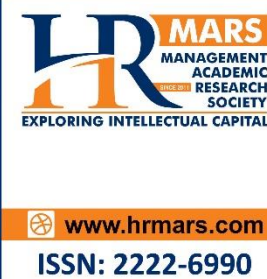




# INTERNATIONAL JOURNAL OF ACADEMIC RESEARCH IN BUSINESS & SOCIAL SCIENCES



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## 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; Ahmadalinejad & 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 erformance 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; Jermsttiparsert, 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

Ching, 2005). 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; Welrnerfelt, 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.

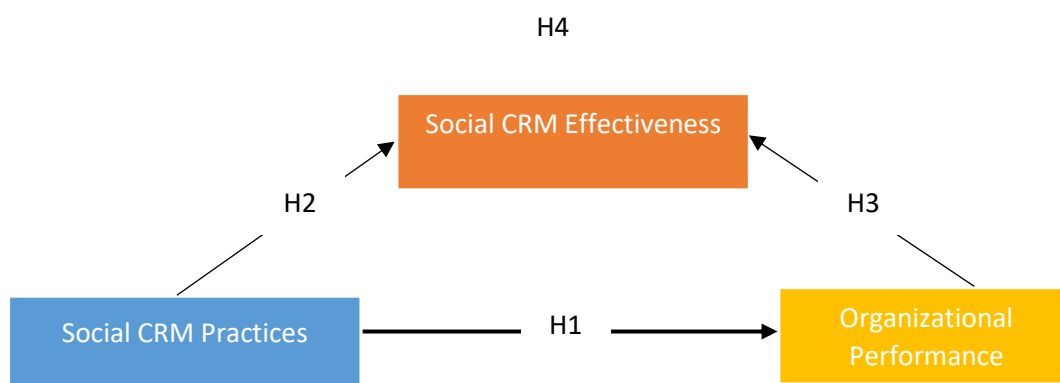


Figure 1. Hypotheses Framework

### 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- points Likert scale: 1= strongly disagree to 5 = strongly agree. The questionnaire was translated into two 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 (GIF)	>.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	
Normated fix index (NFI)	>.90 and above is mostly recommended	Hair et. al (2006); Hair et. al (2006); Hair et. al (2006); Doll et.al(1994) Hair et. al (2006); Mueller (1996) Hair et. al (2006);
Tucker-Lewis index(TLI)	>.90. Value close to .95 reflect a good model fit.	
Adjusted good-of-fit index (AGFI)	>.90 considered a good fit. .80 to .89 are considered to be reasonable fit	
Comparative fit index (CFI)	>.90	
Incremental fit measure (IFI)	>.90	
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 ( $\geq 0.5$ ) (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.

