The Impact of Social Customer Relationship Management Practices on Public Organizational Performance: Social Customer Relationship Management Effectiveness as Mediator Variable

Rajamanal Letchumannan, Rosmiza Bidin, Jusang Bolong and Mohd Nizam Osman

To Link this Article: http://dx.doi.org/10.6007/IJARBSS/v12-i5/13880
DOI:10.6007/IJARBSS/v12-i5/13880

Received: 16 March 2022, Revised: 19 April 2022, Accepted: 30 April 2022

Published Online: 12 May 2022

In-Text Citation: (Letchumannan et al., 2022)

To Cite this Article: Letchumannan, R., Bidin, R., Bolong, J., and Osman, M. N. (2022). The Impact of Social Customer Relationship Management Practices on Public Organizational Performance: Social Customer Relationship Management Effectiveness as Mediator Variable. International Journal of Academic Research in Business and Social Sciences. 12(5), 1714 – 1737.

Copyright: © 2022 The Author(s)
Published by Human Resource Management Academic Research Society (www.hrmars.com)
This article is published under the Creative Commons Attribution (CC BY 4.0) license. Anyone may reproduce, distribute, translate and create derivative works of this article (for both commercial and non0-commercial purposes), subject to full attribution to the original publication and authors. The full terms of this license may be seen at: http://creativecommons.org/licences/by/4.0/legalcode

Vol. 12, No. 5, 2022, Pg. 1714 – 1737

http://hrmars.com/index.php/pages/detail/IJARBSS

Full Terms & Conditions of access and use can be found at http://hrmars.com/index.php/pages/detail/publication-ethics
The Impact of Social Customer Relationship Management Practices on Public Organizational Performance: Social Customer Relationship Management Effectiveness as Mediator Variable

Rajamanal Letchumannan, Rosmiza Bidin, Jusang Bolong and Mohd Nizam Osman
Department of Communication, Faculty of Modern Languages and Communication, Universiti Putra Malaysia
Email: rajmanal@yahoo.com

Abstract
Purpose: The aim of this study is to examine the impact of the Social Customer Relationship Management (Social CRM) practices on the social CRM effectiveness and the organizational performance at the Immigration Department of Malaysia. This research finding aims to help organizations to practice the best Social CRM activities to improved service and productivity for the leader.

Design/Method: A descriptive-analytical method (quantitative approach has been taken in this study. A survey was conducted with 230 social CRM practitioners of immigration officers. The research hypotheses were analyzed by means of structural equation modeling (SEM) by using AMOS 22.0.

Findings: This study has proved that there is a positive and significant relationship between social CRM practices and organizational performance. This study also proved an indirect effect on social CRM practices through social CRM effectiveness. The testing indicates variable SCRM Effectiveness partially mediates the relationship between Social CRM Practices and Organizational Performance.

Research Limitations/ Implication: Social CRM practitioners inside the department should also focus on the best social CRM practices to meet the customer expectation and to satisfy the savvy customer as well as fulfill their needs which helps the department to improve the performance.

Originality: There are few research-based studies on Social CRM practices and organizational performance. This study specifically aim to examine the role of “social CRM effectiveness” as a mediator variable between the practices of social CRM and the organizational performance in the Immigration Department in Malaysia.

Keywords: Social CRM Practice, Social CRM Effectiveness, Organizational Performance
Introduction of the Study

Social media channels is ideal for CRM and important channel to satisfy the purpose of CRM practices in organization. Nowadays social media transform the approach of customer relationship management (Alt and Reinhold, 2012; Dewnarain et al., 2019). CRM on social media channels help customer engages on real time. Use of social media channel such as Facebook, Instagram, and Twitter platforms also show positive relationship with improved customer engagement (Urban and Maphathe, 2021). In present Social CRM is a most essential strategy for customer engagement and customer interaction because of cut-throat competition, technological advancement of the customer needs and preferences (Tiruwa and Yadav, 2015). The fundamental goal of Social CRM practices is to ensure customer satisfaction and customer delightfulness (Er et al., 2020). Adopting Social CRM practices is most effective to build a sustainable customer relationship and improved customer experience (Chou, 2019). It also helps to reach new potential customer, retain the existing customer and mutually beneficial relationship with customers (Wongsansukcharoen et al., 2015). It is necessary to bring Social CRM in serving practices of public sector to acquiring, retaining and better servicing customer. Effectively designed Social CRM program gives a lot of benefits to the customers as well as help the government to get closer to citizens in a fastest way (Adele et al., 2015). Most of the public sector in Malaysia have their own website and provide on-line services (Badari, 2006). But the public sector is unfocused to manage various of tools and techniques of providing on-line services (Yarmoff, 2001). So, social CRM practices is a most vital and necessary to engage and collaborate with customer to achieve the goals of a public or private organization during this COVID-19 pandemic. Most government and other state agencies in Malaysia are now communicating with their customer and general citizen through the social media sites. Immigration Department of Malaysia as any other public institution is obliged to satisfy the public in term of update information and communication relating to public service delivery on social media channels. Social CRM practices and organizational performances in the Immigration Department of Malaysia is still missing from scholarly literature. Therefore, this paper focused on the relationship between Social CRM Practices, Social CRM Effectiveness and Organizational Performance in Immigration Department of Malaysia.

Statement of Problem

The spread of the COVID-19 virus has restricted face-to-face communication and activity participation in the public agencies and private sector. In the ongoing COVID-19 pandemic, however, the public organization need to update information about public service delivery on social media from time to time. So, most government and other state agencies in Malaysia also now communicating with their customer and general citizen through social media sites to maintain a good relationship with their customer, satisfy customer needs, and also improve their performance. CRM practices are needed on social media during this pandemic to promote Peer-to-Peer communication and collaboration to share information and opinion (Ahmadalinejad & Nabavi, 2016). The best CRM practices on social media are suitable to reach, engage, collaborate, manage, and create value in customer relationships. Recently, the Immigration Department of Malaysia detain bogus officers for cheating people on Facebook and Instagram (Harshini, 2018). That fake immigration officer who actively operates in Klang Valley claimed to be a high-ranking officer and convinced his customer. Moreover, some people complaints that they were cheated by fake Malaysian online visa sites and fake websites of the immigration department. The fake companies cheated them in the name of
immigration services. Lack of knowledge learning and knowledge sharing among social customers are the main reason for these cheating and forgery (Akroush et al., 2011). Previous works have developed CRM practices in the public sector (Bannister et al., 2003; Silva & Batista, 2007; Phuong & Reicher, 2021; Ganapathi, 2021) and social media in the public sector (Chun, 2010; Dadashzadeh, 2010; Bertot et al., 2012; Karakiza, 2015; Lovari & Valentini, 2020; Todisco et al., 2021). There is a little study in social CRM (Adela et al., 2015; Ahmадalinejad & Nabavi, 2016; Annadurai, 2015; Dewnarim et al., 2019; Nadeem, 2012; Reinhold and Alt, 2013; Rogla et al., 2016; Woodcock et al., 2011) and still, need empirical evidence to fill the gap in the area of social CRM practices. Therefore, the aim of the present study is to examine the effect of social CRM practices on organizational performance through social CRM effectiveness as a mediator variable to bridge the above revealed gap in previous research.

