

The Impact of Customer Management Models, Organizational Readiness, and Personal Capabilities on Non-financial Performance of Computer Technology Companies in Dubai

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Article History: Received: 11 January 2021; Revised: 12 February 2021; Accepted: 27 March 2021; Published online: 10 May 2021

Abstract

Organizational performance is an essential element for the success of any economy around the globe and has attained the focus of recent studies and regulators. Thus, the current study investigates the impact of the customer management model, organizational readiness, and personal capabilities on the non-financial performance of computer technology companies in Dubai. This study has followed the quantitative method and used the questionnaires to collect the data from the respondents and also used the smart-PLS to examine the relationships among the variables. The results indicated that the customer management model, organizational readiness, and personal capabilities have a positive and significant association with the non-financial performance of computer technology companies in Dubai. This study is meaningful for the new studies who want to investigate this area in the future and also guided to the regulators who want to develop the regulations regarding the non-financial performance of the organization.

Keywords: Customer management model, Organizational readiness, Personal capabilities, Non-financial performance, Computer technology companies

Introduction

Organizational performance has become a topical issue and subject of debate in the literature such that many scholars have discussed it from different perspectives. This is because the existence of an organization is dependent on the achievement of its organizational goals and objectives. Many scholars like Charoensukmongkol and Sasatanun (2017), and Lussier and Hartmann (2017) have argued that the achievement of any appreciable financial and non-financial performance of any organization revolves around customers, and extant research has recognized that customer engagement is also important in order to ensure performance. Basically, customer success is the incorporation of customers into an organization's activities where they exchange needs-and solution-related insights into the organization's process. Lately, the discipline of customer success has increased in popularity. It was reported that fewer than 5,000 persons held the job title of Customer Success Manager in 2015, and more than 30,000 persons reported the job title in 2018 (Martínez-Martínez, Cegarra-Navarro, Garcia-Perez, & Wensley, 2019). This shows that there is a high increase in the application of the customer success principle.

The fundamental objective of the current literary investigation is to analyze the customer management models, organizational readiness, and personnel capabilities on non-financial performance computer technology companies in Dubai. The literary article Farouk, Alahmadi, Ghose, and Mashatan (2020), highlight that Dubai has been ranked as one of the most developed regions in the world. It has a strong economy with a high share in the gross domestic product of UAE, like the US \$ 102.67 billion as per the statistics of 2018. Rapid progress has been made in the IT sector in Dubai. Heavy computer-based information technology is being produced and used in the Dubai economy. During the recent 19 years, Dubai has become a hub of business activities and technology innovation, meeting the emerging needs of

IT consumers. As stated by Wen, 2020, there are more than 1600 companies in Dubai Internet City (DIC) struggling in the evolving ecosystem, which will promote the next big wave of IT innovation. It is not surprising that Dubai has successfully become the computer-based communication and information technology hub in the Middle East.

Marketing professionals and consultants have established famous Customer Success Manager practitioner gatherings, CSM Digital Resources and Technology Networks, a Customer Success Manager Book and Customer Success Manager Business Press Publishing (Hult, Morgeson, Morgan, Mithas, & Fornell, 2017; Lussier & Hartmann, 2017). Given the recent prominence of Customer Success, an academic study has just begun to struggle with the concept of Customer Success and the articulation of a research approach. In view of the fact that Customer Success has yet to gain significant research interest, a suspicious researcher is left wondering if Customer Success Management is just the current management trend or a significant breakthrough in customer management practice (Rajendran, 2020). The corresponding growth of scholarly papers contributing to customer relationship management, customer service, and customer involvement indicates a continuous development of both customer management practices (Rajendran, 2020). In the literature, scholars have combined customer relationship management, customer experience, and customer involvement as terms that draw on and help each other (Phadermrod, Crowder, & Wills, 2019; Yoon, 2020). In the past few years, many organizations focused on targeting new customers rather than retaining the existing ones. As markets are becoming more and more competitive, companies are increasingly recognizing the importance of retaining existing customers rather than recruiting new ones. It is believed that lower costs are associated with retaining the existing customers because these customers are accustomed to the company, its products, services, and hence less marketing communication is required (Yang & Wu, 2017). Although several studies have vigorously proclaimed the benefits of involving customers in the organizational system to accomplish better success by cost savings, decision-making enhancement, improved complementary awareness and resources and strengthened new product development, while a limited study also shows that there could be negative implications for integrating customers into the organization (Han, Shim, Lee, & Kim, 2019). The explanation for this may be that customers may often be a small source of innovation due to a lack of innovative ideas (Kumar et al., 2017 Aljumah et al.,2021). This research argues that the efficiency of customer success in organization performance and the commercialization of innovative new products depends on the absorption capacity of the organization.

