SPCRD GLOBAL PUBLISHING
Sustainable Solutions
RAMSS Review of Applied Management and Social Sciences
Journal homepage: http://ramss.spcrd.org ISSN (Print): 2708-2024 ISSN (Online): 2708-3640

Mixed Signals: Exploring the Consistent and Unexpected effects of Job Related Factors and Intrinsic Job Satisfaction on CRM Capabilities in Telecommunication Firms

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ARTICLE DETAILS

History:
Accepted 15 September 2025
Available Online September 2025

Keywords:
CRM capabilities (CRMC), intrinsic job satisfaction (IJS), person-job fit (PJ fit), professional fit (PR fit), role conflict (RC), role ambiguity (RA), telecom sector

JEL Classification:
J28, D23

DOI: *10.47067/ramss.v8i3.546*

ABSTRACT

Customer relationship management (CRM) plays a central role in creating and sustaining customer relations and for telecommunication companies, it is considered a critical success factor. As telecommunication firms operate in dynamic environments around the globe, so scholarly contributions are needed to guide telecommunication companies in their policy making. Past research is available on CRM capabilities but there have been significant research gaps. This study aimed to fill those gaps and investigated the impact of job-related factors namely person-job fit, professional fit, role conflict and role ambiguity on CRM capabilities with intrinsic job satisfaction as a mediator. This was cross-sectional study and collected data (using questionnaires) from employees working in mobile telecommunication companies in Pakistan. Based on 145 responses, this study concludes that intrinsic job satisfaction significantly mediates between role ambiguity, role conflict, professional fit, and CRM capabilities. This research confirms established patterns for two job related factors, yet uncovers unexpected dynamics in the other two, offering fresh perspectives and prompting deeper inquiry. The professional fit significantly and positively affects intrinsic job satisfaction and CRM capabilities, while person-job fit does not. Role ambiguity and role conflict are related to intrinsic job satisfaction in different ways as they impact it differently. This research draws its hypotheses and contributes to theories including Herzberg two factor theory, role theory and self-determination theory. This research guides telecommunication companies in their policy making regarding how to build CRM capabilities through recognizing the differential role of job related factors and using them for the purpose.

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1. Introduction

In the past few decades, CRM has become essential for companies that want to maintain good customer relationships and focus on quality services. CRM emphasizes data-driven insights and customer-centric practices to meet evolving customer expectations (Kumar, Sharma, & Dutot, 2023). The literature highlights the role of technologies, organizational alignment, and customer feedback in enhancing CRM effectiveness. Key CRMC such as data analytics, personalized communication, and customer engagement are vital components for competitive advantage in today's dynamic markets (Odionu, Bristol-Alagbariya, & Okon, 2024).

In Pakistan, the telecommunications sector stands out as one of the fastest-growing and most competitive sector, shaping how businesses operate and people communicate (Din, Mangla, & Jamil, 2016). With widespread mobile connectivity and telecommunication advancements, this sector has transformed and revolutionized access to information and services. Pakistan Telecommunication Authority [PTA (2024)] has reported telecom revenues to have hit Rs.955 billion for fiscal year 2023-24, attracted in investments valuing US $765 million, and reported to have made a contribution of Rs.335 billion towards national treasury. At the same time, PTA has reported to have mobile subscribers reached over 190 million and broadband penetration crossing 50%. Thus, as the sector grows, telecom companies are increasingly relying on CRM to retain customers, improve service delivery, and inform strategic decisions (Imenda, 2024). Amidst, alongside growth, the sector faces challenges like rapid technological changes, intense competition, and shifting consumer expectations that require firms to rethink their CRM strategies and workforce planning. In fact, scholars argue that a well-aligned and engaged workforce is essential to maintain CRMC (Fernando, Sutomo, Prabowo, Gatc, & Winanti, 2023).

A number of factors could be related to CRM. Person-Job fit (PJ fit), which reflects the alignment between an employee's characteristics and job demands, is known to enhance satisfaction, work engagement, and performance (Alqhaiwi, Koburtay, & Karatepe, 2023). In telecom, a better PJ fit could contribute towards stronger CRM execution. Similarly, professional fit refers to the congruence between a person's professional identity and job role, which helps employees handle work challenges effectively (Wang, Wang, Zhang, & Ma, 2020). Furthermore, during job performance, any role conflict that employees face could lead to stress and reduced job satisfaction (Ahmad, Zahid, Wahid, & Ali, 2021). Additionally, factors like role ambiguity and uncertainty about job expectations could reduce satisfaction and negatively affect CRM performance (Koeneman, 2019; Sjödin, Parida, & Wincent, 2016).

Now, intrinsic job satisfaction is a factor that comes into close connection with these job related factors. It impacts motivation, well-being, and customer oriented behavior (Manzoor, Wei, & Asif, 2021). While there has been some research in context of Pakistan regarding how HRM practices or cultural factors have played their role in telecom sector (Abbas, Adil, & Rehman, 2024; Zeeshan & Qazi, 2023) but not specifically about the interplay between these job related factors, IJS, and CRMC. Despite having acknowledged the critical role of these factors, past studies have not guided how telecommunication companies would develop CRMC as a necessary resource. There is lack of research about how job related factors and IJS would impact this capability generation. This study presents its novelty through addressing this gap by investigating how PJ fit, PR fit, RC, RA, and IJS affect CRMC in Pakistan's mobile telecommunications sement. Specifically, this research examines the mediating role of IJS in these relationships.

