SOCIAL CUSTOMER RELATIONSHIP MANAGEMENT, CUSTOMER PERCEPTIONS AND RELATIONSHIP QUALITY IN STAR-RATED HOTELS IN NAIROBI, KENYA

BY

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DECLARATION

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To my late father, Peter Kaguma Muraya, my daughter, Wangui Muraya, and my dear and loving wife Nancy Kwamboka.

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ABSTRACT

The hotel industry in Kenya faces challenges in maintaining quality customer relationships with increased complaints trending on social media platforms. Negative information through social media adversely affects the relationship quality of customers and results in business loss and survival. Therefore, Social Customer Relationship Management (Social CRM) as an emerging paradigm can enable businesses to better understand, engage, and build a quality relationship with customers while managing customer perceptions. Nevertheless, most of the research on Social CRM, a relatively new phenomenon, in the hospitality industry is limited and is mostly focused in Asia and Europe with little in Africa and none in Kenya, particularly in the hospitality industry. Literature in Africa has focused more on the banking industry and SMEs in West and South Africa with little research focusing on the marketing dimension of special CRM. The study's main purpose was to establish the effects of Social CRM dimensions and customer perceptions on relationship quality in selected hotels in Nairobi, Kenya. The study specifically determined the effect of data and information, processes and Social CRM strategies dimensions on customer perceptions and relationship quality. The mediating effect of customer perceptions on the relationship between social customer relationship management dimensions and relationship quality was also determined. Malthouse Social CRM house model, Relationship marketing, and Expectancy Disconfirmation Theories anchored the study. The study utilized sequential explanatory research design with a target population of an average of 16,464 customers per month from online hotel bookings and 29 target population for GRM, from three five-star rated hotels in Nairobi purposively selected. A sample size of 400 was selected using simple random sampling for customers and 9 GRM purposively selected. Data was collected from customers using a structured questionnaire. Quantitative data were analyzed using the Structural Equation Model (SEM). Findings showed that the final SEM model explained 58% of relationship quality, with R2 (0.58, p=0.000<0.05) and was fit (CFI=0.988, GFI=.943, NFI= 0.966, RFI=0.958, PNFI= 0.783, RMSEA=0.038, χ2(df) 185.506 (124), p=.000<0.05,). The results for the direct effect indicated a positive and significant effect of data information dimension (β 0.301, p=0.000<0.05) and processes dimension (β 0.142, p=0.000<0.05) on relationship quality in hotels. However, the Social CRM strategies dimension (β=0.017, p=.707<0.01) had an insignificant effect on relationship quality. Further, customer perceptions partly mediated the relationship process dimensions (indirect effect β=.180 p=0.000<0.05), data information (indirect effect β=.162 p=0.000<0.05), and hotel relationship quality. The study concludes that process and data information dimensions of social customer relationship management significantly affect relationship quality through customer perceptions. Thus, the study recommends that hotels should focus more on the data and information dimensions in addition to the hotel's process dimensions as they seem to majorly affect relationship quality. Although Social CRM strategies were found not to affect relationship quality, realigning the strategies from sales and marketing to link with processes and data could boost relationship quality. From qualitative results, it was noted that customers mainly use WhatsApp, Facebook, X (formerly known as Twitter) and Instagram to connect with friends, family, groups with similar interests and local businesses respectively. Hotels can maximize the potential of the social media channels to obtain value. In addition, social media such as WhatsApp was found to be most used for internal communication by employees and management to address customer request through 'customer 360'. The study recommends that management should focus on training employees on social media and organizational processes while constantly monitoring and addressing issues raised in social networks to build robust customer relationships. The research adds to new knowledge that customer perception has a significant and positive mediating role in relationship quality. It also improves on malthouse social CRM house process dimension by consolidating three indicators (e-culture, employee skills, management support) to organization e-structures and support. For relationship quality trust-based satisfaction was achieved (from customer satisfaction, and trust).