Research Objective
The primary objective of this study is to examine the impact of social CRM practices on the organizational performance and social CRM effectiveness in Immigration Department of Malaysia. The specific objective of the study are as below:

18. To investigate the relationship between Social CRM practices and organizational performance in Immigration Department of Malaysia.
19. To investigate the relationship between social CRM practices and organizational mediated by social CRM effectiveness in Immigration Department of Malaysia.

Scope of the Study
This research is conducted to evaluate empirically the direct and the indirect impact of social CRM practices on organizational performance through social CRM effectiveness in Immigration Department of Malaysia.

Literature Review
5.1 Social Customer Relationship Manage (Social CRM) Practices and Organizational Performance
Social media channels are a superb platform that can be applied to communicate with customers and gain valued information (Appel et al., 2020). Nowadays, social media posts effect on firm performance (Jones et al., 2021). There is a positive relationship between organization, environment and performance mediates by social media adoption (Qalati et al., 2021). On the other hand, social media tools affects and improve the performance of organization (Teh et al., 2021). Social media channels allow organisations to deal with outside knowledge to stay competitive (Wibowo et al., 2021). Several previous studies showed positive and significant relationship between social media activities and firm performance. (Tajvidi and Karami, 2021; Qalati et al., 2021; Syaifullah et al., 2021; Li et al., 2021; Yost et al., 2021; Oyewobi et al., 2020). Customer Relationship Management (CRM) practices increase the customer interest towards organization and improve performance (Adiyanto, 2021). CRM application in the public sector also begun with the development of e-government (Phuong, 2020). Implementation of CRM develops the product and quality of services offered by organizations as well as improves services to customers (Aljawarneh et al., 2021). Also, CRM tools to digital media will help improve sales performance (Agnihotri, 2021). Furthermore, CRM in the online basis positively effects business performance (Peco-Torres, 2021). Relationship e-CRM to marketing performance, e-loyalty has significant effect on marketing performance (Ahidin et al., 2021). The scholarly literature reveal that CRM practices has a
positive influence on firm performance (Guerola-Navarro et al., 2021; Adiyanto, 2021; AlQershi et al., 2020; Jermsittiparsert, 2020; Rafiki et al., 2019; Madhovi and Dhliwayo, 2017; Pozza et al., 2018 ). All proved empirically that there is a positive significant relationship within the context of CRM. Social CRM is unlike traditional CRM which is incorporating with social media channels and to leverage social information to collaborate and engage customers, as well as provide better customer service (Harrigan et al., 2020; Khanolkar and Sadhukhan, 2019). Furthermore, innovation performance and customer engagement has a positive direct impact on social CRM activities (Hakimi and Mehdi, 2020). Also, CRM on social media help the organization to connect with customers on-line in time and this improve customer satisfaction (Charoensukmongkol and Sasatanun, 2017). There are previous studies declared positive relationship between social CRM and firm performance (Medjani and Barnes, 2021; Zhang and Harjan, 2021; Gamage et al., 2021).

5.2 Social Customer Relationship Manage (Social CRM) Effectiveness and Organizational Performance

The level of effectiveness of social media channels used as a business approach in branding of products and services, and profit increase is effective and high (Anastacio et al., 2021). General public uses social media channel for interaction and as an effective communication tool for up-to-date and important information exchange, acquisition and decision making (Nawaz et al., 2017). Effectiveness of Social Media channel holding conversations on a one-to-one basis promotes and users are voluntarily connecting with others through groups and building their reputation based on their willingness to share their experiences promotes service quality (Mamorobela and Buckley, 2018, September). Social media also is useful tools for business activities (Idota et al., 2017). The organization are achieved their goal and the forms products and services are reached the targeted customers through effectiveness of social media channel (Sharmila and Kavitha, 2018). Social media effectiveness enhancing the market presence of public sector and enhancing the market presence of public service new product and services to the savvy customers (Maharaj et al., 2015; Icha, 2016). Delicate design of social media communication helps the firm to achieved the desired outcomes and then improve the performance of the firm (Chodak et al., 2019). Moreover, social media is now trending as an information sharing tool in a government organization (Dahri and Yunus, 2017). In addition, CRM effectiveness effect on customer satisfaction (Padmavathy, 2017). Effectiveness use of CRM in social media channels increase the sales and productivity (Pratiwi and Arsyah, 2021; Bashar et.al., 2012). CRM effectiveness in social media help to determine the efficiency how CRM works from a staff to customer perspective (Goundar et al., 2021). Moreover, effectiveness of social media in public sector help public meet their public engagement goals (Hou and Lampe, 2015).

5.3 Social CRM Effectiveness mediates the relationship between Social CRM Practices and Organizational Performance

Research has shown that CRM effectiveness may mediate the effect of CRM practices such as relationship marketing (Chen et al., 2009) and customer performance (Berraies et al., 2019) on organizational performance. For instance, CRM practices effects on firm performance empirically confirmed (Chatterjee et. al., 2021). CRM practices affects CRM effectiveness, which in turn donate to productivity (firm performance). Further, there is study proved that CRM effectiveness partially mediates the CRM practices on firm performance (Chen and
Effective use of Social Media tools impacts firm performance by improving knowledge management practices (Mamorobela and Buckley, 2018). The effectiveness of the use of social media channels is measured how the citizen use social media practice in the government to satisfy the need of the citizen (Darwish, 2017).

1. Theoretical Background and Hypotheses Development

The resource-based view (RBV) theory and capabilities-based perspective aid as the theoretical foundation of this study. Performance of a firm regulated by the firm’s resources and the firm’s effort to shifting these resources into organization capabilities (Barney, 1991). RBV theory grants an suitable multidimensional perspective to the practice of best Social CRM activities in organization because its lead to high level of performance (Coltman, 2007). An organization’s knowledge, assets, process and skills used to implement a strategy called as a ‘Resources’. The organization’s ability to collect, combine and categorize the resources of the firm to achieve the competitive advantage is refer as capabilities. Resources must be transformed into distinctive capabilities to provide significant performance in an organization. Organizational resources must be practice effectively to upgrade performance in an organization. According to the RBV theory, to sustained competitive advantage organization need to create win-win situation and developed rare and unique firm capabilities which is difficult to competitors to replicate A firm that produces high quality product that are not used by customers or that are easily imitated by competitors does not have a competitive advantage. There is no magic list of skills or capabilities fitting to all organization (Ulrich & Smallwood, 2004).