This research builds its hypothesis majorly on the basis of three underpinning theories. Firstly Herzberg's two factor theory (Herzberg, Mausner, & Snyderman, 1959) is used as it differentiates between motivators (for intrinsic satisfaction) and hygiene factors (for extrinsic satisfaction). The theory posits that people could be intrinsically motivated by the nature of job and specifically by placing right people on right jobs and clarifying their roles and responsibilities better where they could feel comfortable. Secondly, the role theory is used which explains how employees facing unclear or conflicting roles are not able to perform well (Turner, 2001). Finally, Deci and Ryan's (2012) self-determination theory is utilized that focuses on autonomy, competence, and relatedness to discuss employee engagement and motivation. Those employees who feel high PJ fit and PR fit would experience high relatedness for the job and for their organization that could bring about positive outcomes. This research carries significant implications for Pakistan's telecommunication industry and the economy. The results assist telecommunication companies' managers to make better decisions concerning the management of human resources for building stronger CRMC.

2. Literature Review

2.1 Person-Job Fit and CRM capabilities

PJ fit is about how well an employee's values, skills, and abilities are related to his job demands. When the extent of relatedness is higher, employees are better able to use their professional skills and perform well in their jobs (Shahbaz et al., 2021; Weng, Chang, Jiang, & Chang, 2025). The feeling of high PJ fit also enhances their satisfaction and intrinsic motivation (Akmal & Mehmood, 2022). On the other hand, CRM capability is an organizational competence that empowers a firm to cultivate long-term, profitable customer relationships while strengthening its competitive advantage (Ali, Ali, Ahmad, & Nazish, 2019).

Research by Widodo, Sahono, Agustina, Suryosukmono, and Pareke (2020) conducted in the Indonesian context indicated a significant relationship between PJ fit, organizational commitment, and organizational performance. Further, research by Wibowo and Christiani (2021) reported that affective organizational commitment could lead to innovative capabilities. Thus, PJ fit could be having an assumable influence upon individuals' capability to work and might also influence organizational distinctive capabilities. Based on the sample of pharmaceutical company employees in Pakistan, Shah and Ayub (2021) found that employees feel satisfied when the work assigned to them is according to their skills and abilities. This positive employee attitude could enable organizations to build distinctive capabilities and competitive advantage (Katou & Budhwar, 2010).

Under self-determination theory, it could be argued that employees having high PJ fit could feel themselves more related to the job and the organization that would increase their intrinsic motivation and consequently result in dynamic individual and organizational capabilities. Similarly, under Herzberg motivation theory, it could be assumed that if the nature of job is satisfying and is matching with the interests and abilities of employees, they will be more engaged with their work leading to positive organizational outcomes and enhanced CRMC. Notably, there have been extremely limited studies on PJ fit and CRMC link. Thus, first hypothesis of this study is formulated as:
H1: PJ fit has a significant impact on CRMC.

2.2 Person-Job Fit and Intrinsic Job Satisfaction

IJS is the level of satisfaction an individual derives from the inherent aspects of his work, such as the nature of tasks, autonomy, and personal growth opportunities. A number of studies have found positive impact of PJ fit on job satisfaction. In a meta-analysis by Kristof-Brown, Zimmerman, and Johnson (2005), they confirmed that PJ fit was strongly related with job satisfaction. Recently, based on

data collected from lecturers of Indonesian University, Sylvana, Awaluddin, Dueramae, and Sanusi (2024) reported that higher PJ fit resulted in higher job satisfaction. Further, Alqhaiwi et al. (2023) reported positive influence of PJ fit on intrinsic motivation of retail sales people in Jordan. In the same line, Akmal and Mehmood (2022) reported positive impact of PJ fit on intrinsic motivation of territory sales officers in pesticide companies operating in Pakistan.

Research by Edwards and Shipp (2007) suggests that organizational support in various ways could amplify the positive relationship between PJ fit and intrinsic resources, since supportive environments would enhance the benefits of fit. However, Erdogan and Bauer (2005) reported contradictory results. They took samples from Turkey and US, and reported that the moderating influence of PJ fit on the relationship among proactive personality and job satisfaction was not significant in either of the samples. Overall, the literature favors hypothesizing a significant effect of PJ fit on job satisfaction. Thus, following hypothesis is formulated.
H2: PJ fit has a significant impact on IJS.

2.3 Intrinsic Job Satisfaction and CRM Capabilities

CRM is about a cross-functional system through which organizations develop, maintain, and fortify long term relationships with the customers. CRMC connect marketing and information technology in a strategic way to perform that role (Shahbaz et al., 2021). The impact of IJS on CRMC is an emerging yet under researched area.