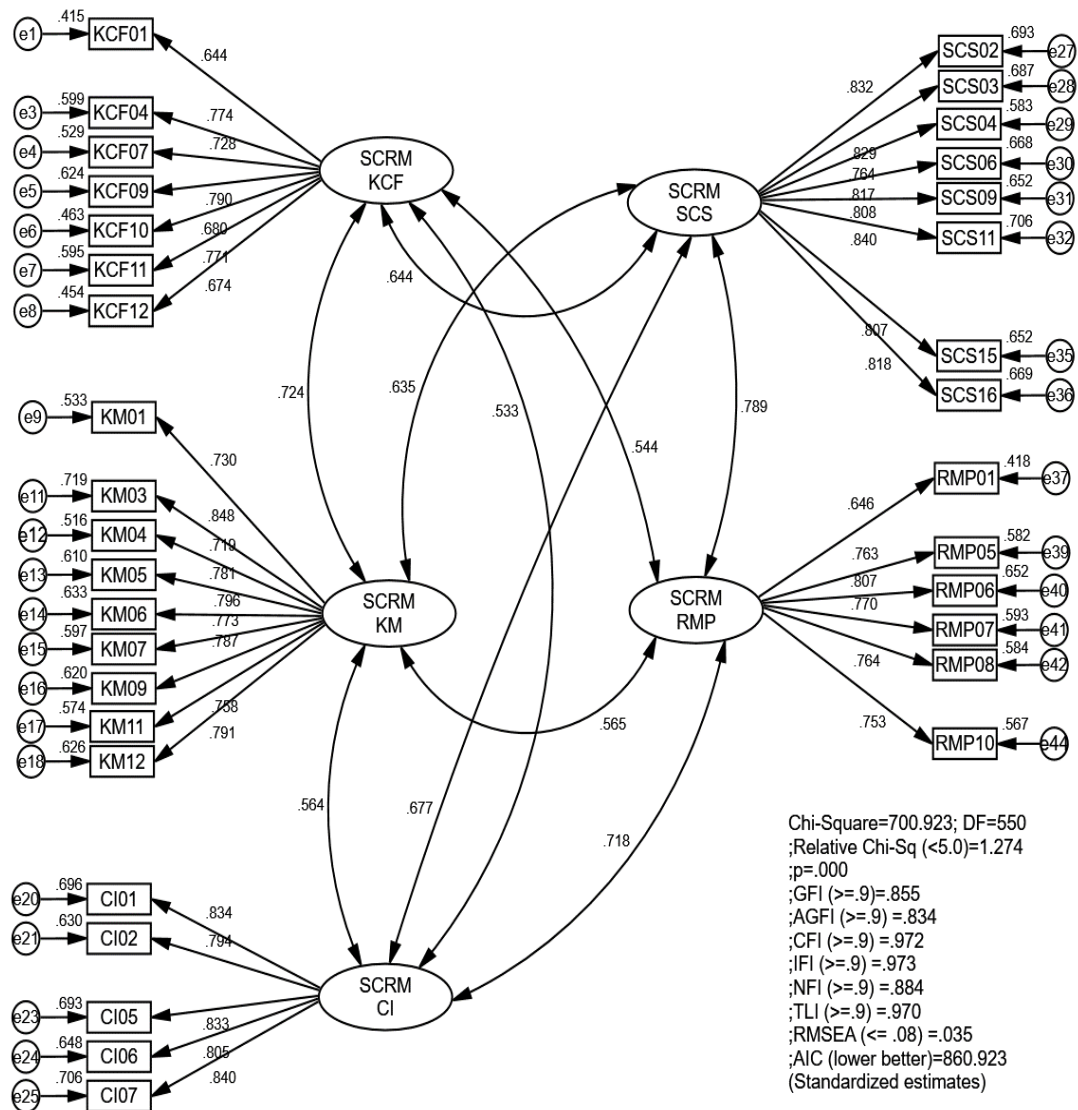


Figure 2. Social CRM Practices reviewed model

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	<b>0.62</b>	-	-	-	-
2	knowledge management	0.44	<b>0.54</b>	-	-	-
3	social customer service	0.23	0.25	<b>0.82</b>	-	-
4	customer intimacy	0.43	0.54	0.28	<b>0.64</b>	-
5	relationship marketing performance	0.41	0.43	0.27	0.48	<b>0.72</b>

(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.