New trends in organizations and businesses concentrated on the current and existing customers by applying customer success methodologies such as brand awareness, loyalty, acquisition, onboarding, expansion, and value realization (Gordini & Veglio, 2017). In addition, core features to maximize the effectiveness of customer success include the capacity of the organization to effectively gain external knowledge and the potential of existing processes and skills of the organization to recognize, integrate and utilize external know-how (Bouchentouf, Cherfaoui, & Boualem, 2019). At the present time, many organizations understand the importance of acquiring customers but also realize the significance of the current and existing customers to the growth and performance of the business. Therefore, many organizations currently focused on retaining customers for a long time through proper interaction and communication with them to maintain the position in the competitive global market (Ascarza, 2018). Globalization and high international competition are also faced by all types of organizations by adopting and practicing Customer success, essentially to grab the business position and performance in any market.

Today's most successful organizations related to different fields are applying different customer success factors to understand the desired outcomes of their customers to achieve success. A recent study by Walker explains the facts related to customer success according to which the most successful companies are focused on offering high-quality products and services to achieve the aim of a customer success strategy. According to the research, more than 70% of the organizations stated that their top priority is improving Customer success. Most organizations have believed that the best customer experience is of high value. Moreover, customer success is the key brand differentiator than price and product in 2020. According to the results of one study, more than 86% of buyers had a willingness to pay higher to purchase products or services that provide a better customer experience (Prentice, Dominique Lopes, & Wang, 2020). In recent years,

businesses have become aware of creating total customer experience to create the value of the product or service offering. Companies publish engaging and valuable content related to products or services to educate target customers to attract, acquire, and engage them with the business. Some companies resort to developing experiences by engagingly creative messages or entertainment (Yu, Yen, Barnes, & Huang, 2019). However, the most important factor in the development of a positive customer experience is whether the customer feels successful after buying and use of a market offering (Gligor, 2018).

Good customer experience and Customer success involve retaining, enrichment, and advocacy to develop the loyalty of the customer. Customer loyalty indicates that the customer engages with the company for a long period of time which contributes to the performance and competitive position of the organization. The long-term customer engagement and loyalty are converted into the resale and the renewal of the products and services that contribute to the revenue, growth, and performance of the organization (Pansari & Kumar, 2017). Furthermore, businesses are achieving benefits by adopting organization-wide customer-centric strategies. They collect data about customers from different sources and different functions in an enterprise through different processes involving different units. It is widely accepted that in order to be successful, every business function or department needs to be customer-centric, and customer success needs to be a priority at all business levels. Gainsight is the Customer Success Company that is committed to success for all, including employees, partners, customers, and community. 'Gainsight' is a customer success platform that is developed with the belief that customers are a growth engine for a business. It provides various products and solutions to convert raw data from different sources into insights and relevant actions that result in measurable business outcomes (Menguc, Auh, Yeniaras, & Katsikeas, 2017). Gainsight has five pillars, which are cross-functional visibility, expansion and advocacy, value, customer risk, and customer life cycle. According to Dewnarain, Ramkissoon, and Mavondo (2019), Customer Relationship Management (CRM), marketing tactics, customer support, usage, and surveyor feedback are the major activities to retain the customers. Customer success companies use the customer data and design relevant strategies to attract and retain customers. Moreover, a customer success plan is a way of creating customer value and operate efficiently, two objectives which are to reduce costs and grow revenue.

Customer Success as a concept is particularly important for the service sector and technology-based organizations, which begin with identifying and attracting the ideal or potential customers in the market. The customer success organizations and service providers focus on a high level five key strategies such as product/service, marketing, customer support, engagement, and customer success to improve their customer retention (Talón-Ballesteró, González-Serrano, Soguero-Ruiz, Muñoz-Romero, & Rojo-Álvarez, 2018). Therefore, service providers focus on customer retention through employing the five keys Service providers and mobile app development companies' work on their customer retention to engage the customers for a long term. Customer success is the part of customer retention that checks to assess the improvement in organizational performance (Wassem et al., 2019). This research is mainly targeted to some concepts of customer success and their relations with organizational performance in the contexts of the technology industry of Dubai. The study will target both start-ups and major organizations, technology companies, service providers, and companies from other industries to assess the customer success strategies used by these companies to grab opportunities that exist in the market.

Literature Review

Customer knowledge management is described somewhere else by Ahmad, Lodhi, Zaman, and Naseem (2017) as gathering, sharing, and improving customer knowledge for both the customer and the organization. According to Cepeda-Carrion, Martelo-Landroguez, Leal-Rodríguez, and Leal-Millán (2017), the awareness of the consumer is a valuable strategic asset for the development, transformation, and distribution of the product. Customer knowledge effect on consumers and employees will be another option to providing retail customers a full range of creative products and services. Therefore by placing information and its administration in the sense of major business environments, the quality of services of the company may be assumed to lead to a better supply of services to its clients, as well as to improved customer satisfaction Zand, Keramati, Shakouri, and Noori (2018). Recently, organizations have continued to use effective knowledge management models in IT companies because organizations felt that they had found a modern approach to obtaining consumer information. As a result of customer knowledge

management practices, businesses not only discover consumer buying habits and behaviors but also explore their expectations and behavior. In reality, customer knowledge can be acquired through generation or acquisition. Then the information acquired should be combined with the established knowledge base and spread throughout the company. Hence, management teams may use the information to make effective marketing decisions (Acar, Tarim, Zaim, Zaim, & Delen, 2017).