Different studies have argued that employee job satisfaction could be related to customer satisfaction. For instance, research by Son, Kim, and Kim (2021) in context of Korea suggests that employee job satisfaction is significantly and positively related to perceived customer value which is in turn connected to customer satisfaction. When there is a good and positive working environment and consistent training interventions, this would create a positive service environment for the employees that would keep the employees motivated and satisfied. These employees will better be able to deal with customers, understand their needs and requirements and satisfy them. This argument could be related to Herzberg's two factor theory that IJS is a crucial factor in employee satisfaction, as internally motivated employees feel and perform well at their work leading to better organizational outcomes. Budur and Poturak (2021) conducted a study in Kurdistan Region of Iraq. They argued that employee satisfaction is related to customer satisfaction. They reported that customers' perception of employee performance is important to achieve customer satisfaction and loyalty. The study suggested that the more motivated and satisfied the employees are, the better they will be able to deal with their customers, leading to long term organizational effectiveness and customer satisfaction. In a Jordanian study, Al Kurdi, Alshurideh, and Alnaser (2020) also inferred that customer satisfaction was a function of employee satisfaction. Thus, following hypothesis is formulated:
H3: There is a significant impact of IJS on CRMC.

The mediation hypothesis is proposed as under:
H4: IJS mediates the relationship between PJ fit and CRMC.

2.4 Professional Fit and CRM capabilities

Professional fit is about how an individual's professional, emotional, and social needs are fulfilled through selecting a particular profession or industry. Higher PR fit would indicate a greater match between one's professional interests, goals, and professional development targets with the nature of profession and the opportunities it offers (Youngs, Pogodzinski, Grogan, & Perrone, 2015). The relationship among PR fit and CRMC is critical, however, there are extremely limited studies that

have investigated this link. Certain studies have tested and reported and impact of other antecedents on CRM. For example, Fan and Ku (2010) studied the impact of knowledge sharing among employees (travel agents in Taiwan) and its impact on CRM profitability. They reported that collaboration can help minimize knowledge sharing complexities and enhance CRM profitability.

Park and Lee (2021) studied CRMC along with other factors. They reported that employee job competency as well as CRMC in a firm would positively influence long-term partnership with stakeholders, and the emotional empathy ability would act as a mediator. Aung, Mon, and Bhaumik, (2024) studied the impact of business intelligence on CRMC in banking sector. Their findings emphasized the fundamental importance of business intelligence to increase CRMC resulting in more efficient customer interactions, customized services, and increased satisfaction. Similarly, Shahbaz et al. (2021) studied the impact of big data analytics-BDA on CRMC. They suggested that salesforce perception of BDA was positively predicted by organizational characteristics of user participation, user involvement, management support and voluntariness, as well as individual characteristics of self-efficacy, playfulness, and social norms. The workforce person-technology fit (comprising PJ fit and PR fit) improved as a result of this favorable perception of BDA, which eventually improved CRMC and sales success.

Many businesses struggle with successful implementation of CRM, mostly due to their ignorance that CRM necessitates cross-functional, customer-focused, company-wide business process re-engineering. Although technology is a major contribution towards CRM development, yet it is not technology-only capability. An integrated and well-balanced approach to people, process, and technology is necessary to manage a successful CRM (Chen & Popovich, 2003). Employees who are well-suited to their roles are more likely to exhibit customer-oriented behaviors. Employee empathy, autonomy, professionalism, and responsiveness are integral for building strong customer relationships (Liu & Huang, 2024). With reference to role theory, if a person is relatedness and well suited to a profession, he would be able to develop useful and productive capabilities for contributing to organizational capabilities. Consequently, the hypothesis is formulated as below.
H5: There is a significant impact of PR fit on CRMC.

2.5 Professional Fit and Intrinsic Job satisfaction

Scant attention has been paid to the direct relationship between PR fit and IJS. However, the relationship is crucial to study from theoretical and practical point of view as employees who are well-suited to their roles should be more likely to experience fulfillment and engagement at work. The argument could be supported through Herzberg two factor theory that stresses on nature of job for intrinsic motivation. Past studies have however explored this subject using different perspectives. For instance, drawing upon satisfaction spillover theory, Wang et al. (2020) examined the impact of 'individual satisfaction with workplace IT' and job satisfaction. Two elements of task technology fit were incorporated i.e. job fit and PR fit. They reported that fit of IT infrastructure with employees' professional and job desires was important for job satisfaction.

The link among PR fit and IJS could also be supported by self-determination theory which explains that among others, 'relatedness component' should determine employee motivation and engagement. The more the employees feel that their abilities and personalities match their profession i.e. the more professionally fit they are the more engaged and motivated they would be. In their meta-analysis, Wiegand, Drasgow, and Rounds (2021) suggest that interest fit and job satisfaction relationship could be asymmetric and complex to understand. Thus more research is warranted on the basis of these arguments and following hypotheses are developed.

H6: There is a significant impact of PR fit on IJS.
H7: IJS mediates the relationship between PR fit and CRMC.