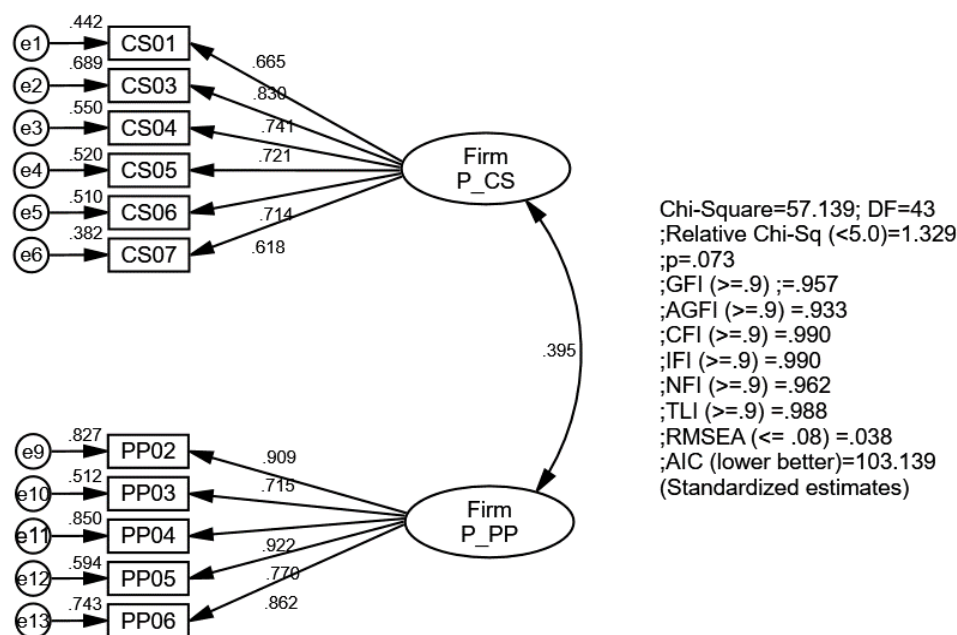


Figure 3. Organizational performance reviewed model

Table 3. Value of AVE and Squared Correlation between Constructs

No	factor	customer satisfaction	perceived performance
1	customer satisfaction	<b>0.64</b>	
2	perceived performance	0.53	<b>0.61</b>

(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.

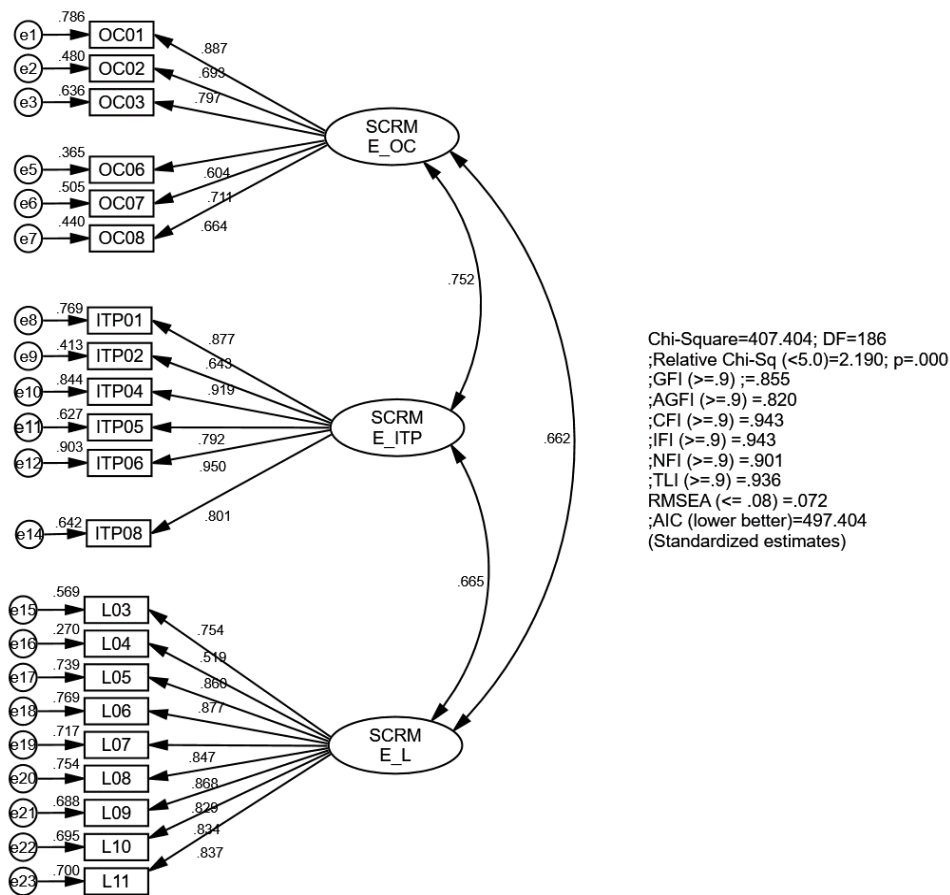


Figure 4. social CRM effectiveness reviewed model

Table 4. Value of AVE and Squared Correlation between Constructs

No	factor	organizational climate	IT performance	Leadership
1	organizational climate	<b>0.63</b>		
2	IT performance	0.55	<b>0.61</b>	
3	Leadership	0.33	0.36	<b>0.59</b>

### Structural Equation Modeling

#### The Structural Model

Table 5. Comparison of Measurement Model and Structural Model

Indicators Consistency	Measurement Model (Figure 5)	Structural Model (Figure 6)	Model Function value on the quality of conformity
	Index value	Index value	
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.

