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Social Customer Relationship Management Practices And Organizational Performance In Public Sector: An Exploratory Study

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Abtract

Purpose: The aim of the study is to explore the perceived roles of Social CRM Practices on Organizational Performance from the perspective of senior officers of the Immigration Department of Malaysia. This research finding aims to help organization to practice the best Social CRM activities to improved service and productivity for the leader.

Design/Method: A Qualitative research method has been used in this study where twelve Social CRM practitioner of Senior Immigration Officers of Immigration Department of Malaysia have been interviewed. Content analysis technique was used to find out related variable and to evolve a research prepositions.

Findings: The outcome of the study identified the following findings: Social CRM practices (Key Customer Focus, Knowledge Management, Relationship Marketing, Social Customer Service and Customer Intimacy) were perceived to influence on organizational performance (customer satisfaction and perceived performance). Prepositions were formulated based on the study findings (interview) and literature reviews.

Research Limitations/ Implication: As the results, this study revealed that to improve organization performance Social CRM practices is crucial and has significant implication on customer satisfaction.

Originality: There are few research-based studies on Social CRM practices and organizational performance. This study specifically examines the perceived relationships of Social CRM practices (Key Customer Focus, Knowledge Management, Relationship Marketing, and Social Customer Service) and organizational performance (customer satisfaction and perceived performance) in Immigration Department in Malaysia.

Keywords: Social Customer Relationship Management, Knowledge Management, Key Customer Focus, Social Customer Service, Organizational Performance.

Introduction

Traditional Customer Relationship management (CRM) customer contact is introduced through the traditional mean of telephone, retail store, or fax. Traditional CRM enhanced an

organization's capability by providing access to its customers and supplier via the web. This web experience and communication through the wireless web is called e-CRM which telephone customer contact can initiate through the internet, email, wireless and latest technologies. Traditional CRM moves to e-CRM as a communication tool with the growing global penetration of the internet and used as a relationship-building platform (Lam et al., 2013). But, today's social media channels change the mode of communication and fundamental interaction between customers and organizations. Social media users influence others by actively promoting product, services, and their attitude towards social media site (Xu et al., 2017; Agnihotri, 2021). From here emerges a marketing strategy called Social CRM. Social CRM is usage of the social web for CRM purposes (Annadurai, 2015) and become new way of handling relationship with customer efficiently (Jalal et al., 2021).

Social CRM practised among many organizations across the world including public sector (Jeffares, 2021). The public sector has now placed customer value and customer satisfaction as the organization's highest priorities (Al Ahbabi et al., 2019). Social CRM becomes a popular channel in the public sector (Nili et al., 2019). Social media practices in public service are different because it has their own culture and business processes (Jeffares, 2021). Social platforms allow the public sector to create an on-line communication channel, through which they can share social content, new information, direct communication with the public service and a forum for questions and concerns (Al-Khouri, 2012; Li et al., 2021). Effectively designed Social CRM practices 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 have their own website and provide on-line services. But the public sector is unfocused to manage various of tools and techniques of providing on-line services (Yarmoff, 2001). Customer-focused orientation in a daily operating activities in the government increase the reputation of the government (Davies et al., 2000).

In relation to that, Social CRM practices help the government to monitor and maintain a good relationship with citizens and improve the organizational performance (Ahbabi et al., 2019; Zhang and Harjan, 2021). Social media technology also used as customer management practice and helped government to give best practices to the citizen (Alabri et al., 2021). Social customer becomes an organizational free promoter service or service destroyers of every organization (Valmohammadi and Ahmadi, 2015). The public sector needs to focus on customer and delivering high quality services to satisfy the as well as promotes government activity (Khouri, 2012; Thomas and Alford, 2021). Social CRM practices able to decrease customer service costs through self-helping communities as well as create abilities to increase customer satisfaction and customer loyalty (Tiruwa and Yadav, 2015). Social CRM in the public sector helps to promote Peer-to-Peer service by creating a discussion board and forums for interested customers to share their thoughts, experience, and benefit from others (Ahmadalinejad and Nabavi, 2016). Social CRM practices becomes powerful tools in measuring organizational performance (Zhang and Harjan, 2021). Social CRM practices different from tradition CRM need to be far more customer centric than traditional CRM in public services (Harrigan et al., 2020). Most of the organizations are not utilize the Social CRM practices as much as customers want them to (Dutot, 2013; Stenger, 2014). If Social CRM practices done right, it will generate significant rewarding and reputation benefits. Social CRM practices help to create and keep the customers to improve the performance of the organization (Riyami and Ashrafi, 2016; Harrigan et al., 2020). So, the research is attempted to examine the following research questions.