2.6 Role Ambiguity and CRM Capabilities

RA is about lack of clarity or information regarding an employee's responsibilities, expectations, and performance standards in his job role (Maden-Eyiusta, 2021). Scholars argue that RA and lack of clarity on job demands would technically hinder CRM performance as it would negatively impact employee satisfaction (Koeneman, 2019; Sjödin et al., 2016). It may lead to stress, reduced job satisfaction, and lower performance. With reference to role theory (Turner, 2001), the relationship between RA and CRMC is critical, as unclear roles can hinder employees' ability to effectively manage customer relationships, ultimately impacting organizational performance.

Koeneman (2019) demonstrated that employees experiencing high levels of RA in customer-facing roles exhibited lower CRM performance, as they were less able to understand and meet customer needs. Researchers have argued that despite CRM's claim to boost company's efficiency, the issue arises when the salesforce is not appropriately provided instructions or predetermined job tasks and information which leads to unclear obligations and compromised customer services thus causing CRM failure (Ahearne, Rapp, Mariadoss, & Ganesan, 2012; Dayan & Arnolds, 2012). Sjödin et al. (2016) found that value co-creation for organization-customer relationships is significantly reduced by RA in the retail sector, specifically in roles requiring complex customer interactions and problem-solving. A study on SMEs in Istanbul demonstrated that RA had significant and negative relationship with individual innovation, whereas the relationship was fully mediated by work engagement (Maden-Eyiusta, 2021). Cengiz, Yoder, and Danesh (2021) argued that higher RA would result in high turnover, burnout, job dissatisfaction, low commitment, and high stress among employees. All of these could be detrimental to creating CRMC in firms. Thus, following hypothesis is formulated:
H8: There is a significant impact of RA on CRMC.

2.7 Role Ambiguity and Intrinsic Job Satisfaction

There is a crucial relationship between RA and IJS because ambiguous positions can make it difficult for workers to feel accomplishment and engagement in their work. The findings of previous research on the connection between IJS and RA have been somewhat contradictory. Scholars have argued that service industries normally present most stressful working environment to employees due to continuous connection, communication, and facilitation of customer within an organization. In such cases, RA poses a major challenge that could cause a low level of satisfaction among employees, could lower their performance and increase turnover. Results from a study in Turkish hospitality industry (Üngüren & Arslan, 2021) revealed that RA had a direct negative impact on job satisfaction and ultimately on job performance. The study suggested that organizational assistance and support could play a crucial role in reducing the negative effects of RA on job satisfaction by giving workers the necessary tools, training, and direction required to define their roles.

On the other hand, study by Andari (2023) yielded surprising results demonstrating that RA had a positive impact on employee job satisfaction. This study however, focused on overall job satisfaction, not only on IJS. Another research by Homayed, Karkoulian, and Srour (2025) done for university teachers in Lebanon found that higher level of RA hampered commitment among employees, whereas job satisfaction partially mediated the relationship between RA and employee commitment. Additionally, the study reported that reduction in RA would buildup normative and affective employee commitment but it would weaken continuance commitment. Another latest research concluded that RA had a significant and positive impact on job stress suggesting that when employees had low clarity on

their roles, they were more stressed and showed lower job satisfaction and performance (Silvia, Hadi, & Kurniawan, (2025). Thus, following set of hypotheses is formulated:

H9: There is a significant impact of RA on IJS.

H10: IJS mediates the relationship between RA and CRMC.

2.8 Role Conflict and CRM Capabilities

RC is a contradiction which employees experience while complying with one job demand against the other one. It tends to increase when employees face demands which are either inconsistent with their norms and skills or are not compatible against the expectations about their job requirements (Homayed et al., 2025). Most of the studies have found a negative relationship between RC and CRMC. For example, study of Maden-Eyiusta (2021) conducted for Turkish SMEs reported that RC was negatively related to employees' proactive behavior of taking charge of their work, while work engagement partially mediated the relationship. Enyinda, Blankson, Cao, and Enyinda, (2023) conducted a study on interface conflicts and conflicts between customer-focused teams in the B2B sales process. The study found that tasks are the primary source of conflict that separates teams, followed by a lack of proper communication and frequent meetings. The respondents believed that the best approach to conflict resolution was integration, teamwork and compromise. The study implied that conflict resolution was important for customer satisfaction and business performance. These studies suggest that it is crucial to address the issues of RC and RA in order to enhance employee satisfaction and organizational performance that could ultimately lead to enhanced CRM. On the other hand, study of Ebbers and Wijnberg (2017) reported contradictory results. Based on the sample of project-based organizations in film industry, they reported that RA and RC could actually be beneficial. They could result into productive discussions and redefining of roles where necessary to deliver better outcomes.

Theorists from nearly every social science discipline argued that conflicts can yield both positive and negative consequences. According to motivational theorists, conceptual conflicts can foster curiosity and encourage people to seek new information. Organizational theorists suggest that productive conflicts among group members are crucial for effective problem-solving. According to educational theorists, conflicts may boost achievement, and they maintain that class conflicts are necessary for progress. Cognitive psychologists indicate that conceptual conflicts may enhance understanding and discovery (Johnson, Johnson, & Tjosvold, 2006). Despite all the positive thinking about positive aspects of conflicts, there has been little evidence to support the idea that conflict might be beneficial than its absence. Thus, following hypothesis is formulated:

H11: There is a significant impact of RC on CRMC.