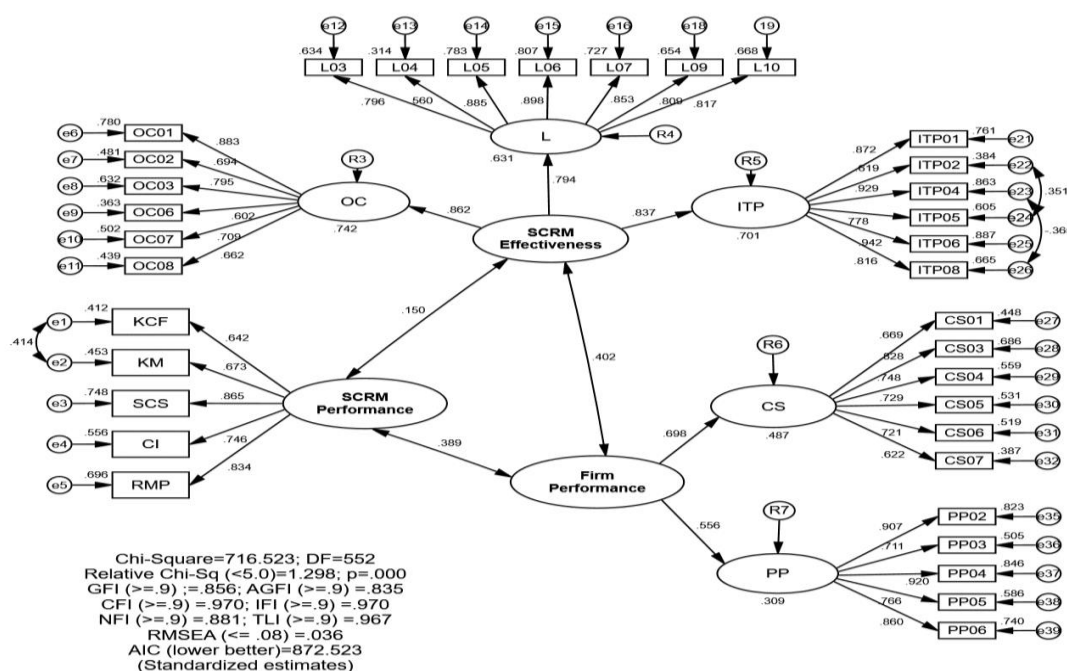


Figure 5. Modified Measurement Model

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
	Key customer focus	0.574	0.058	16.636	***	0.64	0.41
Social	Knowledge Management	0.693	0.050	16.372	***	0.67	0.45
CRM	Social Customer Service	1.000	-	-	-	0.87	0.75
practice	Customer Intimacy	0.824	0.051	17.091	***	0.75	0.56
Relationship Marketing	Performance	0.605	0.039	15.553	***	0.83	0.70
Social	Organizational Climate	1.000	-	-	-	0.86	0.74
CRM	IT Performance	1.000	-	-	-	0.84	0.70
Effectiveness	Leadership	1.000	-	-	-	0.80	0.63
Organizational	Customer	1.000	-	-	-	0.70	0.49
satisfaction							
Performance	Perceived	1.000	-	-	-	0.56	0.31
Performance							