In this study social CRM practices play the important role to manage and maintain profitable relationship between customers, enrich competitive strategy and also improve the performance of the organization (Trainor et al., 2014). Resources must be transformed into unique capabilities to afford significant performance gains. Combination of complementary organizational resources and technological resources improve firm performance. According to Trainor et al (2014), integration of social media channels with CRM systems increase the firm level of capability which in turn influences the firm performance. Social CRM practices is considered as an organizational resource that can boost organization’s capabilities as well as improve the performance level of the organization. There are few studies on CRM practice and Social CRM that has used Resource-Based View theory as a theory (Coltman, 2007; Eldin, 2018). Resource-Based View theory explained that an organization is a potential creator by its own unique resources. Organization particular and limited resources and capabilities facilitate the organization performance regarding to the RBV theory (Barney, 1991; Welnerfelt, 1984).

This paper finds to discover the relationship between social CRM activities, social CRM effectiveness and firm performance of public sector. Resource-Based View theory provides a framework to consider market intelligence as strategic resource for strategic advantage. The Resource-Based View theory also donates a framework for understanding how Social CRM practices contributes market value. Resource-Based View theory helps scholars to understand the relationship among people, process, technology and assisting in bringing about success through Social CRM. The hypothesized framework for this study as shown Figure 1.
Research Hypotheses
Research hypotheses of the study are listed below are founded on the exposure in the review of literature regarding (Social CRM, CRM and social media) and organizational performance to accomplish the objective of the study.

Hypotheses 1:
Social CRM Practices have a positive relationship between Organizational Performance in Immigration Department of Malaysia.

Hypotheses 2:
Social CRM Practices have a positive relationship between Social CRM Effectiveness in Immigration Department of Malaysia.

Hypotheses 3
Social CRM Effectiveness have a positive relationship between Organizational Performance in Immigration Department of Malaysia.

Hypotheses 4:
Social CRM Effectiveness mediates the relationship between Social CRM Practices and Organizational Performance in Immigration Department of Malaysia.

Methodology
Method of Data Collection
The data for this study was gathered from primary source which is survey (questionnaire) and secondary sources which is collected from on-line published material. Survey method considered as the easier method to data collection because this method reduce the chance of evaluator bias because the same questions are asked to all respondents (Yu & Egri, 2005). The questionnaire items for social CRM practices covered key customer focus, knowledge management, social customer service, customer intimacy and relationship marketing performance. All these items of the social CRM practices were developed from the review of previous literature on CRM, social media and social CRM specifically adopted from previous researchers (Chen et al., 2009; Das et al., 2009; Dodokh & AlMaaitah, 2019; Lu, 2012; Mohamad et al., 2014; Rehman et al., 2015; Ru, 2009; Sin et al., 2005; Sulaiman et.al., 2014). Organizational performance as a dependent variable measured by domain of customer satisfaction and perceived performance. The items for organizational performance were
developed from (Asencio, 2016; Chen et al., 2009; Wong, 2010). The mediator variable, the social CRM effectiveness, is a construct comprising three dimensions: organizational climate, IT performance and Leadership. The items for mediator variable were adopted from (Bataineh, 2015; Mohamad et al., 2014).

The questionnaire of the study divided into three sections and the overall items are 80. Respondents of the study answered the questionnaire using a five-point Likert scale: 1 = strongly disagree to 5 = strongly agree. The questionnaire was translated into dwi language (Malay language and English) since the respondents use Malay language as a national language of the country. Questionnaires distributed to 300 respondents but the returned questionnaires were 255. Some returned questionnaires were excluded due to missed crucial information. Thus, a total of 230 questionnaires were used for the statistical analysis. The response rate of the study was 85%. The questionnaires were distributed and collected from respondent from July to December.

**Sampling**

Random sampling technique were used to choose the respondents for this study from the target population. 230 immigration officers working in Immigration Department of Malaysia were randomly chosen for the study. The SEM analysis requires an adequate minimum sample size to ensure a good fit for the model and samples larger than 30 and less than 500 are suitable for most research (Roscoe, 1975). The rule thumb by Hair et al (1998) suggests the general rule for SEM requires five to ten observation for each parameter estimated. However, few scholars suggest that 200 sample size may be required to generate valid fit measures (Kelloway, 1998; Marsh et al., 1988). Additionally, Boomsma (1983) suggests that for a small to medium size modal 200 is an adequate sample.

**Statistical Methods**

Confirmatory Factor Analysis (CFA)

Research hypotheses of this study and the validity construct were examine by using Structural Equation Modeling. The model fit is valued by using goodness of fit measures as shown in Table 1:
Table 1: Goodness of fit measures for structural equation modelling

| Model fit criterion                                      | Acceptable level                        | references                                      |
|----------------------------------------------------------|-----------------------------------------|------------------------------------------------|
| Goodness-of-fit index (GFI)                              | >.90. Value close to .95 reflects a good fit; value .80 to .89 are indicated of reasonable fit | Hair et. al (2006); Doll et. al (1994); Diamantopoulos and Siguaw (2000) |
| Root mean square error of approximation (RMSEA)          | Acceptable <.80, good fit, .50, marginal fit <.90 |                                               |
| Normed fix index (NFI)                                   | >.90 and above is mostly recommended    | Hair et. al (2006);                            |
| Tucker-Lewis index (TLI)                                 | >.90. Value close to .95 reflect a good model fit. | Hair et. al (2006);                            |
| Adjusted good-of-fit index (AGFI)                        | >.90 considered a good fit. .80 to .89 are considered to be reasonable fit | Hair et. al (2006); Doll et. al (1994) |
| Comparative fit index (CFI)                              | >.90                                    | Hair et. al (2006); Mueller (1996)              |
| Incremental fit measure (IFI)                            | >.90                                    | Hair et. al (2006);                            |
| Normed chi-square (CMIN/DF)                              | Lower limit: 1.0 and upper limit 2.0/3.0 or 5.0 | Diamantopoulos and Siguaw (2000)               |

Source: Developed for the current research

Construct Validity
To fit the measurement model and verify the convergent validity of the study the value of composite reliability (CR) and the average variance extracted (AVE) must met the criteria which is equals to or greater than 0.5 (≥0.5) (Hair et al., 2006).