Customer Engagement seeks to "motivate, empower and measure customer contributions to marketing functions" over and above mere acquisition and usage. Customer engagement emerged in reaction to the increase in social media, which made it easier for companies to quantify additional activities such as word of mouth and input from consumers. Organizations that are able to grow their customer engagement skills are able to improve and benefit from customer participation, which increases their organizational performance (Geng, Mansouri, & Aktas, 2017). Engagement requires a bond between the two parties and is focused on interaction, and the party can be either an individual, community, and/or organization. On the other hand, customer engagement has become more common in marketing literature recently as a lead to customer buying and customer retention (Sharma, Chandna, & Bhardwaj, 2017). A powerful psychological attachment is fostered when individuals engage with a brand, and these approaches and activities lead to repeated transactions and a long-term engagement with the brand. The relevance of engagement capacity is that it promotes the customer's participation in the co-design and co-production of service delivery. On the other hand, customer engagement is defined as the capacity of the service organization to create an atmosphere for the customer to communicate directly and incorporate the customer in the development and delivery phase of the service. Customer engagement is commonly defined in the marketing context as the cognitive, emotional, and social involvement of clients with the brand. In a similar view, Lim, Tseng, Tan, and Bui (2017) defined customer engagement as an emotional connection developed between the customer and the company as a result of the aggregation of consumer experience, which implies a constructive and beneficial emotional condition.

Operationally, Lussier and Hartmann (2017) defined customer success management as "responsible for managing customer experience and ensuring that customers get the most out of the product" (p. 17). In another vein, Collings, Mellahi, and Cascio (2019) define customer success management as a "proactive customer engagement measure to guarantee that the valuable potential of product offerings is accomplished by the customer" (p. 3). Technology and environmental changes that motivated customer success management to comprise (1) zero-cost delivery, which encourages sellers to increase consumer offerings, and (2) use-based pricing, which encourages consumers to undertake a trial without risking sunk-cost biases. Overall, the trend in net impact is that buyers' reliance on sellers is diminishing. Decreasing reliance on buyers leads sellers to better align themselves with the value-in-use of consumers. More recent technology changes that allow pervasive sensors and computing power enhance the ability of firms to quantify the value of customers in use and forecast and model consumer action. While value-in-use may refer to the identification of experiential gains by customers (e.g., satisfaction) or the dedication of customers to the brand (e.g., loyalty), value-in-use may go farther by relating to the evaluation of economic, social, functional, and strategic worth by customers (Nojavan & Zare, 2018. Nuseir, M. T., & Aljumah, A.2020). Customer management success builds on the basis of customer relationship management by recognizing the demographic and transactional data of its customers but continues to rely on streaming sensor data and other unstructured consumer data.

H1: Customer management models have a positive association with the non-financial performance of the computer technology companies in Dubai

The words "readiness" and "innovation" have been analyzed under two primary perspectives: (i) the readiness of the organization to endure innovation and (ii) the ability of the organization to implement or allow innovation (Kauffman, Ma, & Yu, 2018, Waseem-Ul-Hameed, et al. 2018). This study emphasizes the first, measuring the ability of the organization to evolve with emerging technology. The definition of organizational readiness for innovation has received scant coverage in the literature. According to Lokuge, Sedera, Grover, and Dongming (2019) organizational readiness can be defined as the organization, communications, and decision-making process. The mission, vision, and direction of the organization should be similar to the introduction of the new technologies. Preparedness is integrated with the adoption

of the latest technologies within the organization to preserve competitiveness and act as a competitive edge in the contemporary world. While change happens in the company to improve capacity and effectiveness, there can be difficulties for workers, but it is normal because they are worried about possible potential threats (Storkholm, Mazzocato, Tessma, & Savage, 2018). Organizational readiness is also characterized as the organizational variables that affect customer success and the implementation of CRM systems in an organization (Kampstra et al., 2018). This includes top management support, organizational structures, employee training, and motivation within the organization. The role of organizational readiness in customer success is considered to be fundamental. It is also important to understand that the software and technologies are new to most people hence training of staff may be required. If users have no experience, then they should receive training accordingly.