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

The Structural Model

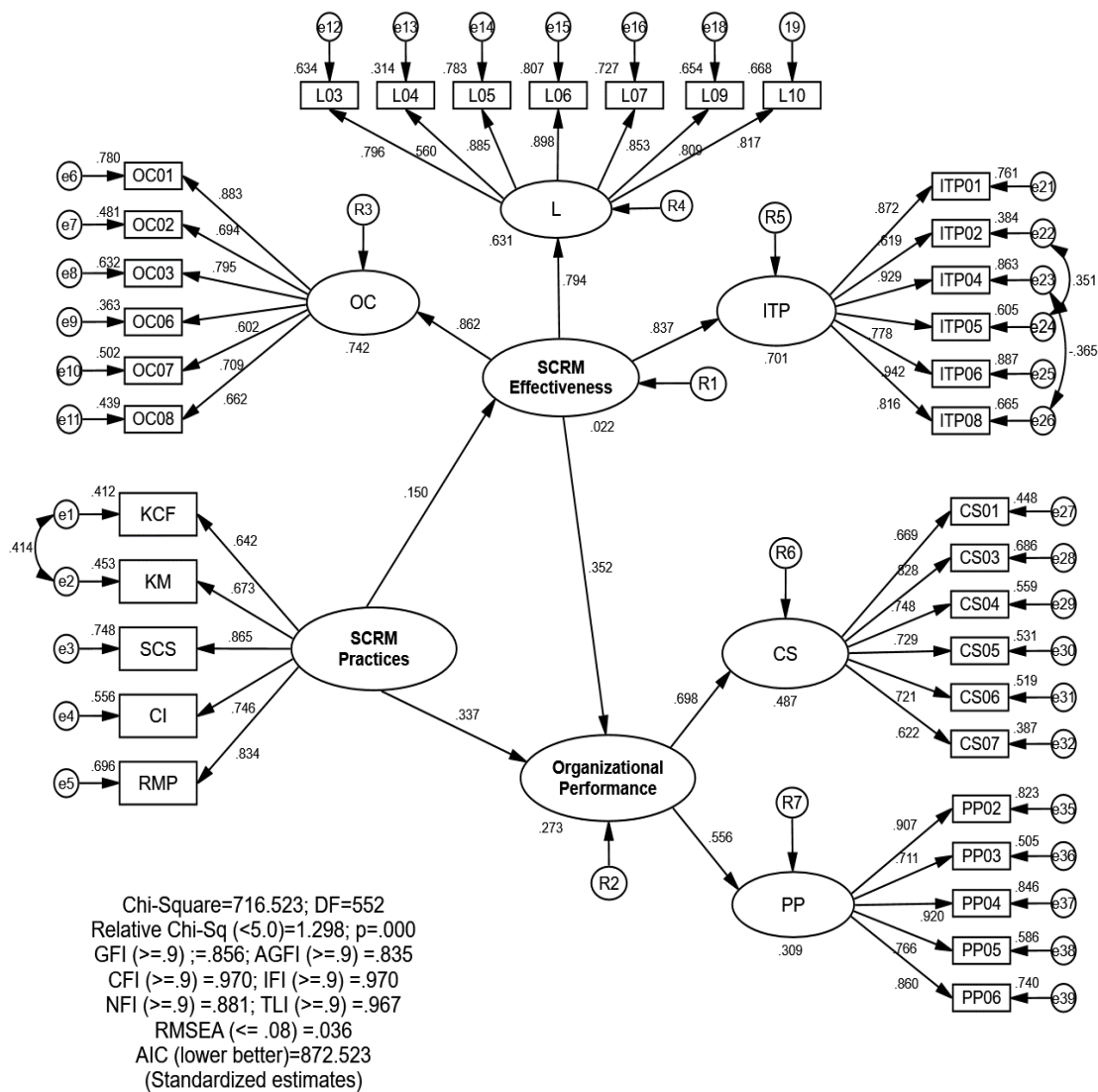


Figure 6. Structural Model

**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	<b>0.34</b>
	---->						
social CRM practices		social CRM effectiveness	0.145	0.074	1.967	0.049	<b>0.15</b>
	---->						
social CRM effectiveness		organizational performance	0.253	0.068	3.699	0.000	<b>0.35</b>
	---->						

**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 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 $R^2$
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.

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