1. What are the Social CRM practices that influences Organizational Performance in public sector?
2. What is the relations hip between Social CRM practices and organizational performance?

Research Background and Literature Review

Public services have become one of the most essential concern of government across the world (Jones, 2021). Nowadays, public services arise out of the need for efficiency, effectiveness, performance evaluation, good relationship among citizen and growth in economy (Jeffares, 2021).Public agencies or government all over the world wanted to provide high integration between citizen as well as lessen the corruption in their government. Social CRM practices helps every government to become citizen-centric and enhance public engagement in the country (Mergel, 2012). In addition, every government in the world desired to revenue growth in the country. So, social CRM practices aids the public sector worldwide to increase openness, to promote transparency and to improve interactions as well as to improve the quality of services (Khan et al., 2014; Mergel, 2014).

It is necessary to bring social CRM practices into the serving practices of the public sector to acquire, retain, and better serve customers. Effectively designed social CRM practices give a lot of benefits to the customers as well as help the government to get closer to citizens in the fastest way (Adele et al., 2015). Most of the public sector have their own website, and provide online services. But the public sector is unfocused to manage various tools and techniques of providing online services (Yarmoff, 2001). Government reputation demands a strong customer-centric orientation, a better government performance of daily management, and efficient communication with the public (Davies et al., 2000).

Immigration department of Malaysia is a public sector which plays a crucial role in boosting reputation and the economic growth in Malaysia. Moreover, this department offers frontline services to Malaysian and foreigner. So, this department will promote positive image of country and helps to attract worldwide attention. . The Immigration department of Malaysia like other public services has faced several challenges and problematic issues.

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. This man has been operating for the last five years. Moreover, some people complaints that they were cheated by fake Malaysian online visa sites and fake websites. 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 cheating and forgery (Akroush et al., 2011). In addition, currently, a video of an immigration officer hitting a foreigner on the head with a passport went viral on social media (Benjamin, 2018). Besides that, a Malaysian citizen also shares his bad experience on his social media channel when he had a bad experience at the immigration counter and was not satisfied with the service provided by the immigration officer (Ling, 2019). CRM between department and customer via social channels will guide and educate the customer about the department.

Social CRM practices has a positive relationship with customer loyalty (Hettiarachchy, and Udunuwara, 2021). So improving the relationship between organization and citizen as customer has become a priority of the department. Expectation of a good customer relationship in the social media era placed pressure on the department. Effective Customer Relationship Management (CRM) strategies on social media led to customer loyalty (Sulaiman et al., 2014) and customer retention (Ghahfarokhi & Zakaria, 2009) in Malaysia.

Social CRM Practices

Social CRM channels are new alternative and bringing social media channels into CRM structures to reconnect the customer confidence (Askool and Nakata, 2011; Wongsangsukchuroe et al., 2013). Social CRM manages the social media to reach, engage, collaborate, manage, and create a value in customer relationship (Dutot, 2013; Kupper et al., 2014; Wongsangsukchuroe et al., 2013; Ravaonorohanta and Sayumwe, 2020).

According to Tiruwa and Yadav (2015) social media channels currently used by the organization in CRM. Nowadays social media channels such as Facebook, Google, Twitter, Blogs, Wikis, YouTube and Flicker are integrated with CRM in organization as business strategy. Social media changes the nature of citizen-government interaction and increases citizen engagement. Social media channels such as Facebook, Twitter, YouTube have been increasingly used by the government for public service delivery (Mergel, 2010; Criado & Villodre, 2021). The use of social media tools keeps challenging government operations entire world. Social media's usefulness has an impact on the decision-making process and public services delivered to the citizen (Todisco et al., 2021).

Social CRM enhancing customer engagement and firm performance (Heller Baird and Parasnis, 2011). Social CRM increased awareness and engagement among customers which can help to improve marketing performance (Woodcock et al., 2011). So, social media interaction changes the citizen behavior and expectations but does not necessarily give a direct result of a clear strategic move to support the existing mission of government (Mergel, 2013). Many government agencies are experimenting with the use of social media, however very few actively measure the impact of their digital interactions on performance (Mergel, 2013). The majority of government initiatives focus mainly on participation and transparency and less on collaboration (Karakiza, 2015; Todisco et. al., 2021). Popular criticism and the negative image that most public-sector and governments are bureaucrat, slow, and in the effect of taking immediate action can be overcome by adopting new business approaches and applying new information technologies to optimize their processes (Karakiza, 2015). In this context, social CRM has the potential value to fulfill public sector needs to become more responsive to the public. Twitter is a novel tool for governments to achieve more effective and informed communication with citizens (Alkashri et al., 2021).