The variables were analyzed from the studies of change management and information system to assess the readiness of clinical information systems. Giacumo, Villachica, and Breman (2018) identified the capacity of evidence-based clinical practice after one year of the Master Program of Healthcare Professionals. The study stated that the presence of readiness for transition at the sole level encompasses personal experience, expertise for agents of transformation, self-efficacy, analytical skills, and methods for implementation. Equally, knowledge, culture, and continuous learning are part of the organizational level. Sharma et al. (2017), implemented organizational readiness to develop a stronger delivery approach to enhance the efficiency of screening and evidence-based treatment of primary care diseases. Similarly, Jakobsen, Clausen, and Andersen (2020), also examined the application of palliative care-related evidence and recommendations for nursing homes based on organizational readiness. Language barriers can create another problem in communication between two geographically dispersed offices. Language barriers often occur in training courses. Therefore, it may be more difficult for some users to learn. To ensure a uniform learning experience, the customer success strategy team must identify these problems before introducing a course. There should be a translator who can facilitate language translation during meetings with foreign clients. Several scholars have employed readiness in the context of individual, community, organizational level and in fields such as healthcare, educational institutions, non-profit organizations, schools (Kelly, Hegarty, Barry, Dyer, & Horgan, 2017). Many studies have not been done to related organizational readiness to the IT sector, and none of them have examined the inner relationship between these factors, which would be an inspiration for this study.

H2: Organizational readiness has a positive association with the non-financial performance of the computer technology companies in Dubai

The renowned scholar Story, Raddats, Burton, Zolkiewski, and Baines (2017), is of the view that the personnel capabilities enable the information and computer technology companies to achieve non-financial goals along with financial ones. These non-financial goals of IT companies include customers' satisfaction towards products and services, social satisfaction about the interaction with the company personnel, their loyalty towards the company, customers' perception of value and support from customers, and finally, their retention. The company's personnel having dynamic capabilities are helpful in implementing the customers' relationship management practices and thus, help to achieve the non-financial goals of the company towards operations and customer creation and retention. Personnel capability is the employees' social skills, technical knowledge, and their capacity to handle customer's perspective at the time of employee-customer interaction. The employee at the time of interaction tries his best to get the customer's needs and take certain measures to meet them. Employee understands customer's perspective visually (they get what the customer perceives), cognitively (he gets what the customer thinks), and emotionally (he gets what the customer feels). Pirozzi, Venturi, and Marrone (2018), has posited that the personnel's customer orientation service has a considerable influence on customer satisfaction and customer retention. According to the views of Shamim, Zeng, Choksy, and Shariq (2020), that customer orientation services of personnel are a critical factor of the non-financial performance of service companies because there is a high degree of interaction among the employees and customers in the case of service companies. That is why the personnel who have insufficient knowledge, experience, training, and social skills will definitely put a bad impression on the perception, thinking, and emotions of customers towards the economic and social services of the companies. Besides this, the customers getting a bad impression from the business personnel

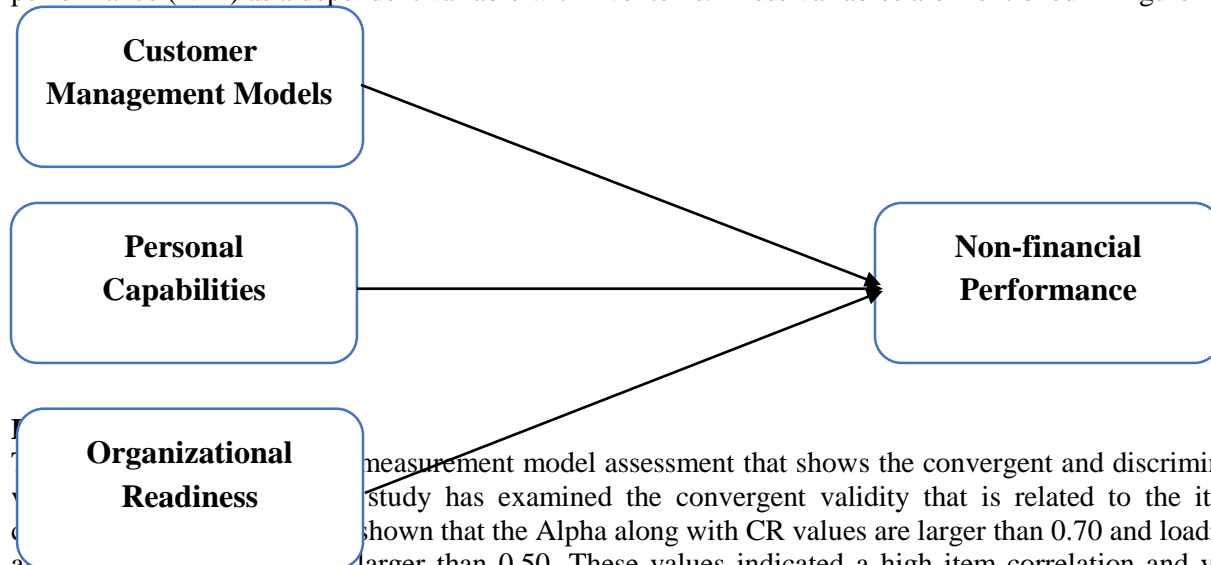
during service interaction spread bad views about the company services among other consumers. On the other hand, company personnel having a high working knowledge of a firm can better understand customers’ needs and requirements and can address them in a desirable manner (Lee, 2020).