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ABBREVIATIONS

CIV	Customer Influencer Value
CKV	Customer Knowledge Value
CLV	Customer Lifetime Value
CRM	Customer Relationship Management
CRV	Customer Referral Value
eCRM	Electronic Customer Relationship Management
eWOM	Electronic Word-Of-Mouth
GDPR	General Data Protection Regulation
GRM	Guest Relation Manager
ICT	information communication technology
IT	Information Technology
RBV	Resource-Based View
SCRM	Social Customer Relationship Management
Social CRM	Social Customer Relationship Management
WOM	Word-Of-Mouth

OPERATIONAL DEFINITION OF TERMS

Customer insight

is an interpretation of trends in human behaviours which aims to increase the effectiveness of a product or service for the consumer, as well as increase sales for mutual benefit (Carr, 2020)

Data and information dimension

will include information management tools, the IT infrastructure, and communication channels in the organization (Malthouse, Haenlein, Skiera, & Wege, 2013; Trainor, 2012; Wittkuhn, Lehmkuhl, Küpper, & Jung, 2015)

Process Dimension

The category describes companywide and department-specific processes such as activities, which use resources, that are developed to achieving a business goal, to create value of Social CRM. (Küpper, Jung, Lehmkuhl, Walther, & Wieneke, 2014)

Relationship quality

This is when a service provider or service consumer's overall perception or judgment of the quality of an exchange relationship is characterised by satisfaction, trust, and commitment between the involved parties (Crosby A, Evans, & Cowles, 1990).

Social CRM Strategy	is a coordinated effort between an organization's marketing, sales, and customer service departments to better engage with customers and increase brand awareness. Social CRM isn't just about gathering data and making the sale. It's about creating a two-way conversation involving outbound messaging and inbound queries a conversation that is mutually beneficial to you and your customers (West, 2018).
Social CRM	This is a business strategy supported by social media tools, CRM software, techniques and that aim to create customer engagement and provide mutually beneficial value to customers and businesses (Greenberg P., 2010).
Social Media networks	forms of electronic communication such as websites for social networking and microblogging through which users create online communities to share information, ideas, personal messages, and other content such as videos (Merriam-Webster dictionary)
Trust	is an individual's willingness to rely on an exchange partner in whom one has confidence and is the "enduring desire to maintain a valued relationship" (Lo, Im, Chen, & Qu, 2017)

WEB 2.0 refers to websites that emphasize user-generated content, ease of use, participatory culture, and interoperability i.e., compatible with other products, systems, and devices for end-users (Goldenberg, 2015).

CHAPTER ONE

INTRODUCTION

1.0 Overview

The chapter looks at the background of the study, the problem statement, the purpose of the study, research objectives, the rationale of the study, the importance of the study, assumptions of the study, and the limitations of the study.

1.1 Background of the Study

Customer Relationship Management (CRM) technologies have contributed enormously to enterprises of the 21st century as a guideline a competitive advantage of differentiation by collecting and recognizing needs and commercial behaviours of customers that are used to strengthen relationships (Awasthi, 2012; Delafrooz, Taleghan, & Khorramdare, 2013; Hardjono & San, 2017). Even though CRM technologies have matured in the first decade of the 21st century, their failure rates from their implementation have been high approximately 70 percent resulting in either losses or no bottom-line improvement in the performance of the company. This failure can be attributed to the lack of methodologies to satisfactorily assimilate and complement the strategic and technological aspects that underpin CRM (Awasthi, 2012; Orenga-Roglá & Chalmeta, 2016).

Despite the traditional CRM failures, the evolution of technological innovations and multichannel developments has poised CRM to become an essential part of the business in large enterprises, and it is also gaining increasing interest from smaller and mid-sized businesses (Greenberg, 2010).

The rise and increasing use of Information Technologies (IT) for collecting and storing information about clients has resulted in the evolution of traditional CRM to

trends that reflect the use of innovative approaches to relationship marketing and gave rise to new types of CRM such as electronic (e-CRM) and Social CRM (SCRM) (Kubina & Lendel, 2015; Küpper, 2015). The onset of the Internet age and the subsequent rise of social media, which has connected and empowered customers, researchers instigated predictions of a power shift from the marketer to the consumer suggesting a new form of consumer–firm relationship (Malthouse, Haenlein, Skiera, & Wege, 2013; Labrecque, Esche, Mathwick, Novak, & Hofacker, 2013).

