loading of the constructs. According to the results all the factor loading exceeded the cut-off value 0.5 except BP5 which was deleted from the study indicated good convergent validity. Average Variance Extracted (AVE) values of all constructs are higher than 0.5, as shown in Table 1 as recommended by Sarstedt et al. (2022).

Table 1
Measurements Model

Constructs	Factor Loading	CA	CR (rho_a)	CR (rho_c)	AVE
Business Profitability		**0.896**	**0.899**	**0.923**	**0.707**
BP1	0.809				
BP2	0.887				
BP3	0.881				
BP4	0.834				
BP5	Deleted				
BP6	0.791				
CRM Dimensions					
Customer Identification (CA)		**0.828**	**0.833**	**0.886**	**0.660**
CA1	0.844				
CA2	0.837				
CA3	0.814				
CA4	0.750				
Customer Identification (CAN)		**0.797**	**0.802**	**0.88**	**0.710**
CAN1	0.876				
CAN2	0.850				
CAN3	0.800				
Customer Identification (CI)		**0.889**	**0.778**	**0.800**	**0.574**
CI1	0.754				
CI2	0.674				
CI3	0.836				
Customer Satisfaction		**0.779**	**0.790**	**0.856**	**0.597**
CS1	0.801				
CS2	0.754				
CS3	0.761				
CS4	0.774				

4.2 Discriminant Validity

The discriminant validity is measured by comparing the square root of the Average Variance Extracted (AVE) for each latent variable with other correlation values among any other constructs (Rasoolimanesh, 2022). Table 2 demonstrated that the square roots of the AVE values were greater than the off-diagonal correlations, the study proved discriminant validity.

Table 2
The Fornell and Lacker Discriminant Validity

Constructs	BP	CA	CAN	CI	CS
BP	**0.841**				
CA	0.670	**0.812**			
CAN	0.612	0.740	**0.843**		
CI	0.545	0.680	0.675	**0.757**	
CS	0.664	0.694	0.646	0.695	**0.773**

4.3 Common Method Bias

Using the Variance Inflation Factor (VIF), the study also assessed potential biases such as common method bias (CMB) and multicollinearity issues. Values lower than 5 indicate that the model is clear of these issues. Finally, to determine the impact of CMB on the outcomes, Harman's single factor and common latent factor (CLF) analyses were used. The results in Table 3 and Table 4 showed that there was no significant reason to be concerned about CMB because the first variable only explained 39.260% of the variation, which is below the 50% cutoff (Bozionelos, & Simmering, 2022).

Table 3
Variance Inflation Factor (VIF)

Constructs	BP	CS
CA	2.151	2.746
CAN	2.034	2.411
CI	2.927	2.564
CS	2.717	-

Table 4
Common Method Bias

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	26.697	39.260	39.260	26.697	39.260	39.260

4.5 Structural Model Assessment

The first hypothesis contends that CRM (Customer Identification, Customer Acquisition, and Customer Analytics) has a large and advantageous impact on business profitability. According to the findings in Table 5 and Fig. 2, Customer Identification significantly and positively affects Business Profitability in the Jordanian logistics industries (Beta=0.086, T=2.036, P<0.05). Additionally, the findings demonstrate that Customer Acquisition significantly and positively affect Business Profitability in the Jordanian logistics sector (Beta=0.386, T=7.703, P<0.05). Additionally, the outcome shows that Customer Analytics have a significant and positive impact on BP in the Jordanian logistics industries (Beta=0.171, T=3.573, P<0.05). Furthermore, the second hypothesis contends that CRM (Customer Identification, Customer Acquisition, and Customer Analytics) has a significant positive impact on customer satisfaction. According to the findings in Table 5 and Fig. 2, Customer Identification significantly and positively affects Customer Satisfaction in the Jordanian logistics industries (Beta=0.457, T=6.538, P<0.05). Additionally, the findings demonstrate that Customer Acquisition significantly and favourably affect Customer Satisfaction in the Jordanian logistics sector (Beta=0.386, T=9.239, P>0.05). Additionally, the outcome shows that Customer Analytics significantly and positively impacts Customer Satisfaction in the Jordanian logistics industries (Beta=0.304, T=6.815, P0.05). The third hypothesis also asserts that customer satisfaction has a significant positive impact on business profitability. According to the findings, Customer Satisfaction significantly and positively affects Business Profitability in the Jordanian logistics sector (Beta=0.306, T=5.500, P<0.05).