H3: Personal capabilities have a positive association with the non-financial performance of the computer technology companies in Dubai.

Methodology

The current study investigates the impact of the customer management model, organizational readiness, and personal capabilities on the non-financial performance of computer technology companies in Dubai. This study has followed the quantitative method and used the questionnaires to collect the data from the respondents. In the quantitative method approach, there are certain methods that can be applied in connection with the conducting of research-oriented study for the collection of data (Hair Jr, Babin, & Krey, 2017). The survey questionnaires will be distributed among 150 employees from each organization; five organizations will be contacted to get the information. Employees were chosen randomly when gathering data from organizations. The number of respondents was determined as per their availability and convenience. The sample size of 150 was calculated using the sample size formula as mentioned in the above section. The parameters associated with demographical information include age, gender, and qualification, were also included in the survey questionnaires. The responses received from the participants and respondents were compiled as a compact investigation and illustration with regards to a substantial part of this research report.

This study also executed the smart-PLS to examine the relationships among the variables and also verify the convergent and discriminant validity. This study has used three predictors, such as customer management models (CMM) with four items, personal capabilities (PC) with three items, and organizational readiness (OR) with four items. In addition, this research also used the non-financial performance (NFP) as a dependent variable with five items. These variables are mentioned in Figure 1.



... measurement model assessment that shows the convergent and discriminant ... study has examined the convergent validity that is related to the items ... shown that the Alpha along with CR values are larger than 0.70 and loadings ... along with CR values are larger than 0.50. These values indicated a high item correlation and valid convergent validity. These values are shown in Table 1.

Table 1: Convergent Validity

| Constructs | Items | Loadings | Alpha | CR | AVE |
|----------------------------|-------|----------|-------|-------|-------|
| Customer Management Models | CMM1 | 0.852 | 0.866 | 0.906 | 0.707 |
| | CMM2 | 0.856 | | | |
| | CMM3 | 0.802 | | | |

| | | | | | |
|---------------------------|------|-------|-------|-------|-------|
| Non-financial Performance | CMM4 | 0.851 | | | |
| | NFP1 | 0.717 | 0.807 | 0.862 | 0.557 |
| | NFP2 | 0.725 | | | |
| | NFP3 | 0.740 | | | |
| | NFP4 | 0.825 | | | |
| Organizational Readiness | NFP5 | 0.719 | | | |
| | OR2 | 0.904 | 0.710 | 0.790 | 0.562 |
| | OR3 | 0.661 | | | |
| Personal Capabilities | OR4 | 0.658 | | | |
| | PC1 | 0.856 | 0.833 | 0.899 | 0.749 |
| | PC2 | 0.868 | | | |
| | PC3 | 0.872 | | | |

Secondly, the present study has also examined the discriminant validity that is related to the variables correlation. The figures have shown that the Heterotrait Monotrait (HTMT) ratios are not larger than 0.85. These values indicated that low variables correlation and valid discriminant validity. These values are shown in Table 2.

Table 2: Discriminant Validity

| | CMM | NFP | OR | PC |
|-----|-------|-------|-------|----|
| CMM | | | | |
| NFP | 0.499 | | | |
| OR | 0.484 | 0.779 | | |
| PC | 0.373 | 0.670 | 0.553 | |