2.9 Role Conflict and Intrinsic Job Satisfaction

As evidenced by past studies, RC significantly impacts IJS across various professions. The relationship between these two constructs is complex, often influenced by factors such as RA and self-efficacy. Üngüren and Arslan (2021) indicated in their study that RC and RA are major job stressors for employees in the accommodation business. These job stressors can decrease job satisfaction among employees and lower their performance which ultimately increases turnover. The findings of a study conducted on social workers in China revealed that higher levels of RC and RA are linked to higher depressive symptoms among employees that implies lower IJS (Zhang, Li, & He, 2022). Employees who experience RC may also feel less empowered to take responsibility for their work or make decisions. Role conflicts can lead to stress and burnout, which hinders workers' capacity to find fulfillment and happiness in their work. In Pakistan's context, study of Ahmad et al. (2021) found negative relationship between RC and job satisfaction. Thus, the relationship could be explained under role theory which tells how unclear and conflicting roles impair performance.

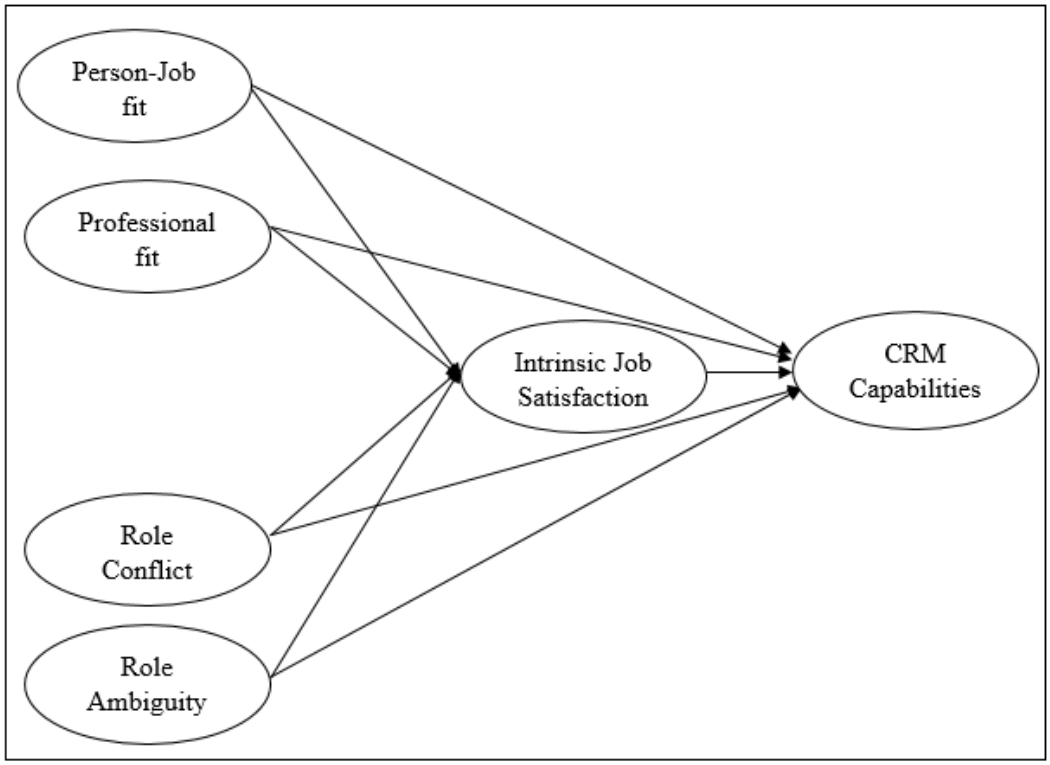
However, despite the fact that conflict is frequently perceived as negative but if managed effectively, it has been shown to improve teamwork. Ebbers and Wijnberg (2017) express that contrary to role theory they suggest positive side of RC. They argue that relationship conflict could be producing negative outcomes, but some extent of task conflict could produce positive consequences as debate and discussions would lead towards better decisions and creative outcomes. When some employees redefine their roles, this results into others in adjacent roles redefine theirs, which becomes beneficial for overall organization. Further, as argued earlier, theorists from various fields have also highlighted positive aspects of conflicts (Johnson et al., 2006). Thus, keeping in view these arguments, following set of hypotheses is developed:

H12: There is a significant impact of RC on IJS.

H13: IJS mediates the relationship between RC and CRMC.

Following is the research framework of this study (figure 1) that includes four independent variables (PJ fit, PR fit, RA, RC; a mediator (IJS); and a dependent variable (CRMC).