Data Analysis and Empirical Result
CFA for Constructs and Measurement Model
(CFA) Social Customer Relationship Manage (Social CRM) Practices
The goodness of fit social CRM practices model revealed a significant chi-sq value of 700.923 while Chi-Sq/df was 1.274 (<5.00). The RMSEA value also showed a significant value of 0.035 (<0.08). At the same time the GFI value was 0.855, the CFI =0.972, the IFI=0.973 and the TLI= .970 indicating a significant value (> 0.90). Final revised of the Social CRM practices model as shown as Figure 2.
The AVE was greater than 0.5 for all domain of the social CRM practice variable .Thus, this measurement model was fit and met the criterion of (AVE) discriminant validity as shown Table 2 and Figure 2.
Table 2. Value of AVE and Squared Correlation between Constructs

| No | factor                    | key customer focus | knowledge management | social customer service | customer intimacy | relationship marketing performance |
|----|--------------------------|--------------------|----------------------|-------------------------|------------------|-----------------------------------|
| 1  | key customer focus       | 0.62               | -                    | -                       | -                | -                                 |
| 2  | knowledge management     | 0.44               | 0.54                 | -                       | -                | -                                 |
| 3  | social customer service  | 0.23               | 0.25                 | 0.82                    | -                | -                                 |
| 4  | customer intimacy        | 0.43               | 0.54                 | 0.28                    | 0.64             | -                                 |
| 5  | relationship marketing performance | 0.41 | 0.43 | 0.27 | 0.48 | 0.72 |
(CFA) Organizational Performance
The goodness of fit organizational performance model revealed a significant chi-sq value of 57.139 while Chi-Sq/df was 1.329 (<5.00). The RMSEA value also showed a significant value of 0.038 (<0.08). At the same time the GFI value was 0.957, the CFI =0.990, the IFI=0.990 and the TLI= .988 indicating a significant value (> 0.90). Final revised of the organizational performance model as shown as Figure 3.

The AVE was greater than 0.5 for all domain of the social CRM practice variable .Thus, this measurement model was fit and met the criterion of (AVE) discriminant validity as shown Table 3 and Figure 3.

Figure 3. Organizational performance reviewed model

Table 3. Value of AVE and Squared Correlation between Constructs

| No | factor                | customer satisfaction | perceived performance |
|----|-----------------------|-----------------------|-----------------------|
| 1  | customer satisfaction | 0.64                  |                       |
| 2  | perceived performance | 0.53                  | 0.61                  |

(CFA) Social Customer Relationship Manage (Social CRM) Effectiveness
The goodness of fit organizational performance model revealed a significant chi-sq value of 407.404 while Chi-Sq/df was 2.190 (<5.00). The RMSEA value also showed a significant value of 0.072 (<0.08). At the same time the GFI value was 0.855, the CFI =0.943, the IFI=0.943 and the TLI= .936 indicating a significant value (> 0.90). Final revised of the organizational performance model as shown as Figure 4.
The AVE was greater than 0.5 for all domain of the social CRM practice variable. Thus, this measurement model was fit and met the criterion of (AVE) discriminant validity as shown Table 4 and Figure 4.

![Figure 4. Social CRM effectiveness reviewed model](image)

Table 4. Value of AVE and Squared Correlation between Constructs

| No | factor                      | organizational climate | IT performance | Leadership |
|----|-----------------------------|------------------------|----------------|------------|
| 1  | organizational climate      | **0.63**               |                |            |
| 2  | IT performance              | 0.55                   | **0.61**       |            |
| 3  | Leadership                  | 0.33                   | 0.36           | **0.59**   |
Structural Equation Modeling

The Structural Model

Table 5. Comparison of Measurement Model and Structural Model

| Indicators     | Measurement Model (Figure 5) | Structural Model (Figure 6) | Model Function value on the quality of conformity |
|----------------|-----------------------------|-----------------------------|--------------------------------------------------|
| Chi-square     | 716.523                     | 716.523                     | -                                                |
| Df             | 552                         | 552                         | -                                                |
| P-value        | .000                        | .000                        | -                                                |
| Relative Chi-sq| 1.298                       | 1.298                       | <5                                              |
| CFI            | .970                        | .970                        | >.90                                            |
| RMSEA          | .036                        | .036                        | <.08                                            |

Theoretical model of the study tested by using Structural Equation Modeling. The indicator consistency of measurement model and structural model as shown in Table 5. Structural model of the study met the criterion and fit with the data collected for the study. This study can be declared as lack of multicollinearity because there is no high correlation between the values of underlying factor and leads to fitness model for SEM. There are seen an identical between theoretical model of the study with the actual data collected from the study.

Figure 5. Modified Measurement Model

The goodness of fit for measurement model and data collected revealed a significant chi-sq value of 716.523 while Chi-Sq/df was 1.298 (<5.00). The RMSEA value also showed a significant value of 0.072 (<0.08). At the same time the GFI value was 0.856, the CFI =0.970, the IFI=0.970 and the TLI= .967 indicating a significant value (> 0.90). Final revised of the organizational performance model as shown as Figure 5. So, the study found the presence of the measurement model of the study in the study population where the actual data was
collected. Research hypothesis was tested by performing the factor loading in the research model. The value of factor loading for the all observed variable were above 0.60 and this proved the presence of relationship between the latent variable. As the results, the study was statistically significant because the value of critical ratio (CR) was higher than 1.964 for each relationship between the latent variables and observed variables as shown Figure 5 and Table 6.

Table 6. Standardised Regression Weights

| Latent variables                 | Observed variables         | estimate | S. E. | C.R.   | P    | Loading | SMC |
|---------------------------------|----------------------------|----------|-------|--------|------|---------|-----|
| Social                          | Key customer focus         | 0.574    | 0.058 | 16.636 | ***  | 0.64    | 0.41|
|                                 | Knowledge Management       | 0.693    | 0.050 | 16.372 | ***  | 0.67    | 0.45|
| CRM                             | Social Customer Service practice | 1.000 | -     | -      |      | 0.87    | 0.75|
|                                 | Customer Intimacy          | 0.824    | 0.051 | 17.091 | ***  | 0.75    | 0.56|
| Relationship Marketing          |                            | 0.605    | 0.039 | 15.553 | ***  | 0.83    | 0.70|
|                                 | Performance                |          |       |        |      |         |     |
|                                 | Social                     |          |       |        |      |         |     |
|                                 | Organizational Climate     | 1.000    | -     | -      |      | 0.86    | 0.74|
|                                 | IT Performance             | 1.000    | -     | -      |      | 0.84    | 0.70|
|                                 | Leadership                 | 1.000    | -     | -      |      | 0.80    | 0.63|
|                                 | Customer                   | 1.000    | -     | -      |      | 0.70    | 0.49|
|                                 | Perceived                  | 1.000    | -     | -      |      | 0.56    | 0.31|

S.E. Standard Error, C.R.: Critical Ratio, P: Probability, SMC: Squared Multiple Correlations
The Structural Model

Research Hypotheses of the Model

The research hypotheses of the study were examined as below:

(H1): Social CRM Practices have a positive relationship between Organizational Performance in Immigration Department of Malaysia.