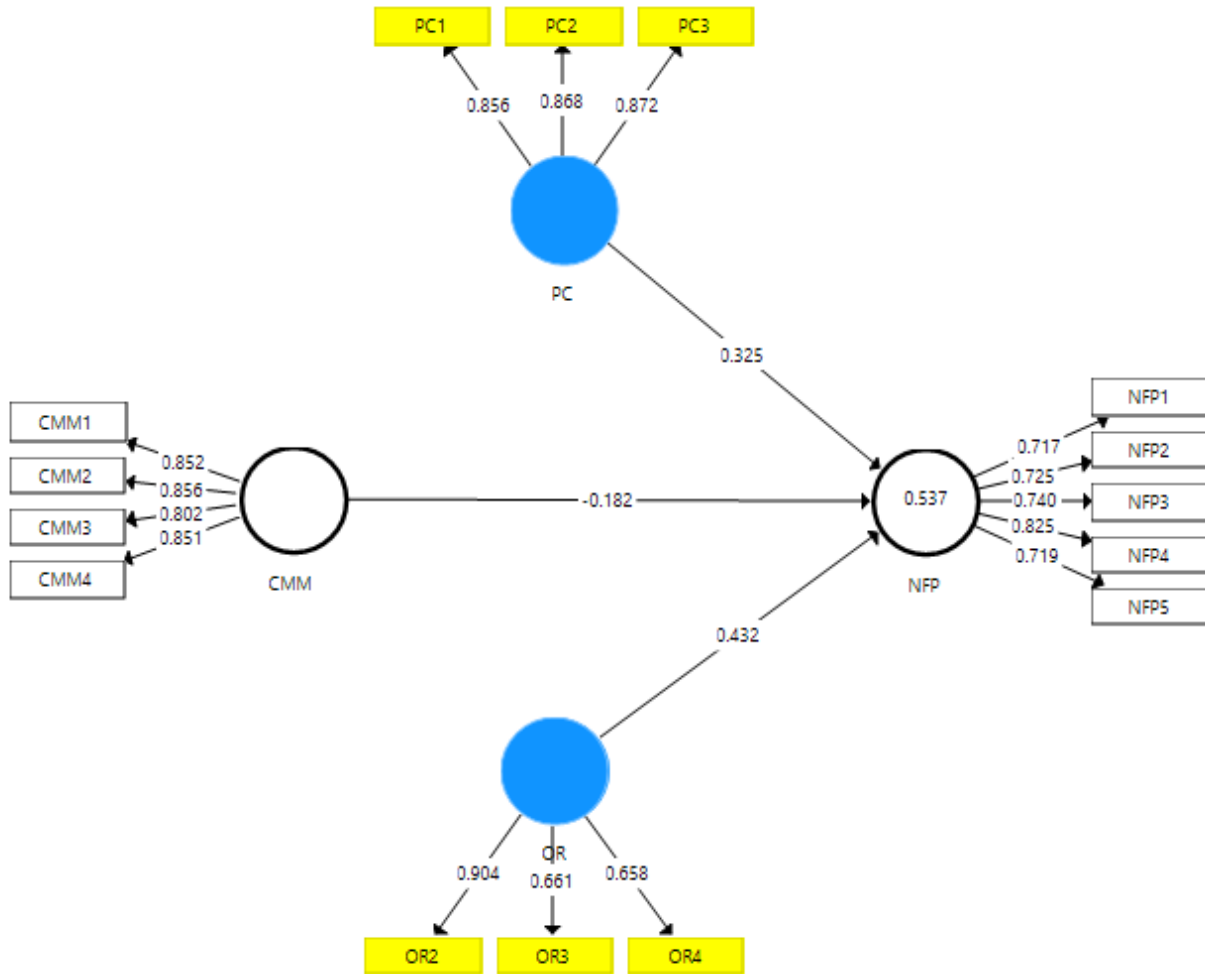


Figure 2: Measurement Model Assessment

This study has also examined the structural model assessment with the help of path analysis. The results indicated that the customer management model, organizational readiness, and personal capabilities have a positive and significant association with the non-financial performance of computer technology companies in Dubai and accept H1, H2, and H3. These relationships are mentioned in Table 3.

Table 3: Path Analysis

| Relationships | Beta | S.D. | T Statistics | P Values | L.L. | U.L. |
|---------------|-------|-------|--------------|----------|-------|-------|
| CMM -> NFP | 0.182 | 0.065 | 2.815 | 0.003 | 0.121 | 0.404 |
| OR -> NFP | 0.432 | 0.072 | 6.010 | 0.000 | 0.314 | 0.536 |
| PC -> NFP | 0.325 | 0.097 | 3.360 | 0.001 | 0.175 | 0.473 |