Social CRM also assist the organization to collaborate effectively with customer to improve the relationship between firm and customer (Greenberg, 2010; Kupper et al., 2015; Danaiata et al,, 2014; Rogla and Chalmeta, 2016). Therefore public service needs to practice Social CRM to address customer complaints on social media channels as well as encourage public service to reply to complaints in a timely manner (Gobel & Li, 2021). This is minimizing the risk of additional complaints about their product or service on social media (Olweru, 2020).Social CRM empowering an organization by turn the negative comments of blog posts into positive suggestion which help the organization to improve reputation of an organization as well as improve organizational performance (Zhang and Luo, 2016).

In addition, Social CRM boost reputation, brand loyalty, retaining customer and developing customer value (Dutot, 2013). Social CRM is the is the best strategy for organization to manage and measure the social customer. A powerful Social CRM dictates the power of the relationship between its users.

Research Setting
The Immigration Department of Malaysia is a department of the Malaysian federal government that delivers services to Malaysian citizens, permanent residents and foreign visitors. The main functions of the department are as follows:

- Issuing of passports and travel documents to Malaysian Citizens and Permanent Residents.
- Issuing of visas, passes and permits to Foreign Nationals entering Malaysia.
- Managing the movement of people at authorized entry and exit points.
- Enforcing the Immigration Act 1959/63, Immigration Regulations 1963, Passport Act 1966, Anti-Trafficking in Persons and Anti-Smuggling of Migrants Act 2007 (Amendment 2010)

By taking into consideration that social media has a huge impact on today business world, the Immigration Department of Malaysia provides an online application system to identify ways to make profitable use of social media applications such as Facebook, Twitter, Instagram, Telegram, and Youtube (Wibowo et al., 2021) in the department. Currently (January 2021), the Immigration Department of Malaysia has 186200 followers of Twitter, 55600 followers of Instagram, 14389 subscribers of Telegram, 32400 subscribers of YouTube channel (Imigresen TV), and 1.1 million followers of Facebook.Citizens as a customer are the most important stakeholders for the Immigration Department of Malaysia (Criado et al., 2013). So, the Immigration Department of Malaysia used social media channels to improve the department to develop a proper message of the content, encourage customer feedback, deal with proper customer service and feel the customer's experience towards the product or service provided by the Immigration Department of Malaysia (Ghoshal, 2019). The contents posted on the department's social media channels can be viewed and shared by many social media users and this can help the department to promote their products or services as well as expand the market more quickly than by using traditional marketing channels (Tajvidi and Karami, 2021).

Theoretical Foundation
The resource-based view (RBV) theory has been used in this study. There are studies on CRM practice and Social CRM that has used RBV theory as a theory (Coltman, 2007; Keramati et al., 2010). RBV theory has an inter organization focus on internal environment and the performance of the firm depends on organization's unique resources and specific capabilities which is helps to improve firm's efficiency and effectiveness (Barney, 1991; Welrnerfelt, 1984). According to Srivastava et al (2001) customers are the most precious and unique resources for the organization where the relationship with customers is hard to duplicate.
RBV theory explains that resources must be transformed into unique capabilities to afford significant performance gains. The combination of complementary organizational resources and technological resources improves firm performance. According to Trainor et al (2014), social media channels must be integrated with CRM to form a specific firm-level capability that influences firm and eventually lead to higher performance of firm. RBV theory helps the researcher to understand how the unique social CRM practices in the firm improve the performance of the firm in this study.

Methodology
Qualitative research method has been used in this study. The researchers are interested in exploring the impact of Social CRM practices and Social CRM effectiveness on organizational performance, field study deemed appropriate semi structured interview method to collect

the vital data. The semi structured interview was carried out for the data analysis. Kappa analysis was employed in this study to test the reliability.