The hotel marketing landscape reach being continuously getting larger due to customers using the internet and social media to research and choose their destinations, TripAdvisor saw an increased bookings enquiry of 225% for hotels on their platforms and 138% increase of customer engagement to properties that had videos and images of their properties (Beganovich & Beganovich, 2023). Therefore, social media has had a profound impact on people, organizations, and civilizations around the world with an increasing time spent on social media than on any other online activity (Johnston, 2014). The increasing internet connectivity enabled through technologies such as mobile devices led to the social media landscape of ubiquitous connectivity which enhanced access to information and allowed consumer-generated content (Labrecque, *et al*, 2013). Social media is continuing to play an essential role in organizations business with conversations continually happening openly by customers and potential customers about brands, evaluation of products, and services. Therefore, social media is becoming a must for organizations to acquire and retain such customers (Marolt, Pucihar, & Zimmermann, 2015) and to foster collaborative interaction with a customer in a way that provides mutually beneficial value in a trusted and transparent business environment (Wittkuhn, et al. 2015).

Social media inclusion in CRM has profoundly transformed the business processes and birthed a new field of study of Social CRM. However, Social CRM as a field of study is still in its infancy as many organizations are still treating the social media as just a channel of CRM rather than a new paradigm shift to a new scientific phenomenon called Social CRM that is more robust than the traditional CRM (Küpper, 2016; Maertens, 2015). Greenberg (2010) defines social CRM as "a philosophy and a business strategy, supported by a technology platform, business rules, processes and social characteristics, designed to engage the customer in a collaborative conversation to provide mutually beneficial value in a trusted and transparent business environment". Consequently, Social CRM was found to significantly affect organizations performance outcomes such as customer loyalty, positive word of mouth, and repurchase intentions (Malthouse, *et al*, 2013; Wittkuhn, *et al*. 2015; Marolt, Pucihar, & Zimmermann, 2015)

With the onset of the corona virus global pandemic (Farazad, 2020), that has brought the world to a complete halt with travel bans introduced, disruption of people's daily life normal, quarantines, social distancing, and health directives dramatically impacted businesses especially tourism, travel, and hospitality. Hotels' key performance indicators like occupancy rates, Average Daily Rate (ADR), and revenue per available room continue to decline globally (Farazad, 2020). As borders and travel restrictions slowly being lifted, many companies including hotels are racing to re-establish their connections to new as well as existing customers to boost long-term customer loyalty (Hardjono & San, 2017) and this is being made possible by Social CRM. Social CRM integrates all consumer data points, technology, and content distribution touchpoints in one place by providing a full-funnel solution that allows brands to track their engagements with customers at every single step of the purchase

journey online and offline (Tan, 2020). By consolidating consumer data across channels, Social CRM lets brands deepen their insights on consumers and work out how to target them with the right messages to drive engagement at the right moments and this leads to the development of a quality relationship.

Relationship quality is a concept widely accepted in theory and business (Dlačić, Grbac, & Lazarić, 2018). In creating and building relationships all the partners involved must consider the relationship as being valuable and beneficial to them (Danaher, Conroy and McColl-Kennedy 2008). When developing relationships with partners, hotels consider different partners like suppliers, hotel guests, tourist agencies, tourist offices, employees, and all other stakeholders that form an organization's network of partners. Consequently, relationship quality emerges when relationships with partners are perceived as valuable and worth investing in (Dlačić, Grbac, & Lazarić, 2018).