Figure 1: Research framework



3. Research Methodology

3.1 Population, sampling, and data collection

Telecommunication companies were found to be most relevant for this research due to intense competition, dynamic market, technological advancements, and the need for them to build CRMC for their success and sustainability. The target population included full-time employees across various functional roles, such as customer service, technical support, sales, and marketing. The data were collected from Punjab and the study employed area sampling technique, dividing the total geographical area into smaller sub-areas (e.g., regions or cities). Thereafter, some areas were selected randomly to collect the data from all concerned companies from those selected areas. Some offices refused to participate in the survey whereas from others, full or partial support was available. After distributing questionnaires, two follow up calls were made and from around 250 questionnaires distributed, 145

questionnaires were obtained (58% response rate). The respondents were working either in main offices or franchises of mobile telecom companies including Jazz, Ufone, Zong, & Telenor.

3.2 Instrument development

The questionnaire used in this research was developed based on the scales used by previous scholars. For instance, scale for measuring CRMC was adapted from study of Coltman, Devinney, and Midgley (2011). It included three dimensions namely *human analytic capability* (4-items), IT infrastructure capability (4-items), and *business architecture capability* (3-items). IJS was measured based on Minnesota Satisfaction Questionnaire by Weiss, Dawis, England, and Lofquist (1967). However, a short version of the scale was used as tested valid and reliable by Martins and Proença (2012). A 5-item scale developed by Rodgers (2000) was used for assessing PJ fit. For PR fit, a 6-item scale (short version) based on originally developed scale by Beatty (1986) was used as also used by Shahbaz et al. (2021). An 8-item scale was used for RC and 6-item scale was used for RA as developed by Rizzo, House, and Lirtzman (1970). Respondents were asked to assess all items on a 7-point Likert scale.

3.3 Participant demographics

Concerning respondent demographics, out of 145 respondents, 81 were males and 64 were females. With respect to age, majority of respondents i.e. 128 were in the age bracket of 21-30 years. Finally, with respect to education, most of the respondents were having under-graduate qualification (44.8%) followed by those who had completed their post-graduation (37.9%). Only 16.6% had an MPhil/equivalent degree.

4. Analyses, Results, and Conclusions

4.1 Instrument Evaluation: Validity and Reliability

The data analyses were accomplished using Smart PLS 4.0. Initially, a measurement model was drawn based on research framework (figure 1). To ensure the robustness of the measurement model, we evaluated reliability (internal consistency) and validity (convergent and discriminant validity) of all constructs. Table 1 includes statistics for Cronbach's alpha, composite reliability and average variance extracted (AVE). It can be noticed that Cronbach's alpha and composite reliability are greater than 0.7 for all variables. Hence, reliability is maintained (Hair, Risher, Sarstedt, & Ringle, 2019). As CRMC was multidimensional construct, so statistics are reported separately for each dimension. Moreover, all items with loading less than 0.5 were deleted to improve model's reliability and to support convergent validity (Maskey, Fei, & Nguyen, 2018). Convergent validity was also assessed using AVE. It was higher than 0.5 for all constructs except for IJS and RC. Still, it could be considered reliable as for IJS and RC, the composite reliability was greater than 0.7 (Fornell & Larcker, 1981).

Discriminant validity was assessed through cross loadings. It was noticed that all items loaded more strongly onto their own constructs compared to other ones thus discriminant validity was ensured (Hair, Sarstedt, Hopkins, & Kuppelwieser, 2014). The Variance Inflation Factor (VIF) quantifies the severity of multicollinearity in a multiple regression model. It measures how much the variance of an estimated regression coefficient increases due to multicollinearity among predictor variables. A high VIF indicates that the predictor is highly correlated with other variables, inflating its coefficient's variance and reducing model stability. For this study all VIF values were less than 4.0 indicating absence of any multicollinearity (Garson, 2016). Finally, SRMR was less than 1 (0.096) indicating that model's fitness was achieved (Garson, 2016).

Table 1: Statistics for Assessing Validity and Reliability

Variables	Cronbach's alpha	Composite reliability	Average Variance Extracted
CRMC(A)	0.831	0.833	0.597
CRMC(B)	0.772	0.772	0.594
CRMC(C)	0.741	0.748	0.662
IJS	0.860	0.865	0.446
RA	0.842	0.844	0.562
RC	0.835	0.847	0.459
PRfit	0.848	0.852	0.568
PJfit	0.821	0.826	0.582

CRMC(A): CRM Capability (Dimension A), IJS: Intrinsic Job Satisfaction, RA: Role Ambiguity, RC: Role Conflict, PRfit: Professional fit, PJfit: Person-Job fit.

4.2 Hypothesis Testing, Findings, and Conclusions

This section explains structural model and presents details about hypotheses tests. It presents findings and conclusions for various hypotheses laid in section 2. The structural model was drawn in Smart PLS 4.0 keeping in view the research framework. All constructs were reflective except CRMC which was formative. Thus dimensions were drawn for this construct and their latent variable scores (LVS scores) were used for further analysis. Bootstrapping was done at 5000 sub-samples using two-tailed test as required by non-directional nature of hypotheses. Results of hypotheses tests (including direct/indirect effects) are available in table 2 below.