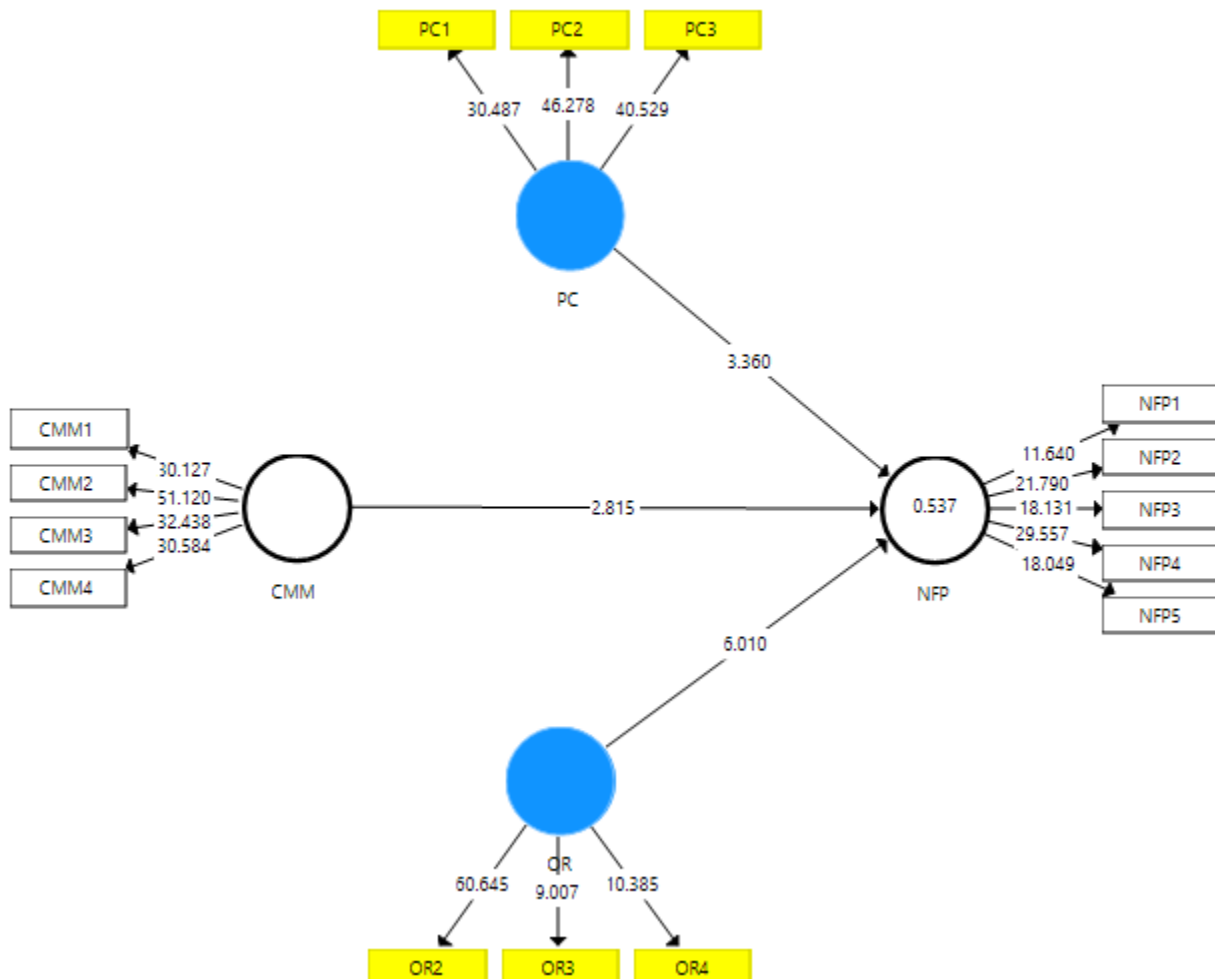


Figure 3: Structural Model Assessment

Discussions and Implications

The first hypothesis (H1) formed from the second objective says: there is a significant positive relationship between the integration of customer management models and non-financial performance of international computer technology companies in Dubai. As such, the hypothesis (H1) was tested via variance-based SEM (i.e., PLS-SEM), and the result shows a significant and positive relationship between the integration of customer management models and non-financial performance. The result signifies that integration of customer management models is a strong and positive predictor of non-financial performance of international computer technology companies in Dubai. These findings show that customer management models are critical factors for enhancing and improving non-financial performance such as customer satisfaction, company's reputation, competitiveness, customer experience, brand loyalty, and innovation of international computer technology companies in Dubai. This results further shows that the Dubai international computer technology companies have business practices that are geared towards their customer. Such practices make it easier for the companies to understand the needs and preferences of their customers and thereby increases the degree of customer satisfaction and other non-financial measures of the companies. Furthermore, the international computer technology companies in Dubai tend to have an efficient contact mechanism with customers that emphasize providing the required reviews on time, which enables them to recognize customers' concerns and requests and allows them to take corrective measures and identify solutions quickly. This result shares the same perception with Zhan Wang and Kim (2017) and Zhiqiang Wang, Wang, Zhang, and Zhao (2018) that a technological system that incorporates customer service increases the organization's market share and customer satisfaction. The implication of the finding

is multifaceted since there are various measures constituting non-financial performance. Non-financial includes market shares, customer satisfaction, and increase in sales, service quality, and realization of organizations' strategic objectives. Organizations that integrate customer management relationships in their system are better able to sustain and satisfy customers, experience repeated purchases from customers, and stand the chance of gaining a competitive advantage.

The second hypothesis (H2) designed from the number second objective postulates a significant positive relationship between organizational readiness and non-financial performance of international computer technology companies in Dubai, and it was tested via variance-based SEM (i.e., PLS-SEM). Hypothesis (H2) was supported as a result confirms the significant positive relationship between personnel capabilities and financial performance. Following the result obtained, organizational readiness is one of the major predictors of non-financial performance of international computer technology companies in Dubai. This result supports the position of Gürdür, El-khoury, and Törngren (2019) that through the process of organizational readiness, employees prepare themselves for IT and other organizational challenges that come their way in the workplace and form a good impression about their organizations which will motivate them to put in their best and achieve optimal productivity and better-quality service. Gürdür et al. (2019) also analyzed the degree of organizational readiness as regards organizational structure, employee expectations, technology development, and organizational environment. It was found that all these parameters influenced the non-financial performance of organizations. However, implementation of organizational readiness requires herculean task and time, but the rewards therein are enormous. The accrued rewards come in a number of ways, and such include customer satisfaction, customer retention and loyalty, quality, and prompt service delivery due to investments made in IT.

