

RESEARCH ARTICLE	Social customer relationship management capabilities and performance of small and medium-sized Peruvian companies	
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Abstract		
Social media is getting more popular, and MSEs must manage it to fulfill their strategic goals. To improve MSE performance, MSEs must modify their approach to customer relationship management and develop new administrative and marketing skills. This study's goal is to discover how social media may assist MSEs to improve their marketing strategy and performance. Thus, our study suggests that social CRM skills are critical when MSEs employ social media to improve MSE performance. A survey of 129 MSE managers in Jordan yielded data for regression analysis. With the use of resource-based theory, this study confirms a unique kind of social CRM capabilities and shows how social media may help maximize the effect of social CRM capabilities on MSE performance.		
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## Introduction

The studies on Customer Relationship Management (CRM) emphasized the need to create shared value between the organization and its Clients as a way of develop and maintain customer relationships and increase profits, and within the belief that loyal customers are desirable sources of profit, which are achieved through customer interaction process, information management or CRM process obtained from these interactions (Guerola-Navarro et al., 2020). However, the results have been mixed and unclear regarding the implementation of CRM initiatives, with a rate of failure rate of 30-70% in some international studies (Cruz-Jesus, 2019). However, Managers are increasingly paying attention to SM technologies as a way to overcome obstacles that prevent the implementation of effective CRM initiatives. In this scenario, Previous studies emphasized that extending CRM in a social or process CRM context of CRM (Chi, 2021). The evidence, to the review articles by Cheng & Shiu, (2019) on YE and CRM, he study reported that nearly 91% of researchers support the SM as a new instrument that can help organizations maintain their relationship with their target customers and improve the performance organizational. Besides, recommended that this issue needs further attention for examine the effective use of SM for construction and maintenance-related purposes of a CRM for improve he performance organizational. By it so much, until now, the Effective implementation of social CRM has become a top priority for managers (Guerola-Navarro et al., 2020). Small and medium-sized enterprises (MSEs) are the engine of most of the world's economies, especially in times of contraction economic (Cruz-Jesus, 2019). The MSMEs have resources and knowledge limited, and his impact in their environment is limited, all of which affects their ability to specifically carry out marketing (Verdesoto, 2020). According to an international study on levels of satisfaction with CRM performance conducted by IBM Business Consulting Services in 2004, it was found that SMEs in America, Europe and Asia, in all sectors of the industry, were 85% are dissatisfied with the performance of CRM (Cheng & Shiu, 2019). On the contrary, it is It is widely accepted in the literature that targeted flows of customer information, competitors and capabilities are more conducive to sustainable competitiveness of the MYPE (Wilches-Velásquez, 2020). Therefore, more studies are needed on the use of SM technologies in information and performance management processes, especially in MSMEs. In addition, SM has grown very rapidly since 2011 in Jordan. In the Jordanian context, the use of SM and the CRM process in MSMEs is still in the infant stage, extremely important to investigate among the processes of information management or social CRM process and capabilities, and its impact on the performance (Navarrese and al., 2021).

This study builds on previous studies. These studies conducted on CRM and Social CRM in various industries and diverse environments; and confirm that the incorporation of Social media in CRM is a growing phenomenon that leads to a new paradigm scientific; but there is still significant disagreement about its definition and meaning and the Lack of definition of the use of social CRM in the literature and the framework for implementation and evaluation effective social CRM practices. However, few scholars (Sevilla et al., 2019) found that SCRM projects They have a low impact in performance financial and the client. In addition, the studies Previous studies have shown that social relationship management techniques alone rarely in turn provide direct value to organizations to improve performance, what they are more effective in doing so when combined with other resources, such as SM technologies. Without embargo, this is a reflection of the philosophy of the theory of the RBV that has to integrate theresources and capabilities of the organization to improve organizational performance. Hence, the purposes of the research covers the following.

1. Investigate he effect of the capabilities of SCRM in he performance of the MSME.
2. To investigate whether the use of SM plays a moderating role between SCRM and the performance of SMEs

## REVISION OF THE LITERATURE

### Process of Social CRM

He marketing and the management took advantage studies previous of the theory RBV for probably identify three of these antecedents. These are (1) the direction that consists of the company's values and behaviors, (2) information that demonstrates quality, availability and depth of information on customer relationships and use CRM systems, and (3) configuration such as support structures, incentives and controls (Torres et al., 2020). The CRM process perspective considers the capabilities and resources as inputs that are transformed into a method that allows us to achieve the desired results. Thus, resource information plays an important role in the CRM process (Sevilla et al., 2019). However, the importance of the Information management and customer interaction in the CRM process has been emphasized in previous CRM studies. According to Navarro and al., (2021), by it so much, the operations of CRM must be designed for ease the interactions narrow between the customers and the companies, and the collection of information of These interactions can be processed of such manner that he knowledge of the customer can be created and applied to respond to the needs and desires of the client (Alva, 2019). In consequence, the management of the information also is necessary, already that "collect information about customers in the context of a relationship, and offer those customers a proposal of worth superior based in this knowledge, will be a advantage clue, hard to imitate"

(Torres et al., 2020). According to Tien et al., (2021) there is a lack of definition of Social CRM in the previous studies, this study depends on Chatterjee, et al., (2021), the conceptualization of the processes of information of the customer relational, that originally it involves five dimensions of reciprocity, access, information integration, capture and use. Of information, these dimensions represent the essential organizational routines for CRM. In this study, information reciprocity was revealed because this related to the customers (front office) (Navarrese and al., 2021).