Social media has greatly shaped customer expectation of service before, during, and after consuming products and services especially the tourism and hospitality businesses. Customer perceptions are beliefs about service delivery that serve as standards or reference points against which performance is judged. Because customers compare their perceptions of performance with these reference points when evaluating service quality, thorough knowledge about customer perceptions is critical to service marketers. Knowing what the customer expects is the first and possibly most critical step in delivering good quality service (Bhavani & Pawar, 2013). Being wrong about what customers want can mean losing a customer's business when another company hits the target exactly. Being wrong can also mean expending money, time, and other resources on things that do not count to the customer. Being

wrong can even mean not surviving in a fiercely competitive market (Bhavani & Pawar, 2013). However, social media provides a channel for the customer to expresses their expectation and evaluation of service which tends to have a great reach with the ability to go viral.

With customers sharing or publishing (electronic word-of-mouth) their opinions about themselves and products and services they engage with, this data is crucial for businesses in the provision of business-relevant insights from conversation data among users (Orenga-Roglá & Chalmeta, 2016). Social CRM provides the opportunity for hospitality businesses to benefit from customer engagement, customer service, and social selling. This may lead to enhancing processes by centralisation; fostering better internal collaborations of an organization; and full appreciation of customer interactions by monitoring feedback and customer sentiments concerning the organizations brand (Orenga-Roglá & Chalmeta, 2016; Data2CRM, 2016). Therefore, this research will seek to find out how social CRM on dimensions of data and information, processes and strategies affects relationship quality.

1.2 Statement of the Problem

Social media platforms emerged as the top engagement platform for industries having 4.5 billion active users as at 2021 (Revenue Hub, 2023). The internet penetration in Kenya at 93.9 percent according to Cyrus Oguna the government spokesperson (Etyang, 2022) and 59.1 percent using at least one social media platform, social media use should ideally benefit the hospitality industry in positively reaching a wide range of customers cheaply. Despite the positive benefits of social media, hospitality establishments in Kenya have borne the brunt of negative social media posts leading to closure or adverse negative publicity. For example, an incident that happened and

posted in Facebook which made the headline on The Standard Newspaper of 21ˢᵗ January 2017, Dr. Leakey and family while taking lunch at La Cascina Restaurant in Karen were advised by a waiter to fetch tap water from the toilet after they asked for drinking water that is not bottled (Ngetich, 2017). Also, during the COVID-19 pandemic on 24ᵗʰ April 2020, it was negatively reported that Sarova Hotels donated to doctors at Kenyatta National Hospital "githeri" a delicacy perceived as a poor-man's food and therefore not reflective of its star rating (Koech, 2020). These incidences occasioned by social media affect relationship quality of tels as they may change customer perceptions. Consequently, the application of Social CRM dimensions may serve to dilute negative publicity created by social media within a short time of occurrence and as a result, enhance relationship quality.

As most hospitality businesses depend on relationships with its customers, the quality of the relationships become key in responding to the dynamic organization environment. Therefore, relationship management is pivotal to shaping customer expectation that subsequently leads to customer satisfaction, patronage (Dlačić et al., 2018 & Delafrooz et al., 2013) and developing relationship quality. As hospitality products are experiential, customers increasingly use social media to share their experience with friends or public reviews on third party websites, which make social media a strong tool for sharing experiences that can make or break an organization (So et al., 2015). Despite the importance of social media in hospitality, few studies, especially in Kenya have focused on their effect on relationship quality and have failed to take advantage of the information capture technology, internal business processes, and strategies in the social media space.

Methodologically, majority research on Social CRM and relationship quality have utilized qualitative research designs (Baird & Parasnis, 2011; Malthouse, et al. 2013; Lehmkuhl, 2014; Maertens, 2015; Marolt et al., 2015; Wittkuhn, et al. 2015) to develop the body of knowledge on Social CRM while other researchers focused on the impacts of Social CRM on performance outcomes (Marolt et al., 2015). Quantitative studies conducted by Küpper et al., (2015) used formative research that combined literature review and confirmatory factor analysis on Social CRM and performance while Charoensukmongkol & Sasatanun, (2017) used partial least square regression on business performance satisfaction. Another study by Delafrooz et al., (2013) tested the effects of e-CRM on the relationship quality of banking customers in Iran using path analysis. Although the use of SEM is similar, this study deviates by adopting a pragmatic approach and sequential explanatory research design on hotel customers. Contextually, Delafrooz et al. (2013) conceptualized eCRM as a convergence of internet, websites, email, and CRM systems which is limited in scope compared to predecessor Social CRM that is robust covering the information technology dimension, business processes, and the Social CRM strategy used in this research.