The third objective stated: To evaluate the impact of personnel capabilities on the non-financial performance of international computer technology companies in Dubai. Thus, the third objective, as against the fourth question, is to determine (H3), which states that there is a significant positive relationship between personnel capabilities and the non-financial performance of international computer technology companies in Dubai. This result signifies that personnel capabilities positively predict the non-financial performance of international computer technology companies in Dubai, but the result obtained is statistically strong enough to support the hypothesis (H3). Hence, (H3) was supported empirically. This result, however, is consistent with the viewpoint of Gürdür et al. (2019) that personnel capabilities enhance service quality and increase customer satisfaction (non-financial performance). However, a possible clarification for such a significant positive relationship between personnel capabilities and financial performance could be based on the role of teamwork among personnel in achieving organizational goals and objectives. As such, having capable and talented human resources are not enough, but the imbuing spirit of teamwork among them is highly important in any organizational setting. When employees work well together, either on a particular team-related task or across different departments, it expands productivity and improves the overall service quality of firms. Basically, effective and quality teamwork can help to advance internal operations or to meet external demands by improving procedures, products, or services. Therefore, achieving organizational goals and objectives becomes easier when teamwork is successfully incorporated (Griffin, Harding, & Learmonth, 2017).

In terms of practical contribution, business or company managers must understand the role of the customer in their organization in order to understand the value of customer success. In today's competitive global market, the interrelationship between customers and business managers/owners is essential for the development and enhancement of the organization's goals. Thus, this study provides insights into how business managers can develop flexible and integrate customer success dimensions for the betterment of organizational performance. Outstanding organization performance is positively linked to customer success, as shown in the present study; thus, the primary managerial involvement of international computer technologies companies is that customer success policy should be part of their priority when designing their strategic policy. Globally there is a dearth of research on customer success-performance relationships. But this study is anchored in Dubai. Hence, research on the influence of customer success on the performance of international computer technology companies is much more needed in the country especially considering the contribution of international computer technology companies to both employment and GDP.

Accordingly, the current study is useful to the government and its agencies, business practitioners, as well as academic researchers in fostering their understanding of how customer success influences performance in the context of international computer technology companies in the country. Furthermore, this study mainly shows empirical evidence by addressing problems associated with the performance of international computer technology companies in Dubai.

Consequently, by implementing the findings of the current study, owners/managers would be able to identify the importance of customer success dimensions relevant to performance in line with the empirical evidence. Essentially, the current rapid and constant dynamism in the global business environment has made this research indispensable since, in recent times, the customer success concept is becoming significant for companies in all sectors, particularly the technology sector, due to high competition and globalization (Billsten, Fridell, Holmberg, & Ivarsson, 2018; Nawaz et al., 2021). Moreover, UAE is considered the business hub of Gulf countries and a potential world economic power. In order to attain this feat, it is important to pay much attention to infrastructural and industrial developments, which in turn enhance rapid economic growth. However, rapid economic growth may not be realizable except through the performance of the technology sector. Consequently, this research has underscored the importance of customer success towards enhancing the performance of international computer technology companies in Dubai in order for the stakeholders to adopt them in improving the performance of other sectors. Finally, the study findings can also serve as a road map for achieving UAE vision 2021 of becoming one of the best countries in the world.

Limitations and Recommendations for Future Research

The current study has another drawback that could act as a headway for future studies. Because data was gathered mainly from the Dubai context, rendering broad application and generalization of the study rather questionable. It will thus be required to explore a broader geographical context or to assess the relevance of our findings in another diverse context. This will help to compare/validates the findings of this study or perhaps to have conflicting results. Again this research did not include moderating or mediating variables; thus, future studies may be conducted to include moderator or mediator variables such as innovative capabilities or quality service on the relationship between customer success and organizational performance of international computer technology companies. In addition, data was collected from only international computer technology companies in Dubai, and the findings of the study may not be extended to other computer technology companies in Dubai which are not within the study scope. This is considered a limitation of the current study. Accordingly, future research could extend the research of this nature across diverse industries, sectors, and contexts, as this will enhance the generalizability of the current research findings. Finally, a self-reporting approach was employed to collect necessary data from the participants for examining the impact of customer success on the performance of international computer technologies companies in Dubai. Although managers/owners remain the most effective and reliable way to get information regarding customers and organizational performance, and this approach, despite its benefits and relevance, is liable to raters' bias proclivities and employees' perception with respect to firm performance and customer success which is necessary to be obtained for comprehensive understanding. Nevertheless, the self-reporting approach is not considered a major limitation in the management-based research field (Spector, 1994), but investigating customer success and firm performance from other perspectives besides from owners/managers would constitute a viable research direction for future studies.

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