Sampling Process

The purposeful sampling method was employed because qualitative research generally required a small size of sampling (Miles & Huberman, 1994). Usually, people are chosen on the basis of their experience related to the research topic (Cameron, 2005). Semi-structured interviews were conducted in November 2020 with social CRM, CRM, customer service immigration officers who practiced as social CRM, CRM, social media practitioner, and customer service use as the informant in the item generation for the main reason. The semi-structured questionnaire was used for the interview and every interview lasted for 40-50 minutes. All interview questions present are relevant to the understanding of social CRM practices. The 'Laddering' approach was employed to explore further details by asked to follow-up questions (Durgee, 1986). Each interview was carried out, recorded, and transcribed to diminish interviewer's preconceived notion (Strauss and Corbin, 1990). The Immigration Officers with extensive experience (minimum 3 years) in the social CRM field were chosen to provide information about concepts in the study and the working experience. This data collection method is useful for gaining insight and context into a topic, useful for gathering quotes and stories and also allows respondents to describe what is important to them (Ary, 2013).Saturation method was used as a criterion for discontinuing data collection and data analysis for semi-structured interviews in this study (Saunders et al., 2018). It has previously been recommended that qualitative studies require a minimum sample size of at least 12 to reach data saturation (Clarke & Braun, 2013; Guest et al., 2006). So, the researcher stop interviewing at twelve (12) in this study because were reached the code saturation point.

Instrument for Interview

The themes, sub-themes, and items have been classified according to the past studies (Bataineh, (2015); Chen et al., (2009); Das et al., (2009); Dodokh,& Maaitah, (2019); Lu, (2012); Mohamad et al., (2014); Rehman et al., (2015); Sin et al., (2005); Sulaiman et.al.,(2014).

Data Collection and Data Analysis

The question was generated from past studies of relevant literature. The questions were formed and re-evaluated by two experts social CRM practitioners in Universiti Putra Malaysia (UPM) and the interview guide was performed. Then, the interview guide was again supplied to two expert academics employed at UPM and the interview guide were revised based on their recommendations. Finally, the semi-structured interview form was prepared with their revision.

Content analysis was employed to evaluate the semi-structured interviews in this study. The concepts, themes, and subthemes were developed from the field study via intensive content analysis procedures. In this study, researchers process the content analysis with coding, categorizing, and finally define the entitling the categorical attribute (Strauss and Corbin, 1990). Two different researchers from UPM apply the coding system developed by the researcher. Then, the researcher eliminated all differences from the encoding of two (UPM) researchers and brought similar categories together. The software Nvivo 10.0 was used to classify the theme and subthemes in this study (Cohen et al., 2007).

Reliability

The encoding system by two independent expert encoders was employed in this study (Hall & Valentine, 2005). The reliability of the study was tested by the Kappa analysis in this study. The direct citations from the analyzed text are also provided in this study. Cohen's Kappa Coefficient was calculated and the coefficient in this study was quite significant and excellent. The Kappa (k) value=0.40 means weak agreement, between 0.40-0.75 good agreement, above 0.75 excellent agreement (Sotiriadou et al., 2014).

Results and Implications

The responses given by all respondents were consistent with previous literature, with some newly emerged items introduced. Therefore, based on the literature review and the field study results it is obvious that Social CRM practices help to maintain the relationship with customers of the organization. It can also be noted that Social CRM practices play an vital role in performance of organization. The study details are shown in Table 1 (Item generated from Literature review) and Table 2 (New item generated from Interview) below.

Table 1: Items generated from Literature Review

Variable	Items generated from literature review	Respondents												N	%
		1	2	3	4	5	6	7	8	9	10	11	12		
1. Social CRM Practices															
a) Key Customer Focus practices (KCF)	• Treats key customer with great attention on social media	/	/	/			/		/		/	/	/	8	67
	• Offer customized products and services to key customers on social media	/	/		/	/	/	/	/	/		/	/	10	84
	• Makes an effort to find out customers' needs on social media	/	/	/	/		/	/		/	/		/	9	75
	• Makes key customer delight constantly on social media	/	/	/	/	/	/	/	/		/		/	10	84
	• Treats customer politely and friendly on social media		/		/	/	/	/	/		/	/	/	9	75
	• Provides easily available products and service on social media	/		/		/	/			/	/	/	/	8	67
b) Knowledge Management (KM)	• Tolerate necessity of key customer on social media	/	/		/		/	/	/	/	/		/	9	75
	• Provides channel to enable ongoing, two ways communication with key customers on social media	/	/	/		/	/	/		/	/	/	/	11	92
	• Takes customer feedback seriously on social media	/	/	/	/	/	/	/	/		/		/	10	84
	• Replies customer feedback promptly on social media	/		/	/	/	/	/	/		/	/		9	75
	• Provides prompt service to customer on social media	/		/	/	/	/			/	/	/	/	9	75
	• Willing to help customer in a responsive manner on social media	/		/	/		/		/	/	/	/		8	67
c) Social Customer	• Collects customer feedback systematically on social media sites	/		/	/		/	/		/	/	/		8	67