The first hypotheses (H1) was empirically and statistically significant because the value of critical ratio (CR) was greater than 1.964 and the value of the significant level was lower than 0.05 as shown Table 7. Thus, the test result validated that there is a positive and direct effect of practices used for social CRM on organizational performance. Besides, the path coefficient of social CRM practices and organizational performance was 0.34 and again the study was proved that best practices of social CRM will increase the organizational performance level in Immigration Department of Malaysia.
Table 7. Results of the levels of regression weight

| Latent variable         | S. R. W | Latent variable         | E    | S. E  | C. R | P-Value | S. R. W |
|-------------------------|--------|-------------------------|------|------|------|---------|--------|
| social CRM practices    |        | organizational performance | 0.234 | 0.065 | 3.575 | 0.000   | 0.34   |
| social CRM practices    |        | social CRM effectiveness | 0.145 | 0.074 | 1.967 | 0.049   | 0.15   |
| social CRM effectiveness|        | organizational performance | 0.253 | 0.068 | 3.699 | 0.000   | 0.35   |

R.S.W: Standardized Regression Weights, C.R: Critical Ratio, S.E: Standard Error, E: Estimate.

(H2): Social CRM Practices have a positive relationship between Social CRM Effectiveness in Immigration Department of Malaysia.
The second hypotheses (H2) was also empirically and statistically significant because the value of critical ratio (CR) was greater than 1.964 and the value of the significant level was lower than 0.05 as shown Table 7. Thus, the test result validated that there is a positive and direct effect of practices used for social CRM on social CRM effectiveness. Besides, the path coefficient of social CRM practices and social CRM effectiveness was 0.15 and again the study suggested that best practices of social CRM will causes an increase in the social CRM effectiveness in Immigration Department of Malaysia.

(H3): Social CRM Effectiveness have a positive relationship between Organizational Performance in Immigration Department of Malaysia.
The third hypotheses (H3) was also empirically and statistically significant because the value of critical ratio (CR) was greater than 1.964 and the value of the significant level was lower than 0.05 as shown Table 7. Thus, the test result validated that there is a positive and direct effect between social CRM effectiveness on organizational performance. Besides, the path coefficient of social CRM effectiveness and organizational performance was 0.35 and the study suggested that best practiced of social CRM effectiveness will causes an increase in the organizational performance level in Immigration Department of Malaysia.

(H4): Social CRM Effectiveness mediates the relationship between Social CRM Practices and Organizational Performance in Immigration Department of Malaysia.
The fourth hypotheses (H4) was also empirically and statistically proved that there is a positive and indirect effect of social CRM practices on the organizational performance. Means that, there is an effect of social CRM practices on the organizational performance through the mediating variable, social CRM effectiveness. Indirect effect of the study was calculate by multiplying the value of path coefficient of the relationship between social CRM practices and the social CRM effectiveness (0.15) and the path coefficient of the relationship between social CRM effectiveness and the organizational performance (0.35). The total effect of the study was calculated by adding the value of the direct and indirect impact between social CRM practices and the organizational performance (0.05+0.35=0.40). So, the findings of the study proved the existence of the partial mediation effect (Hair et al., 2006).
Table 8. Results of direct and indirect effect

| Independent variable | Mediator variable | Dependent variable | Indirect Effect | Total Effect |
|----------------------|-------------------|--------------------|-----------------|-------------|
| Social Practice CRM   | Social CRM Effectiveness | Organizational Performance | 0.05            | 0.40        |

Kappa Squared is employed in this study to measured the mediation effect size. The coefficient of determination ($R^2$) used to explain the effect size. Table 4.23 and showed the effect size of Kappa Squared analysis. The effect size of social CRM effectiveness as a mediator was small with value $K^2 = 0.089$

Table 9: Kappa Squared Analysis

| Path            | Social CRM Effectiveness |
|-----------------|--------------------------|
| M (a)           | 0.954                    |
| M (b)           | 0.623                    |
| M (ab)          | 0.594                    |
| Effect size ($K^2$) | 0.089*                  |

$M$: Mediator, $R$: Coefficient, Effect size; 0.01 (small), 0.09 (medium) dan 0.25* (large)

Conclusion and Discussion of Results

The present study indicated the indirect effect of social CRM practice on organizational performance through social CRM effectiveness. In addition to this, the results show that the indirect effect of social CRM practices on organizational performance is significant and the direct effect of social CRM practices on organizational performance is also significant, which postulates that social CRM effectiveness partially mediated the relationship between social CRM and organizational performance. This study agree with (Medjani & Barnes, 2021; Natasha, 2021; Ngo et al., 2021; Zhang & Harjan, 2021). Thus, the best practice of social CRM practices in the organization will improve the performance of the organization when the officers enriched the social CRM effectiveness. Practitioners of social CRM should pay more concern on best social CRM practices related to the customer which results into emerging the organization performance. In addition to this, practitioners of social CRM need to treat their customer with caring, friendly and satisfy them in real time basis. Finally, it also recommends researchers do more studies in the field of social CRM and link them with the customer expectation and customer lifetime value in the public sector agency.

Limitations and Future Studies

This study was focus at Immigration Department of Malaysia which is public agency in Malaysia and the generalization of the study results to private sector is limited because there is the differential goals private sector. In future relationship between social CRM practices and organizational performance can be tested in western countries with considering of the culture of the western country. Second, cross-sectional design of the research could be another limitation. A longitudinal method of study can be address to investigate the relationship between social CRM practices and organizational performance through another mediator variable such as customer engagement. Both public sector and private sector can improve the performance of organization by practicing the best social CRM to meet
customers expectation, fulfill customer needs as well as satisfy customers with quality of service.