Table 5
Path Analysis Result

| Path Analysis	Beta Coefficients	Standard deviation	T statistics	P values	Decision
Customer Identification → Business Profitability	0.086	0.042	2.036	0.042	Support
Customer Acquisition → Business Profitability	0.386	0.05	7.703	0.000	Support
Customer Analytics → Business Profitability	0.171	0.048	3.573	0.000	Support
Customer Identification → Customer Satisfaction	0.232	0.036	6.538	0.000	Support
Customer Acquisition → Customer Satisfaction	0.457	0.05	9.239	0.000	Support
Customer Analytics → Customer Satisfaction	0.304	0.045	6.815	0.000	Support
Customer Satisfaction → Business Profitability	0.306	0.056	5.500	0.000	Support
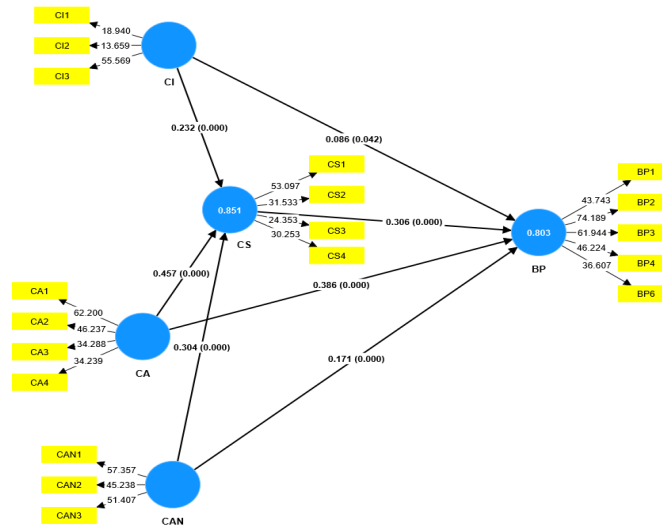
Fig. 2. Path Analysis

4.6 Mediation Analysis

This study follows the recommendations made by Preacher and Hayes (2004, 2008) in order to test the mediating link. Using the bootstrapping method, the mediating link was seen through the indirect impact. Furthermore, Preacher and Hayes (2008) report that the 95% boot confidence interval (CI: LL-UL) for the indirect impact does not cross a "0" between the variables. The outcomes of the mediating hypothesis are shown in Table 6. The indirect effect (Customer Identification →Customer Satisfaction→ Business Profitability, = 0.071, t-value of 4.401) was significant at p 0.01 according to Table

6's bootstrap results. The fact that the indirect impact, 95% Boot CI: (LL= 0.044, UL= 0.110), does not straddle a 0 in between, which provided support for mediating effect, led the researcher to further confirm that there is a mediation. Additionally, Table 6's bootstrap results demonstrated that the indirect impact (Customer Acquisition →CS→Business Profitability, = 0.140, t-value of 4.529) was significant at p 0.01 and that the direct effect (Customer Acquisition →Customer Satisfaction→ Business Profitability) was not. The indirect impact, 95% Boot CI: (LL= 0.085, UL= 0.207), does not straddle a 0 in between, which suggested evidence for mediating effect, and the researcher also validated that there is a mediation. The indirect impact (Customer Analytics →Customer Satisfaction→ Business Profitability, =0.093, t=4.384) was significant at p0.01, according to Table 6's bootstrap results. The fact that the indirect effect's 95% Boot CI: (LL= 0.058, UL= 0.143) does not straddle a 0 in between, indicating evidence for a mediating impact, led the researcher to further confirm the existence of a mediation. According to the findings, CRM's (Customer Identification, Customer Acquisition, and Customer Analytics) impact on business profitability is moderated by customer satisfaction. Thus, the researcher can draw the conclusion that in the Jordanian logistics industries, customer satisfaction has a positive mediation influence on CRM (Customer Identification, Customer Acquisition, and Customer Analytics) and business profitability.

Table 6

Indirect Effect

Path Analysis	Beta Coefficients	Standard deviation	T statistics	P values
Customer Identification →Customer Satisfaction→ Business Profitability	0.071	0.016	4.401	0.000
Customer Acquisition→Customer Satisfaction→ Business Profitability	0.140	0.031	4.529	0.000
Customer Analytics →Customer Satisfaction→ Business Profitability	0.093	0.021	4.384	0.000

4.7 Goodness of Fit (GoF)

In PLS-SEM, the evaluation of Goodness of Fit (GoF) measures how well the model replicates the sample covariance matrix and how precisely it explains the connections between observed variables. The standardised root means square residual (SRMR) value, the predictive relevance (Q2) value, and the conventional R2 value are some of the methods used to assess the GoF in PLS-SEM. The R2 value gauges how well the model accounts for the variance of the endogenous latent variables. The ability of the model to predict the values of the endogenous latent variables for brand-new observations is measured by the Q2 value. The SRMR calculates the difference between the anticipated and observed covariance matrices; values around 0 indicate a better fit. The outcomes of the GoF analysis in this investigation are shown in Table 5. The findings show that the SRMR, Q2, and R2 values all above the threshold values.