Variable	Items generated from literature review	Respondents												N	%
		1	2	3	4	5	6	7	8	9	10	11	12		
Service practices (SCS)	• Operates through the means of social media in doing customer service activities on social media	/	/		/	/	/		/	/	/		/	10	84
	• Improves the quality of services through the study of the customer feedback on social media		/	/	/		/	/	/	/		/	/	9	75
	• Uses social media to provide full details and information about product and provided services on social media	/		/	/	/	/	/		/	/	/		10	84
	• Works to improve the quality of service on social media	/			/	/	/	/	/	/		/	/	9	75
d) Relationship Marketing Performance practices (RMP)	• Handles customer problems immediately on social media	/	/	/	/	/	/		/		/	/	/	10	84
	• Provides exclusive service to customers on social media	/	/	/	/	/	/	/		/	/		/	11	92
	• Provides structural program that obtain the feedback necessary to fully understood customers on social media	/	/		/	/	/	/	/	/		/	/	10	84
	• Provides quick delivery of services on social media	/	/	/		/	/	/	/	/		/	/	10	84
	• Analyses information on efforts of customers of mutually profitable behavior on social media		/	/	/	/	/		/	/	/	/	/	11	92
2. Firm Performance															
a) Customer Satisfaction (CS)	• Provides on-line channel to communicate interpersonal with customers on social media	/		/	/	/	/		/	/	/		/	10	84
	• Replies comment of department on social networking Siteson social media	/	/		/	/	/	/	/		/	/	/	11	92
	• The relationship between the department and customer reflects a happy situation on social media		/	/	/	/	/	/	/	/	/	/	/	11	92
b) Perceived Performance (PP)	• Relationship with customer has been productive on social media	/		/	/		/	/	/	/		/	/	9	75
	• The relationship with customer has been satisfactory on social media	/	/		/	/	/	/	/	/		/	/	10	84
	• The effort endowed in the relationship with customer has been worthy on social media	/	/		/	/	/		/	/	/	/	/	11	92
	• The relationship with customer has been delightful on social media		/	/	/		/	/	/	/		/	/	9	75

1. Social CRM Practices															
a) Key Customer Focus practices (KCF)	• Treats key customer with great attention on social media	/	/	/			/		/		/	/	/	8	67
	• Offer customized products and services to key customers on social media	/	/		/	/	/	/	/			/	/	10	84
	• Makes an effort to find out customers' needs on social media	/	/	/	/		/	/		/	/		/	9	75
	• Makes key customer delight constantly on social media	/	/	/	/	/	/	/	/		/		/	10	84
	• Treats customer politely and friendly on social media		/	/		/	/	/	/		/	/	/	9	75
	• Provides easily available products and service on social media	/		/		/	/		/	/	/	/		8	67
b) Knowledge Management (KM)	• Tolerate necessity of key customer on social media	/	/		/		/	/	/	/			/	9	75
	• Provides channel to enable ongoing, two ways communication with key customers on social media	/	/	/		/	/	/		/	/	/	/	11	92
	• Takes customer feedback seriously on social media	/	/	/	/	/	/	/	/		/		/	10	84
	• Replies customer feedback promptly on social media	/		/	/	/	/	/	/		/	/		9	75
	• Provides prompt service to customer on social media	/		/	/	/	/		/	/	/	/		9	75
	• Willing to help customer in a responsive manner on social media	/		/	/		/		/	/	/	/		8	67
c) Social Customer Service practices (SCS)	• Collects customer feedback systematically on social media sites	/		/	/		/	/		/	/	/		8	67
	• Operates through the means of social media in doing customer service activities on social media	/	/		/	/	/		/	/	/		/	10	84

		E1	E2	E3	E4	E5	E6	E7	E8	E9	E10	E11	E12		
	• Improves the quality of services through the study of the customer feedback on social media	/	/	/		/	/	/	/			/	/	9	75
	• Uses social media to provide full details and information about product and provided services on social media	/		/	/	/	/	/		/	/		/	10	84
	• Works to improve the quality of service on social media	/			/	/	/	/	/	/		/	/	9	75
d) Relationship Marketing Performance practices (RMP)	• Handles customer problems immediately on social media	/	/	/	/	/	/		/		/	/	/	10	84
	• Provides exclusive service to customers on social media	/	/	/	/	/	/	/		/	/		/	11	92
	• Provides structural program that obtain the feedback necessary to fully understood customers on social media	/	/		/	/	/	/	/	/		/	/	10	84
	• Provides quick delivery of services on social media	/	/	/		/	/	/	/	/		/	/	10	84
	• Analyses information on efforts of customers of mutually profitable behavior on social media		/	/	/	/	/	/		/	/	/	/	11	92
2. Firm Performance															
a) Customer Satisfaction (CS)	• Provides on-line channel to communicate interpersonal with customers on social media	/		/	/	/	/		/	/	/		/	10	84
	• Replies comment of department on social networking Siteson social media	/	/		/	/	/	/		/	/	/	/	11	92
	• The relationship between the department and		/	/	/	/	/	/	/	/	/	/	/	11	92