References
Adiyanto, N. (2021). Customer Relationship Management (CRM) Based On Web To Improve The Performance Of The Company. IAIC Transactions on Sustainable Digital Innovation (ITSDI) The 1st Edition Vol. 1 No. 1 October 2019, 32.
Agnihotri, R. (2021). From sales force automation to digital transformation: how social media, social CRM, and artificial intelligence technologies are influencing the sales process. In A Research Agenda for Sales. Edward Elgar Publishing.
Ahidin, U., Haerofiatna, D. S., Nurjaya, M. S., Manik, C. D., & Karolina, W. F. (2021). The Role Of E-Loyalty, E-Crm And E-Marketing On Customer Loyalty And Marketing Performance: An Empirical Study In Indonesian Manufactures. Turkish Journal of Physiotherapy and Rehabilitation, 32, 3.
Aljawarneh, N. M., Sokinya, M., Obeidat, A. M., Alomari, K. A. K., Alradaideh, A. T., & Alomari, Z. S. (2020). The Role of CRM fog computing on innovation and customer service quality: An empirical study.
Alt, R., and Reinhold, O. (2012). Social Customer Relationship Management (Social CRM) Application and Technology. Business & Information Systems Engineering, 54(5), 287–291.
Al-Omoush, K. S., Simón-Moya, V., Atwah Al-ma’a‘itah, M., & Sendra-García, J. (2021). The determinants of social CRM entrepreneurship: An institutional perspective. Journal of Business Research, 132, 21-31.
Al-Qershi, N., Mokhtar, S. S. M., & Abas, Z. B. (2020). Innovative CRM and performance of SMEs: The moderating role of relational capital. Journal of Open Innovation: Technology, Market, and Complexity, 6(4), 155.
Anastacio, G. W., Dacalos, V. M., Ismah, A. R. F., & Tadeo, A. M. R. E. (2021). Effectiveness Of Social Media Platforms As Marketing Strategy. Philippine Journal for Basic Research, 45-56.
Appel, G., Grewal, L., Hadi, R., & Stephen, A. T. (2020). The future of social media in marketing. Journal of the Academy of Marketing Science, 48(1), 79-95.
Asencio, H. (2016). Leadership, trust and organizational performance in the public sector. Transylvanian review of administrative sciences, 12(S1), 5-22.
Al-Suraihi, W. A., Al-Suraihi, A. H. A., Ibrahim, I., Al-Tahitah, A., & Abdulrab, M. (2020). The Effect of Customer Relationship Management on Consumer Behavior: A Case of Retail Industry in Malaysia. International Journal of Management and Human Science (IJMHS), 4(3), 32-40.
Badari, K. A. (2006). E-Government: A gateway in helping the efficiency of public sector in Malaysia focusing on e-tendering system.
Barney JB. 1991. Firm resources and sustained competitive advantage. Journal of Management 17(1): 99–120.
Bashar, A., Ahmad, I., & Wasiq, M. (2012). Effectiveness of social media as a marketing tool: An empirical study. International Journal of Marketing, Financial Services & Management Research, 1(11), 88-99.
Berraies, S., Chtioui, R., & Chaheer, M. (2019). Customer-contact employees’ empowerement and customer performance: The CRM effectiveness as a mediator. International Journal of Productivity and Performance Management.
Borch, O. J., Huse, M., & Senneseth, K. (1999). Resource configuration, competitive strategies, and corporate entrepreneurship: An empirical examination of small firms. *Entrepreneurship theory and practice, 24*(1), 49-70.

Browne, M. W., & Cudeck, R. (1993). Alternative ways of assessing model fit. *Sage. Focus Editions, 154*, 136.

Chatterjee, S., Rana, N. P., Tamilmani, K., & Sharma, A. (2021). The effect of AI-based CRM on organization performance and competitive advantage: An empirical analysis in the B2B context. *Industrial Marketing Management, 97*, 205-219.

Chandler, A. D. (1977). *The Visible Hand: The Managerial Revolution in American Business*, Belknap Harvard University Press, Cambridge.

Chen, J. S., Yen, H. R., Li, E. Y., & Ching, R. K. (2009). Measuring CRM effectiveness: Construct development, validation and application of a process-oriented model. *Total Quality Management, 20*(3), 283-299.

Chen, J., & Ching, R. K. (2005). An examination of the effects of CRM practices on CRM effectiveness and business performance. In *Americas Conference on Information Systems* (p.38). Association for Information Systems AIS Electronic Library (AISeL), UK.

Chen, J., Yen, H. R., Li, E. Y., & Ching, R. K. (2009). Measuring CRM effectiveness: Construct development, validation and application of a process-oriented model. *Total Quality Management, 20*(3), 283-299.

Chen, J., & Ching, R. K. (2005). An examination of the effects of CRM practices on CRM effectiveness and business performance. In *Americas Conference on Information Systems* (p.38). Association for Information Systems AIS Electronic Library (AISeL), UK.

Chen, J., Ching, R. K., Li, E. Y., & Liao, Y. (2004). An Exploratory Study of the Effects of CRM Practices on CRM Effectiveness and Business Performance. In *ICEB* (pp. 249-254).

Chou, C. M. (2019). Social media characteristics, customer relationship and brand equity. *American Journal of Business, 10*(1). 128-139.

Coase, R. H. (1991). The nature of the firm (1937). The Nature of the Firm. Origins, Evolution, and Development. *New York, Oxford, 18*, 33.

Coase, R. H. (1937). The nature of the firm. *Economica, 4*(16), 386-405.

Coltman, T. (2007). Why build a customer relationship management capability?. *The Journal of Strategic Information Systems, 16*(3), 301-320.

Darwish, E. B. (2017). The effectiveness of the use of social media in government communication in the UAE. *Journal of Arab & Muslim Media Research, 10*(1), 41-63.

Das, K., & Dasgupta, H. (2009). CRM Best Practices: A Case Study of Bank of Baroda. *Journal of Marketing & Communication, 4*(3).

Day, G. S. (1994). The capabilities of market-driven organizations. *Journal of marketing, 58*(4), 37-52.

Dewnarain, S., Ramkissoon, H., & Mavondo, F. (2019). Social customer relationship management: An integrated conceptual framework. *Journal of Hospitality Marketing & Management, 28*(2), 172-188.

Dodkh, A., & Al-Maaitah, M. A. (2019). Impact of social media usage on organizational performance in the Jordanian dead sea cosmetic sector. *European Journal of Business and Management, 11*(2), 75-91.
Er, W. K. (2020). A Study on relationship between customer relationship management (CRM) and customer satisfaction on Taobao Website in Johor Bahru. *Journal of Arts & Social Sciences*, 3(2), 1-14.

Gamage, T. C., Gnanapala, A., & Ashill, N. J. (2021). Understanding social customer relationship management adoption: qualitative insights. *Journal of Strategic Marketing*, 1-25.

Goundar, S., Singh, A., Robinson, C., Singh, E., & Dass, S. (2021). Analyzing The Effectiveness Of Crm In A Bank. *Enterprise Systems and Technological Convergence: Research and Practice*, 325.

Grant, R. M. (1991). The resource-based theory of competitive advantage: implications for strategy formulation. *California management review*, 33(3), 114-135.

Gray, R. S. (2020). Agriculture, transportation, and the COVID-19 crisis. Canadian Journal of Agricultural Economics, 1-5.

Guerola-Navarro, V., Oltra-Badenes, R., Gil-Gomez, H., & Fernández, A. I. (2021). Customer relationship management (CRM) and Innovation: A qualitative comparative analysis (QCA) in the search for improvements on the firm performance in winery sector. *Technological Forecasting and Social Change*, 169, 120838.

Hakimi, W. B., & Mehdi, A. (2020). Testing the impact of social CRM on firm performance: the role of customer engagement, innovation performance and social media use. *International Journal of Customer Relationship Marketing and Management (IJCRMM)*, 11(2), 71-85.