According to Parra, et al., (2019) The capture of information is "the information current and complete has to be obtained of the interactions with the customers. Yeah HE they go to develop the relations with the customers", the Information integration is "imperative to integrate customer information from the various sources that interact with customers to develop a complete account of the relationship with the customer and to ensure that customer information is not lost," access to the information means that the marketer either owner-manager has access to all the customer information, information usage indicates how marketers use the customer information in the take of decisions.

### **He use of the media social as effect moderator**

According to the theory of the RBV of the company, the resources of the company they can trigger effects synergistic in he performance organizational (Alva, 2019). By it so much, align the resources strategic and technological of the company is substantial for improve he performance of the organization. (Guerola et al., 2021) have provided evidence of an effect positive interactivity between customer information processing and use of the SM technology as business resources in the ability to connect with the customer and the improving organizational performance. SMEs that actively use SM can do Increase customer awareness of your brand and themselves, as well as highlight their intentions to participate in an interactive dialogue, thus increasing the impact of the Social CRM in improving the performance of MSMEs (Muñoz-Marrón, 2018). Previous studies in the context of SM indicated that the use of SM has a strong moderate effect on the process of CRM and performance (Dalla-Pozza, 2018). For example, in the 232 companies that use Facebook, a study American of Wang & Kim (2017) confirms that the use of YE plays a paper moderator by amplifying the positive impact of social CRM capabilities on performance of the organization. In addition, to improve social CRM capabilities, companies must have the appropriate level of SM activities to achieve organizational performance. The result seems confirm it saying by Tien et al., (2021) in he sense of that he use of the technology of management of relations with the customers has a impact positive in he performance of customer relationships. In contrast, Hendriyani & Raharja, (2018) provide evidence that there is no significant effect of interactivity of CRM technology and the CRM process, concluding that CRM technology does not moderate the relationship between the process of CRM and he performance of the new products. Without embargo, HE advertisement the first hypothesis.

*H1: The use of SM technologies has a positive impact on the relationship between the use of capabilities of CRM social and the performance of the MSME.*

### **CRM social and performance of the MSMEs**

In line with previous studies and RBV theory, it is proposed that the development of unique capabilities can be a source of superior performance (Guerola et al., 2021). organizations that have the resources, capabilities and ability to turn them into operations that HE convert in worth added have further probabilities of improve performance (Alva, 2019). Previous research links SCRM initiatives with the bottom-line performance, such as customer performance and financial performance (Dalla-Pozza, 2018). The positive impact of the initiatives of the process of CRM social in the aspects financial and of the performance clients was recognized (Parra, et al, 2019). However, it remains critical in light of the failure of several CRM initiatives (Muñoz-Marrón, 2018). However, an interview study structured with the highest level of management in mobile telecommunications services SCRM was found to be a tool critical to maintaining long-term relationships with customers, which in turn affects the company's performance in terms of growth and profitability. Another study, the data collected in a survey of 119 MSMEs in Slovenia by (Wilches-Velásquez, 2020; Raza et al., 2020) found that the intensity of social CRM adoption has a positive effect on the performance of the customer relationships. Finally, their findings indicate that the intensity of adoption Social CRM allows you to access richer data about your customers and better respond to their needs. market demands. Certainly, social information operations can transform the data primary of the customers of YE in knowledge actionable that facilitate the Precise and timely marketing efforts to customers will improve the performance of the MYPE (Chatterjee, et al., (2021). Thus, declares the second hypothesis:

*H2: the capabilities of CRM social HE associate positively with he performance of the SMEs.*

## **MATERIALS AND METHODS**

## Sample and collection of data and measures

The data were collected from a random sample of MSMEs in the Ancash region extracted of the Ministry of Production and Trade (MPC) of Peru, and Chimbote that account with the largest number of SMEs in Ancash, and were distributed to the managers/owners of the SMEs by email and in person. A total of 280 questionnaires were distributed. Of this number, The 173 respondents who answered that they were SCRM users and the missing data were considered the sample of this study, and were taken into account for subsequent analysis (SPSS, version 26).

The constructs of social CRM were operationalized using a scale adapted from 18 items from Jayachandran, et al., (2005), and the use of social media for CRM was measured through eight items and was developed and adapted from Guerola et al., (2021), and the The performance of SMEs was measured by (financial and customer performance) and adapted from Hendriyani & Raharja, (2018); All items were scored on a scale Five-point Likert Extent.