	customer reflects a happy situation on social media														
b) Perceived Performance (PP)	• Relationship with customer has been productive on social media	/		/	/		/	/	/			/	/	9	75
	• The relationship with customer has been satisfactory on social media	/	/		/	/	/	/	/			/	/	10	84
	• The effort endowed in the relationship with customer has been worthy on social media	/	/		/	/	/	/		/	/	/	/	11	92
	• The relationship with customer has been delightful on social media		/	/	/		/	/	/			/	/	9	75

Table 1: New items generated from Literature review

Construct	New Items generated from Interview
Social Customer Relationship Management Practices	**Key Customer Focus** • Makes customer feel comfort on social media • Takes an interest in customer and respects customer on social media **Knowledge Management** • Builds awareness of products and services offered by organization on social media • Updates information about the products and services regularly on social media • Informs customer about current issues and events of organization on social media • Creates and post very clear and systematic content on social media channel **Social Customer Service** • Prefers to give faster service on social media • Helps to increased engagement on social media • Offers proactive customer service on social media • Provides innovative customer care on social media • Provides shareable and timely customer service on social media • Provides advice, guidance and increase customer engagement on social media • Increases openness, participation and collaboration on social media **Customer Intimacy** • Satisfies customer needs and wants in a timely and speedy manner on social media • Keeps conversation under control with customer on social media • Build an improve communication, confidence and trust among customer on social media **Relationship Marketing**

	• Provides fast response to customer on social media • Turns customer complaints into shareable solution on social media • Replies message on social media immediately on social media • Reads all message and prioritization for complaint messages on social media
Organizational Performance	**Customer Satisfaction** • Appreciates for positive comments on social media • Turns negative comments into shareable solutions on social media • Responds and meet customer desires accurately on social media • Gives respond and feedback personally to disappointed customer on social media **Perceived Performance** • The relationship with customer has been delightful on social media • The relationship with customer has been win-win situation on social media • The relationship make the customer feel important on social media

Links/Relationship among the Factors

Table 2 interpret the links between/among the domain of construct Social CRM practices. Content analysis was employed in this study to derived the main information from interview script to verify the causal link of the variable of the study. For an example, the direction between Social CRM practices and firm performance was found through the pursuing statement of the interviewee 4: "we need to emphasize the practices of social CRM in the department on social media. To do so we need to focus on practices of CRM on social media channel of the department to maintain a good relationship with our customer as well as improve the performance of the department".

Table 2: **Links/Relationship among the factors**

Causal link	1	2	3	4	5	6	7	8	9	10	11	12
KCF → CS	/	/	/			/	/		/		/	/
KCF → PP	/	/		/		/	/	/		/		/
KM → CS		/	/	/	/		/	/	/	/		/
KM → PP		/	/	/	/	/			/	/	/	/
SCS → CS	/			/	/	/	/		/	/		
SCS → PP	/	/	/	/	/	/	/			/	/	/
RMP → CS	/	/	/			/	/		/	/		
RMP → PP	/		/	/		/	/	/	/		/	/

Key customer focus helps to satisfy customer needs and also sustain the customer in an organization (Hassan et al., 2017). From the interview, the majority of respondents agreed that key customer focus has a positive effect on firm performance. One interviewee [practitioner #3] discussed about important aspects of a key customer focus (KCF) as follows: 'For us the most important first step we take is to greet our customer with friendly smile. One of the Social CRM practitioner [Practitioner #7] insisted: 'we guide our customer through our social media channels so that they feel comfort all the time'. For instance, one of interviewee [#Practitioner 12] expressed his view on importance of appreciation: 'we really appreciate positive feedback….from customer'. Eight respondent out of 12 respondent supported that key customer practices in the organization make a win-win situation. One interviewee [practitioner #1] said: 'We always be quick with our response to customers with respect'. in addition, one respondent [practitioner #8] highlighted: 'we respect our customer and make them feel special'. For instance, one of interviewee [#Practitioner 4] expressed his view on importance of relationship with customers: 'Customers give happy feedback on our social media accounts'.Therefore based on the above discussion, we propose proposition 1 and proposition 2 as below :