Table 6

Goodness of Fit Result

	BP	CS
R^2	0.803	0.851
Q^2	0.493	0.555
SRMR	0.047	

5. Discussion

The study conducted on the impact of customer relationship management (CRM) on business profitability in Jordanian logistics industries found a significant and positive effect of CRM on business profitability. The results indicate that customer identification, acquisition, and analytics are essential components of CRM that significantly impact the profitability of logistics firms. By implementing effective CRM strategies, logistics companies can enhance their ability to identify and acquire new customers while also improving customer retention and loyalty. This, in turn, leads to increased sales, repeat business, and profitability. The findings of this study are consistent with previous research that has highlighted the importance of CRM in enhancing business performance. For instance, a study conducted by Alhawari et al. (2019) found that CRM significantly enhances customer loyalty, which subsequently leads to increased sales and profitability in Jordanian hospitals. Similarly, another study by Arshad et al. (2021) found that CRM significantly impacts business performance in the Pakistani banking industry. The finding of the study suggests that CRM, including customer identification, acquisition, and analytics, have a significant and positive impact on customer satisfaction in the Jordanian logistics industry. The results indicate that organizations that effectively use CRM tools are better positioned to understand their customers' needs and preferences, and therefore, can provide tailored services to meet their expectations. This, in turn, leads to higher levels of customer satisfaction and loyalty, which can result in increased profitability and long-term success for the business. The importance of CRM in enhancing customer satisfaction has been supported by various studies in the literature. For instance, a study by Al-Swidi and Mahmood (2012) found that CRM positively influences customer satisfaction in the banking industry in Saudi Arabia. Similarly, a study by Akroush et al. (2017) revealed that CRM positively impacts customer satisfaction in the telecommunication industry in Jordan. These studies, along with the present research, highlight the significance of CRM in improving customer satisfaction, regardless of the industry. The finding that customer satisfaction has a positive effect on business profitability is consistent with previous research in the field of marketing and logistics. Satisfied customers are more likely to return for future purchases and to recommend the company to others, leading to increased sales and revenue. Additionally, satisfied customers are more likely to have a positive perception of the company's brand and reputation, which can lead to increased market share and competitive advantage. Logistics companies that focus

on improving customer satisfaction through various strategies, such as improved service quality, timely delivery, effective communication, and personalized service, are more likely to achieve higher profitability. These strategies not only lead to increased customer satisfaction but also help to build long-term relationships with customers, leading to increased loyalty and repeat purchases. Recent research by Al-Tit et al. (2021) examined the impact of customer satisfaction on the business performance of logistics companies in Jordan. The study found a positive relationship between customer satisfaction and business performance, with customer satisfaction acting as a mediator between service quality and business performance. Similarly, research by Alomari et al. (2021) found that customer satisfaction positively influences the financial performance of logistics companies in Jordan. These findings provide further support for the importance of customer satisfaction in the success of logistics companies in Jordan and suggest that improving customer satisfaction can lead to increased profitability. The study's finding that customer satisfaction positively mediates the relationship between CRM and business profitability in Jordanian logistics industries. The study highlights the role of CRM in building and maintaining customer satisfaction, which in turn drives business profitability. This finding is consistent with Relationship Marketing Theory, which posits that building strong and lasting relationships with customers is critical to long-term business success. The results of this study have important implications for Jordanian logistics firms and beyond. They suggest that implementing effective CRM is not only essential for building customer satisfaction but also for improving business profitability. Companies that focus on improving their CRM and customer satisfaction are likely to experience positive outcomes in terms of profitability. Therefore, firms should invest in technology, staff training, and other resources that will help them optimize their CRM and increase customer satisfaction.

5.1 Conclusion

This study aimed to examine the mediating role of customer satisfaction in the relationship between CRM (customer identification, customer acquisition, and customer analytics) and business profitability in Jordanian logistics industries using PLS-SEM. The findings of the study revealed that CRM have a significant and positive effect on customer satisfaction, and customer satisfaction has a significant and positive effect on business profitability. Moreover, customer satisfaction positively mediated the relationship between CRM and business profitability. These findings provide insights for managers in the logistics industry to focus on implementing effective CRM to enhance customer satisfaction, which leads to increased business profitability. However, this study has several limitations that should be considered. Firstly, this study was conducted in Jordan, and therefore, the generalizability of the findings to other contexts may be limited. Secondly, this study relied on self-reported data from customers, which may be subject to response bias. Thirdly, this study only focused on three CRM, and future studies could investigate the impact of other CRM practices, such as customer retention and customer loyalty. Therefore, future studies should consider addressing these limitations by conducting cross-cultural studies to investigate the generalizability of the findings to other contexts. Future studies could also use multiple sources of data, such as data from managers and employees, to complement the self-reported data from customers. Furthermore, future studies could investigate the impact of other CRM that were not included in this study, such as customer retention and customer loyalty.

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