## RESULTS

### Analysis factorial confirmatory

Factor analysis conducted on the use and performance of social CRM and MSMEs sample that he worth KMO is of 0.85, overcoming he worth recommended of 0.5 (De Souza & Da Silva, (2019). In addition, Bartlett's test for sphericity was critical ( $p=0.00$ ). In addition, as shown in Table 1, the factor loadings are between 0.84 and 0.91. The reliability of these factors is 89, indicating high reliability. Therefore, it supports the inclusion of all the items of the scale.

Table 1. Confirmatory factor analysis

Analysis	Articles	Loads	Reliability	Number of articles	Valuesown	Deviation	of
SCRM		0.88	0.91	17	5.975	56.65	
SMU		0.91	0.88	8	8.875	65.64	
Performance		0.85	0.84	7	9.955	52.95	

### correlation

Hair, et al., (2020) suggested that to ensure that there are no linear relationships multiple, the correlation value should not exceed 0.90. shows in the table, the value 2, the highest parameter is 0.753. Therefore, in this study, relationships were found linear multiple.

Table 2. Correlation matrix

	SCRM	SMU	Performance
SCRM	1		
SMU	0.654	1	
Performance	0.589	0.753	1

### Analysis of regression

From the results of the regression analysis, Table 3 shows the influence of the Use of SM as a moderator between social CRM and MSME performance. However, the change in  $R^2$  and the change in F are significant from step 1 to 2 and from step 2 to 3. 1% level with the introduction of interaction terms, indicating that the use of the media social influences significantly in he impact of the CRM social in he performance of the MSMEs. Therefore, supports the hypothesis 1.

Table 3. Moderation

DV	Variables independents	Beta Step 1	Beta Step 2	Beta Step 3
Performance	SCRM	0.193	0.191	0.354
	Moderation			
	Use of the networks social		-0.035	-0.127
	Interaction term SCRM X			
	Use of the mediacommunication			-0.533
	R2	0.407	0.409	0.478
	R2 Change	0.408	0.001	0.068
	F Change	55.105	0.510	10.285
	Next. F change	0.000	0.476	0.000

Results table 4 shows that in the multiple regression analyses, the f value of 19,083 ( $p < 0.05$ ) indicates that GCS significantly influences the performance of MSMEs. However, the model is quite weak, as the SCRM explains 16.1% of the variation ( $R^2 = 0.16$ ) in its performance of the MSMEs. For this reason so much, is supported the hypothesis 2.

Table 4. Relationship between CRM and performance

Model	Addition of stabletwo	Df	Squareado half	F	Next.
Regression	8.532	1	9.532	19.083	.000
Residual	53,568	96	.558		
Total	63.100	97			

IV: SCRM, DV: Performance of the SMEs

## DISCUSSION

Examination of the results of the study indicates that information processing Customer social awareness is important when SMEs incorporate the use of SM into their strategies of marketing for the performance of MSMEs. This research also finds that the use of the technology of the media social plays a paper moderate vital between the prosecution of the social information of the client and the performance of the MSME. This The find supports studies previous as (Hendriyani & Raharja, 2018).

### Implications theoretical

This study validates the existence of customer social information capabilities (social CRM), which represent a novel model of social information capabilities of the customer with the use of SM and, this is in line with previous studies (Verdesoto, 2020; Ramírez et al., 2020). Furthermore, the study confirms the role of the social information capabilities of the customer as an important factor that improves the performance of MSMEs. The use of SM is an important resource for building a novel form of social information capabilities customer for the performance of the SMEs. Besides, this investigation duck a new perspective by showing that the use of SM plays a moderating role by amplifying the positive impact of customer social information capabilities on the performance of MSMEs. To improve customers' social information capabilities, MSMEs should have the right level of SM usage activities to obtain the benefits and improve the performance of MSMEs. In addition, the use of SMs results in the capture of the consumer attention and faster response of SMEs to the marketing environment news, in line with previous research (Chatterjee, et al., 2021; Cruz-Jesus, 2019). This study calls for expanding the generalizability of the relationship between the social CRM capabilities of companies and their performance with various industries.

### Implications of the management

Our consequences can help professionals modify strategies future advertising and marketing using SMs. This research confirms that the Investment in SM technology can provide MSMEs with significant benefits in the relationship management and improving the financial and customer performance of MSMEs. SMEs should focus on developing marketing strategies that emphasize the creating relationships with customers through information technologies, which would allow to increase commercial interactions between customers and MSMEs and improve the financial and

customer performance of MSMEs. In addition, this research indicates that Owner-managers are thinking about using SM technology should focus on how To do this, SM technologies integrate with existing CRM systems to support your capabilities of the MSMEs and improve the client and he financial performance of the MSMEs.

## CONCLUSIONS

Overall, there are two limitations to this research. The survey research is a random sample sent by email and manually to managers with a response rate of approximately 30%. In addition, the research focused on SMEs from Amman. These limitations may make it difficult to generalize these results, but They remain an opportunity for future research in various sectors and environments. Besides, this study model can to put on to proof in various contexts, for contribute evidence empirical further clear about the nature formative of the processes of informationsocial of the customers and he paper of the integration of the use of the media social with he processing customer information to improve performance and create relations with they. In second place, will be interesting explore different metrics of performance, further that the customers and he performance financial from the perspective of themanagers.

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