Proposition 1: Key customer focus significantly influence customer satisfaction
Proposition 2: Key customer focus significantly influence perceived performance
A good knowledge management practices satisfy every customer in organization and enhance overall performance of organization (Direction, 2020). Most of the respondent opined that a good knowledge management practices make every customer feel satisfy, comfortable and happy. One interviewee [#Practitioner 2] stressed: 'we provided fully information about our service on our official website'. While another respondent [#Practitioner 3] shared similar view: 'We make sure that our customer gets full knowledge about every product and service. Another interviewee [#Practitioner 5] had similar views on turns customers negative comments into shareable solution: 'we always respond to negative comments as fast as possible and share our solutions to their problem. One respondent [#Practitioner 7] agreed: 'Department always inform customers about current issues on websites from time to time'. Finally some respondent declared that creates and post very clear and systematic content on social media channel is also an important dimension of KM. Another interviewee [#Practitioner 8] said: 'every staff are trained to post a clear messages on social media sites'. One more respondent [#Practitioner 10] pointed out: 'We try to separate the problem from customer and make them feel comfortable'. In addition one respondent [#Practitioner 11] said: 'We genuinely concerned our customers needs and makes them feel

welcome'. Therefore based on the above discussion, we propose proposition 3 and proposition 4 as below :

Proposition 3: Knowledge management significantly influence Customer Satisfaction
Proposition 4: Knowledge management significantly influence perceived performance

Social customer service and firm performance has a positive relationship and have great influence on customer satisfaction (Janahi and Al Mubarak, 2017). For instance, Agarwal & Gowda (2021) believe that improve quality of customer service help to achieve the highest level of satisfaction. Parallel with that statement, one interviewee [#Practitioner 10] explained the vital role of social customer service: 'I think customer service activities on social media channels make the customer feel ease and more comfortable'. To extend this view, one interviewee [#Practitioner 6] revealed: 'our staff are responsible to reply every customer request as fast as possible on Facebook, Twitter and so on'. One of the respondents claimed: 'we respond and give feedback personally to our unsatisfied customers on social media sites'. From the interview, one respondent said: [#Practitioner 3]: 'we help our customers to resolve any issues…regarding to our service before they occur'. One interviewee [#Practitioner 6] continued: 'we trained our staff how to handle customers on social media'. One respondent [#Practitioner 10] said: 'We genuinely concerned our customers needs and makes them feel welcome'. Therefore based on the above discussion, we propose proposition 5 and proposition 6 as below:

Proposition 5: Social customer service significantly influence customer satisfaction
**Proposition 6: Social customer service significantly influence perceived performance**

Relationship marketing performance positively affect on customer relationship (Khoa, 2020) and customer satisfaction (Abdelmawgoud, 2020) as well as help an organisation to perform well. Most of the respondent agreed that relationship marketing enhance customer relationship in the department. One of the interviewees [#Practitioner 10] expressed her views on provides fast response to customer: 'we ready to give a good, clear and fast respond to our customer to make them feel comfortable'. Another interviewee [#Practitioner 9] added: 'we allow our customer talk, and we listen to them carefully to respond to them accordingly'. One of the respondents claimed: 'we respond and give feedback personally to our unhappy customers on social media sites'. One interviewee [#Practitioner 8] from interview said: 'customers nowadays prefer complaint on our social media sites and…. our staff also ready to reply them on time. One respondent [#Practitioner 1] stressed: 'we aware to customer complaints and give priority to customer complaint. Another respondent [#Practitioner 12] pointed out: 'We try to separate the problem from customer and make them feel comfortable'. Therefore based on the above discussion, we propose proposition 7 and proposition 8 as below:

Proposition 7: Relationship marketing performance significantly influence customer satisfaction
Proposition 8: Relationship marketing performance significantly influence perceived performance