Table 2: Hypotheses testing – direct / Indirect effects

Links	beta values	p-value	t-value	Bias Corrected Confidence Intervals	
				2.5%	97.5%
Direct Effects					
IJS → CRMC	0.455	0.000	5.388	0.289	0.616
RA → CRMC	-0.102	0.193	1.302	-0.264	0.063
RA → IJS	-0.303	0.000	3.633	-0.468	-0.137
RC → CRMC	0.130	0.053	1.939	-0.008	0.254
RC → IJS	0.334	0.000	5.926	0.222	0.445
PRfit → CRMC	0.266	0.005	2.803	0.080	0.451
PRfit → IJS	0.352	0.000	4.068	0.185	0.523
PJFit → CRMC	-0.003	0.971	0.036	-0.171	0.166
PJFit → IJS	0.025	0.647	0.457	-0.090	0.136
Indirect Effects					
RA → IJS → CRMC	-0.139	0.005	2.804	-0.246	-0.054
RC → IJS → CRMC	0.152	0.000	3.941	0.084	0.236
PRfit → IJS → CRMC	0.160	0.001	3.304	0.074	0.264
PJFit → IJS → CRMC	0.011	0.651	0.453	-0.043	0.062

CRMC: CRM Capability, IJS: Intrinsic Job Satisfaction, RA: Role Ambiguity, RC: Role Conflict, PRfit: Professional fit, PJfit: Person-Job fit.

4.2.1 Person Job Fit, Intrinsic Job satisfaction, and CRM Capabilities

As shown in Table 2, the impact of PJ Fit was not found significant on CRMC (p-value: 0.971, t-value: 0.036) thus rejecting H1. In addition, it shows that for H2, there was no significant impact of PJ

fit on IJS (p-value: 0.647, t-value: 0.457) hence rejecting H2. Regarding H3, the impact of IJS on CRMC was discovered significant and positive (p-value: 0.000, t-value: 5.388) and thus it is concluded that greater is the intrinsic satisfaction among staff in telecommunication companies, better are the CRMC of those firms.

For H4, the results indicated that no significant indirect effect was found between PJ fit and CRMC through IJS as mediator (p-value: 0.651, t-value: 0.453). This concludes that IJS does not mediate the relationship between PJ fit and CRMC (thus, H4 was rejected).

4.2.2 Professional Fit, Intrinsic Job satisfaction, and CRM Capabilities

Regarding the impact of PR fit on CRMC, the impact was found significant and positive (p-value: 0.005, β: 0.266), thus H5 was accepted. H6 was also accepted as the impact of PR fit on IJS was found significant (p-value: 0.000, β: 0.352). Regarding the mediation hypothesis H7, IJS was found as significant mediator between PR fit and CRMC as the indirect effect of PR fit on CRMC was significant (p-value: 0.001, t-value: 3.304). According to Zhao, Lynch, and Chen (2010), it could be termed complementary mediation since both, the direct and indirect effects (of PR fit on CRMC), are in the same direction i.e. both are positive. This concludes that when PR fit is higher among telecommunications' companies' staff, it leads to building CRMC in those firms since it also improves the staffs' IJS.

4.2.3 Role Ambiguity, Intrinsic Job satisfaction, and CRM Capabilities

H8 was about the impact of RA on CRMC. As in table 2, p-value: is 0.193 and t-value is 1.302, thus the impact was insignificant and H8 was rejected. However, the impact of RA on IJS was found significant (p-value: 0.000, t-value: 3.633, H9 was accepted) but since β: -0.303, therefore, it points that higher RA reduces IJS. Regarding the mediation hypothesis H10, IJS was found as significant mediator between RA and CRMC as the indirect effect of RA on CRMC was significant (p-value: 0.005, t-value: 2.804). This mediation could be termed as indirect only mediation as the direct impact of RA on CRM is insignificant whereas, only the indirect impact is significant. This leads to accepting H10 and concludes that as RA increases, it leads to reduction in IJS and CRMC of telecommunication firms.

4.2.4 Role Conflict, Intrinsic Job satisfaction, and CRM Capabilities

Regarding the impact of RC on CRMC, the impact was not found significant (p-value: 0.053, t-value: 1.939), thus H11 was rejected. H12 was however accepted as the impact of RC on IJS was found significant (p-value: 0.000, t-value: 5.926). Regarding the mediation hypothesis H13, IJS was found as significant mediator between RC and CRMC as the indirect effect of RC on CRMC was significant (p-value: 0.000, t-value: 3.941). This mediation could also be termed as indirect only mediation as the direct impact of RC on CRMC is insignificant whereas, only the indirect impact is significant (H13 was accepted). This concludes that RC can have positive side and it would build CRMC in firms through the path of IJS. Higher RC could make employees delve into discussions and redefining their roles and producing better personal and organizational outcomes.