Hair, J., Black, B., Babin, B., Anderson, R., & Tatham, R. (2006). Multivariate Data Analysis (6th ed.). Upper Saddle River, NJ: Prentice-Hall.

Harrigan, P., Miles, M. P., Fang, Y., & Roy, S. K. (2020). The role of social media in the engagement and information processes of social CRM. *International Journal of Information Management*, 54, 102-151.

Hou, Y., & Lampe, C. (2015, April). Social media effectiveness for public engagement: Example of small nonprofits. In *Proceedings of the 33rd annual ACM conference on human factors in computing systems* (pp. 3107-3116).

Idota, H., Bunno, T., & Tsuji, M. (2017). The effectiveness of social media for business activities in Japanese firms. *The Review of Socionetwork Strategies*, 11(1), 33-45.

Jermsittiparsert, K. (2020). The Moderation Effect of Supply Chain Information Technology Capabilities on the Relationship between Customer Relationship Management with Organizational Performance of Thai Restaurants and Hotels. In Proceedings of the 2020 11th International Conference on E-Education, E-Business, E-Management, and E-Learning (pp. 338-346).

Jones, C. E., Waites, S., & Stevens, J. (2021). Influence of social media posts on service performance. *Journal of Services Marketing*.

Kasem, N., Suberamanian, K., Nayan, S. M., & Moghavvemi, S. (2021). Role of Media Agencies to Implement Social Customer Relationship Management Among Malaysian Organisations. In *Handbook of Research on Innovation and Development of E-Commerce and E-Business in ASEAN* (pp. 664-680). IGI Global.

Khan, S., Umer, R., Umer, S., & Naqvi, S. (2021). Antecedents of trust in using social media for E-government services: an empirical study in Pakistan. *Technology in Society*, 64.

Khanolkar, V., & Sadhukhan, S. (2019). Social CRM: A Literature Review. *Turkish Journal of Physiotherapy and Rehabilitation*, 32, 3.
Kumpu, J., Pesonen, J., & Heinonen, J. (2021). Measuring the Value of Social Media Marketing from a Destination Marketing Organization Perspective. In Information and Communication Technologies in Tourism 2021. (365-377).
Lahiri, S., Kedia, B. L., & Mukherjee, D. (2012). The impact of management capability on the resource–performance linkage: Examining Indian outsourcing providers. Journal of World Business, 47(1), 145-155.
Li, X., He, X., & Zhang, Y. (2020). The impact of social media on the business performance of small firms in China. Information Technology for Development, 26(2), 346-368.
Liu, Y., Lee, J. M., & Lee, C. (2020). The challenges and opportunities of a global health crisis: the management and business implications of COVID-19 from an Asian perspective. Asian Business & Management, 19(3), 277-297.
Mata, F. J., Fuerst, W. L., & Barney, J. B. (1995). Information technology and sustained competitive advantage: A resource-based analysis. MIS quarterly, 487-505.
MacCallum, R. C., Browne, M. W., & Sugawara, H. M. (1996). Power Analysis and Determination of Sample Size for Covariance Structure Modeling. Psychological Methods, 1(2), 130-149.
McDonald, R. P., & Marsh, H. W. (1990). Choosing a multivariate model: No centrality and goodness of fit. Psychological Bulletin, 107(2), 247-255.
Madhovi, P. G., & Dhliwayo, S. (2017). The relationship between customer relationship management (CRM) and performance in the hotel industry. African Journal of Hospitality, Tourism and Leisure, 6(1), 1-13.
Maharaj, P., Cowden, R., & Karodia, A. M. (2015). The Effectiveness of Social Media in Enhancing the Market Presence of Absa Bank in South Africa. Oman Chapter of Arabian Journal of Business and Management Review, 34(2609), 1-28.
Mamorobela, S., & Buckley, S. (2018, September). Evaluating the effectiveness of social media on knowledge management systems for SMEs. In European Conference on Knowledge Management (pp. 1064-1072). Academic Conferences International Limited.
Marsh, H. W., & Hocevar, D. (1985). Application of confirmatory factor analysis to the study of self-concept: First- and higher order factor models and their invariance across groups. Psychological bulletin, 97(3), 562-582.
Medjani, F., & Barnes, S. (2021). Social customer relationship management and organizational performance: testing a conceptual model in the North African context. Industrial Management & Data Systems.
Mohamad, S. H., Othman, N. A., Jabar, J., & Majid, I. A. (2014). Customer relationship management practices: The impact on organizational performance in SMEs of food manufacturing industry. European Journal of Business and Management, 6(13), 35-48.
Nawaz, M. S., Bilal, M., Lali, M. I., Ul Mustafa, R., Aslam, W., & Jajja, S. (2017). Effectiveness of social media data in healthcare communication. Journal of Medical Imaging and Health Informatics, 7(6), 1365-1371.
Natashia, N. (2021). The influence of social crm towards performance of customer’s growth at PT. Infiniti Global Oto Medan (Doctoral dissertation, Universitas Pelita Harapan).
Ngo, V. M., Phan, Q. P. T., & Vu, H. M. (2021). Implementing Social Customer Relationship Management in Turbulent Environments: A Dynamic Capabilities Perspective. Webology, 18(Special issue on Management and Social Media), 49-70.
Oyewobi, L. O., Olorunyomi, O. S., Jimoh, R. A., & Rotimi, J. O. B. (2021). Impact of social media usage on performance of construction businesses (CBs) in Abuja, Nigeria. Journal of Financial Management of Property and Construction.
Qalati, S. A., Yuan, L. W., Khan, M. A. S., & Anwar, F. (2021). A mediated model on the adoption of social media and SMEs’ performance in developing countries. *Technology in Society, 64*, 101513.

Padmavathy, C. (2017). CRM effectiveness and customer satisfaction: moderating role of relationship duration. *International Journal of Business Excellence, 11*(3), 413-424.

Peco-Torres, F., Polo-Peña, A. I., & Frias-Jamilena, D. M. (2021). Revenue management and CRM via online media: The effect of their simultaneous implementation on hospitality firm performance. *Journal of Hospitality and Tourism Management, 47*, 46-57.

Penrose, E., & Penrose, E. T. (2009). *The Theory of the Growth of the Firm*. Oxford university press.

Pepper, D., Rogers, M., & Dorf, B. (1999). Preventing the Premature Death of Relationship Marketing. *Harvard Business Review, January/February*.

Phuong, T., & Reicher, R. Z. (2021). The Potentials of CRM Application In The Public Sector. *Scientific Papers Of Silesian University Of Technology*, 151, 371-386.

Pozza, D. I., Goetz, O., & Sahut, J. M. (2018). Implementation effects in the relationship between CRM and its performance. *Journal of Business Research, 89*, 391-403.