Proposed Research Model
Therefore, based on the past studies of literature review and interviews with the expert social CRM practitioners the researcher proposed a research framework as shown in Figure 1 below.
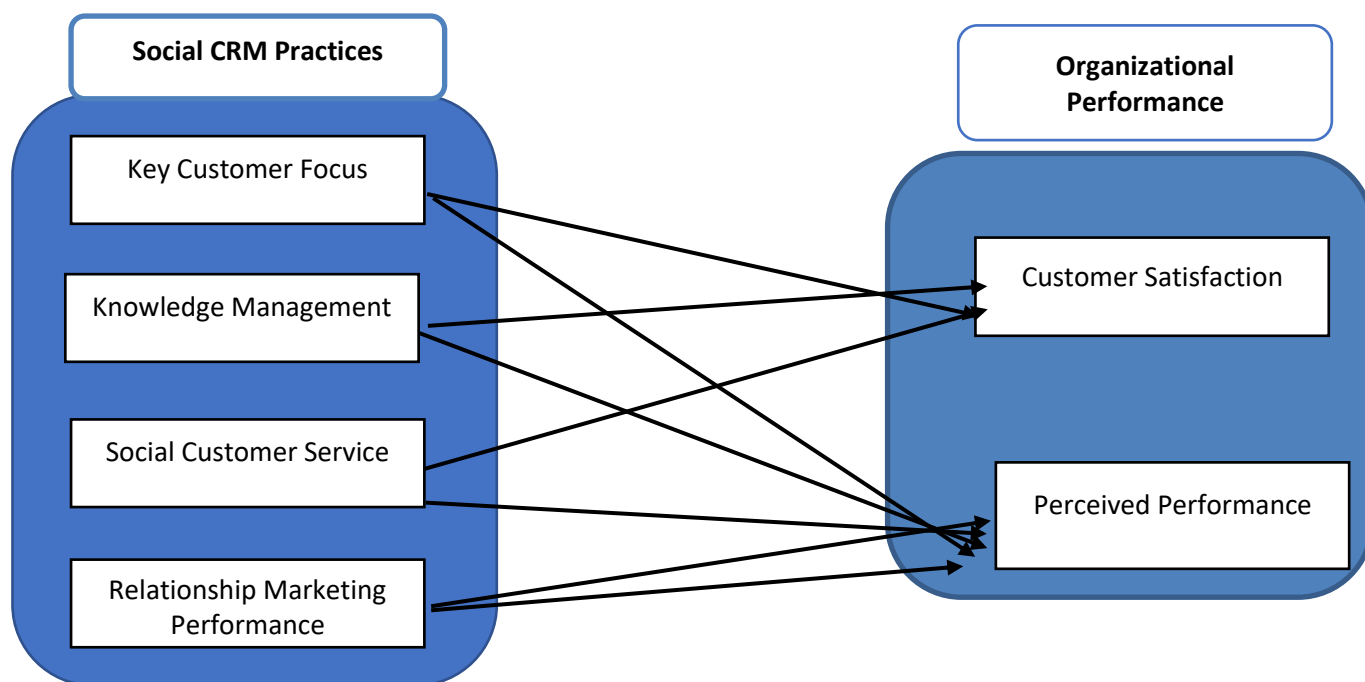
Research Implication

The findings found unique and unusual from data collected from the Immigration Department in Malaysia. The proposed relationships can be studied in other public service department for further investigation in research paper. For instance, a causal modelling approach (structural equation modelling) can be employed to test the mentioned proposed relationship. Figure 1 represents an integrative model of Social CRM Practices. The propositions in this study revealed that each practice of Social CRM in the end influence the performance of Immigration Department of Malaysia. It is predicted that Immigration Department of Malaysia may encounter this model helpful as it draws attention on some important issues like key customer focus, knowledge management, relationship marketing, social customer service, customer intimacy and customer satisfaction. Both customer and organization can experienced the win-win situation from this study as immigration officers will be able to handle their customers better than before and satisfy them.

Contribution to Public Sector

The study focus the practices of CRM on social media channels in the public sector. The findings explain that best social CRM practices help the public sector to act faster, respond better and anticipate customer needs in real time basis. Furthermore, social CRM practices in the public sector also encourage sharing, recommend as well as discuss detailed about service or product offered by the public organization. In addition to this, social CRM practices help the public sector to reduce public complaints on social media, resolve issues quickly and keep the customer in a happy mood by offering best service based on customer preference. Thus, this practices help the public organization to build strong relationship with customer as citizen and improve customer service on social media.

Conclusion and Future Study

This study found the most important item, sub-item which is related to the variables of Social CRM practices and organizational performance for Immigration Department of Malaysia and proposed propositions. The collected data fitted with the literature and reveal seven themes

and fifty-seven variables. Forty-three variables were identified to be crucial for Social CRM practices by more than nine interviewees. The study propositions sheds light upon the variable of Social CRM practices and its expected potential outcome and ther role social CRM practices on organizational performance. The complete research model could be investigate in future to get a depth understanding on the relationdhip between social CRM practice on organizational performance.

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