5. Discussions and Implications

The purpose of this research has principally been to examine the mediation effect of IJS between job-related factors and CRMC. This research has produced very interesting findings and thus contributes towards the literature on these variables and the context. Firstly, the rejection of hypotheses one, two, and four of this study implies that PJ fit is not connected to CRMC directly or indirectly. In this sense, this finding is contrary to many other past studies which have established a significant link among PJ fit and individual and organizational outcomes. Furthermore, it is noteworthy

that these findings do not support self-determination theory and role theory in Pakistan's context. However, some scholars, for instance, Stepanek and Paul (2022) have argued that consequences of higher PJ fit may not always be noticed; and PJ fit may not always be impacting job performance and organizational turnover. Similarly, Tang, Shao, Chen, and Ma (2021) have argued that normally PJ fit alone is not sufficient in delivering positive outcomes. Along with PJ fit person-organization fit also be considered compulsory determinant. Additionally, they emphasize that most of past studies have reported positive consequences of higher fit, but contrarily few studies have also argued about the negative impacts of higher fit that would unfavorably impact organization innovation capabilities and adaptability. Thus, we recommend future scholars to study PJ fit along with other determinants in other sectors and settings as well to gain better insight into PJ fit and organizational capabilities relationship.

There has been extremely limited research on the relationship between PR fit and CRMC. Wiegand et al. (2021) pointed towards the complexity of employee interest fit and job satisfaction relationship in the sense that it is complex and might be asymmetric in nature. However, studies have been limited on this connection. This research reports significant direct and indirect impact of PR fit on CRMC in Pakistan's telecommunication companies and reveals significant role of IJS as mediator in the relationship. Theories including role theory, Hertzberg theory, and self-determination theory, all support these direct/indirect connections. Having a higher PR fit implies that employee better understands his professional responsibilities and role and would work as motivated individual. If the nature of job is according to professional interests, employee would be more satisfied and produce productive outcomes. Finally, higher PR fit would point towards higher relatedness thus resulting in more engagement and motivation. A few studies (e.g. Chen & Popovich, 2003; Shahbaz et al., 2021) have pointed towards ensuring greater PR fit for developing organizational capabilities like CRM.

Next, this study reports that RA leads to lower IJS and thus is counterproductive for firms building CRMC. Role theory as well as number of past studies have argued about the negative repercussions of higher RA (Cengiz et al., 2021; Homayed et al., 2025; Maden-Eyiusta, 2021; Silvia et al., 2025). Koeneman (2019) notes that when employees are unclear about their roles in an environment where customer service is critical, they show lower performance and fail to support their firms in CRM activities. Üngüren and Arslan (2021) reported that lack of clarity on roles had negative effect on employee satisfaction and performance in Turkish hospitality industry.

Lastly, this study reports an interesting finding that RC could positively impact IJS and CRMC. So, it does not support role theory, yet some arguments could be generated on the evidence. As noted earlier, study of Ebbers and Wijnberg (2017) for project-based organizations in film making industry reported that role conflicts could actually lead to positive outcomes as it drives team members and their leaders towards redefining of roles and productive discussions. Irfan, Indradewa, Syah, and Fajarwati, (2021) in their study on RC, job satisfaction and work performance reported that RC enhances satisfaction as well as performance as employees may see RC as skill-building challenge. Hussein and Al-Mamary (2019) in their study noted that RC may have negative outcomes like stress, job dissatisfaction, high turnover, reduced productivity, time waste, poor decisions. But if managed well, conflicts can have positive results like creativity, innovation, problem solving, team cohesion, social exchange, effective communication, and mutual understanding. Johnson et al. (2006) have also noted that according to theorists belonging to different fields, conflict could be beneficial as they may foster curiosity and knowledge seeking, lead towards better problem solving, and enhance understanding and discovery.

Thus, theoretically, the study challenges conventional assumptions by demonstrating RC can enhance job satisfaction and capability development when perceived as skill-building exercise and an opportunity for gathering better information and developing consensus. Practically, the findings suggest managers should reframe role conflicts as developmental opportunities while fostering job satisfaction through autonomy, recognition, and supportive environments. But, more research is certainly warranted on RC and CRMC with other underlying variables playing their roles. This study extends self-determination theory by illustrating how intrinsic satisfaction mediates organizational outcomes, even under RA. Telecommunication companies must prioritize CRMC building through adaptive role design to transform ambiguity into engagement, balancing structured workflows with flexibility to harness employees' intrinsic motivation for sustained customer relationship success. Telecommunication companies should consider relative importance of individual fit with various organizational aspects to frame effective policy making for CRMC.

6. Limitations and Future Research

This study relies on self-reported data from a single industry only (Pakistan's telecom sector) which may limit generalizability to other sectors or cultural contexts. Further, the non-significant role of PJ fit may reflect measurement limitations or contextual factors (e.g., extrinsic reward dominance in high-pressure industries) and calls for further exploration.

Future research should adopt longitudinal or experimental designs to investigate boundary conditions (e.g., organizational culture, leadership styles) affecting these relationships. Expanding the sample to diverse industries (e.g., healthcare, retail) would enhance external validity. Additionally, mixed-methods approaches could unpack why PJ fit lacks significance in CRM contexts, while exploring alternative mediators (e.g., emotional exhaustion, organizational commitment) may provide deeper insights. More studies about the impact of RC in other sectorial and contextual settings would elucidate the findings of this research. Finally, integrating emerging variables like AI-driven CRM tools or remote work dynamics could refine theoretical models (e.g., JD-R, SDT) in modern service environments.

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