Pratiwi, M., & Arsyah, U. I. (2021, June). The Effectiveness of the Concept of CRM Application for SMEs during the COVID-19 Pandemic. In *Journal of Physics: Conference Series* (Vol. 1933, No. 1, p. 012026). IOP Publishing.

Rafiki, A., Hidayat, S. E., & Razzaz, D. A. A. (2019). CRM and organizational performance: A survey on telecommunication companies in Kuwait. *International Journal of Organizational Analysis*.

Rahmadi, A. N., Djunaedi, D., & Nurlaely, N. (2021, May). The Effect of Customer Relationship Management (CRM) and Entrepreneurship Orientation Towards the Company Performance in Micro Small Medium Enterprises in Kediri. In *2nd International Conference on Business and Management of Technology (ICONBMT 2020)* (pp. 65-68). Atlantis Press.

Rehman, W. U., Ilyas, M., & Asghar, N. (2015). *Knowledge Sharing, Knowledge Management Strategy and Performance A Knowledge Based View*. *Pakistan Economic and Social Review, 177*-202.

Ridzuan, A. R., Ramzi, M. I., Rashid, A., Ismail, N., Nasir, M. H., Rusman, K. K., & Zaulkiflee, J. (2021). The effects of Covid-19 toward public relations practitioner in Malaysia. *e-Journal of Media and Society (e-JOMS), 6*.

Rozak, H. A., Adhiahta, A., Fachrunnisa, O., & Rahayu, T. (2021). Social Media Engagement, Organizational Agility and Digitalization Strategic Plan to Improve SMEs’ Performance. *IEEE Transactions on Engineering Management*.

Juan-rw, W., & Jin, Y. (2009). Fuzzy Evaluation of Knowledge Management C apability of Enterprise Based on α-Cut. *Industrial Engineering Journal, 4*.

Rumelt, R. P. (1984). Towards a strategic theory of the firm. In B. Lamb (Ed.), *Competitive strategic management* (pp. 556–570). Englewood Cliffs, NJ: Prentice-Hall

Schroeder, R. G., Bates, K. A., & Junttila, M. A. (2002). A resource-based view of manufacturing strategy and the relationship to manufacturing performance. *Strategic management journal, 23*(2), 105-117.

Sharmila, R., & Kavitha, M. (2018). Effectiveness of social media marketing. *Indian Journal of Public Health Research and Development, 9*(11), 192-196.
Eldin, S., & Yahia, A. (2018). A Resource based perspective: Impact of IT capabilities on superior performance considering the role of information intensity. المجلة العربية للإدارة, 38(3), 253-276.

Sin, L. Y., Alan, C. B., & Yim, F. H. (2005). CRM: conceptualization and scale development. European Journal of marketing, 39(11), 1264-1290.

Singh, P., Dwivedi, Y. K., Kahlon, K. S., Sawhney, R. S., Alalwan, A. A., & Rana, N. P. (2020). Smart monitoring and controlling of government policies using social media and cloud computing. Information Systems Frontiers, 22(2), 315-337.

Stigler, G. J. (1961). The economics of information. Journal of political economy, 69(3), 213-225.

Sulaiman, M. A., Abdullah, M. A., & Ridzuan, A. (2014). Customer relationship management (CRM) strategies practices in Malaysia retailers. Procedia-Social and Behavioral Sciences, 130, 354-361.

Syaifullah, J., Syaifudin, M., Sukendar, M. U., & Junaedi, J. (2021). Social Media Marketing and Business Performance of MSMEs During the COVID-19 Pandemic. The Journal of Asian Finance, Economics, and Business, 8(2), 523-531.

Tajvidi, R., & Karami, A. (2021). The effect of social media on firm performance. Computers in Human Behavior, 115, 105174.

Trainor, K. J., Andzulis, J. M., Rapp, A., & Agnihotri, R. (2014). Social media technology usage and customer relationship performance: A capabilities-based examination of social CRM. Journal of business research, 67(6), 1201-1208.

Teece, D. J., Pisano, G., & Shuen, A. (1997). Dynamic capabilities and strategic management. Strategic management journal, 18(7), 509-533.

Teh, S. S., Kee, D. M. H., Zahra, M., & Paul, G. D. (2021). Tapping the Power of Social Media on Innovation Performance. Teh, SS, 143-151.

Tiruwa, A., & Yadav, R. (2015). Social CRM: An Emerging Medium. Adv. Comput. Sci. Inf. Technol.(ACSIT), 2, 48-52.

Ulrich, D., & Smallwood, N. (2004). Capitalizing on capabilities. Harvard business review, 119-128.

Ulrich, D., & Lake, D. (1991). Organizational capability: Creating competitive advantage. Academy of Management Perspectives, 5(1), 77-92.

Urban, B., & Maphathe, T. L. (2021). Social media marketing and customer engagement: a focus on small and medium enterprises (SMEs) in South Africa. Journal of Contemporary Management, 18(1), 48-69.

Wernerfelt, B., & Montgomery, C. A. (1988). Tobin’s q and the importance of focus in firm performance. The American Economic Review, 246-250.

Wibowo, A., Chen, S. C., Wiangin, U., Ma, Y., & Ruangkanjanases, A. (2021). Customer behavior as an outcome of social media marketing: The role of social media marketing activity and customer experience. Sustainability, 13(1), 189.

Wongsansukcharoen, J., Trimetsoontorn, J., & Fongsuwan, W. (2015). Social CRM, RMO and business strategies affecting banking performance effectiveness in B2B context. Journal of Business & Industrial Marketing, 30(6), 742–760.

Wu, S. I., & Lu, C. L. (2012). The relationship between CRM, RM, and business performance: A study of the hotel industry in Taiwan. International Journal of Hospitality Management, 31(1), 276-285.

Yarmoff, L. B. (2001). Empowering e-Government. [Online] Available:
http://www.destinationcrm.com/Articles/CRM-News/Daily-News/Empowering-e-Government-45937.aspx (15 August 2012).

Yasiukovich, S., & Haddara, M. (2021). Social CRM in SMEs: A Systematic Literature Review. *Procedia Computer Science, 181*, 535-544.

Yu, B. B., & Egri, C. P. (2005). Human resource management practices and affective organizational commitment: A comparison of Chinese employees in a state-owned enterprise and a joint venture. *Asia Pacific Journal of Human Resources*, 43(3), 332-360.

Zainal, N. T. A. (2020). *The relationship between social customer relationship management (CRM) and customer engagement: an exploratory study* (Doctoral dissertation, University of Nottingham).

Zhang, J., & Harjan, S. (2021). Investigating the effect of the social customer relationship management (CRM) on customers and financial performance: Evidence from Iraq. *International Journal of Research in Business and Social Science (2147-4478), 10*(1), 235-245.