Theoretically, Malthouse model was applied in two dimensions of lower engagement and upper engagement by Malthouse, et al. (2013) using micro, small, and medium-sized enterprises' performance outcomes (Marolt et al., 2015; Marolt et al., 2020). Social media was viewed as a resource using Resource-Based View theory (Barney et al., 2001; Diffley et al., 2018; Marolt et al., 2020) and Dynamic Capabilities (Barney et al 2001; Trainor, 2012; Trainor et al., 2013). This study views social media as a networking tool for connecting hotel customers and will triangulate the Social CRM house model with relationship theory and expectancy disconfirmation theory to derive

variables from a hospitality service perspective. Besides, the relationship marketing theory used to explain relationship quality on tourist environmentally responsible behavior by He et al., (2018), the post-purchase perceived value of tourism package (Moliner, et al. 2006), and behavioral intention at a luxury motor vehicle dealership (Tonder et al., 2017) will be used in this study to explain value from relationships in terms of trust and loyalty in the hospitality sector.

Therefore this research aims to bridge the contextual, methodological, and theoretical gaps in the literature on Social CRM and relationship quality particularly in the hospitality sector. It will also test customer perceptions as an endogenous variable of Social CRM as well as an exogenous variable to relationship quality which few studies have attempted to do.

1.3 General Objective

The main objective of the study was to establish the effects of social customer relationship management dimensions and customer perceptions on relationship quality of five-star hotels in Kenya.

1.3.1 Specific Objectives

The specific objectives were as follows:

i. To determine the effect of data and information dimension on relationship quality of five-star hotels in Nairobi Kenya.

ii. To establish the effect of processes dimension on relationship quality of five-star hotels in Nairobi Kenya.

iii. To determine the effect of Social CRM strategies dimension on relationship quality of five-star hotels in Nairobi Kenya.

iv.   To determine the mediating effect of customer perception on social CRM dimensions and relationship quality of five-star hotels in Nairobi Kenya

v.   To determine the mediating effect of customer perceptions on relationship between data-information dimension and relationship quality of five-star hotels in Nairobi Kenya

vi.   To determine the mediating effect of customer perceptions on relationship between processes dimension and relationship quality of five-star hotels in Nairobi Kenya

vii.   To determine the mediating effect of customer perceptions on relationship between Social CRM strategies and relationship quality of five-star hotels in Nairobi Kenya

1.4 Research Hypotheses

$H0_1$: Data and information do not affect the relationship quality of five-star hotels in Nairobi Kenya.

$H0_2$: Processes dimension does not affect the relationship quality of five-star hotels in Nairobi Kenya.

$H0_3$: Social CRM strategies do not affect the relationship quality of hotels in Nairobi Kenya.

$H0_4$: Customer perception does not mediate the relationship between social CRM dimensions and relationship quality of five star hotels in Nairobi Kenya

$H0_{4a}$: Customer perceptions does not mediate the relationship between data-information dimension and relationship quality of five star hotels in Nairobi Kenya

H0$_{4b}$: Customer perceptions does not mediate the relationship between process dimensions and relationship quality of five star hotels in Nairobi Kenya

H0$_{4c}$: Customer perceptions does not mediate the relationship between Social CRM strategies and relationship quality of five-star hotels in Nairobi Kenya

1.5 Significance of the Study

Social CRM is a fairly new field with many studies focusing on exploring and providing more literature to better explain it. Most studies on its adoption have majorly been focused in Europe and Asia, mostly focusing in SMEs and little on hospitality industry. Fewer studies have been conducted in Africa, and fewer still if any has focused in the hospitality industry. Even though a lot has been done on social media marketing and also CRM especially in Kenya, scanty research can be found on this new paradigm called social CRM. This study therefore seeks to increase understanding of social CRM dimension, specifically in the data information dimension, processes dimension and SCRM strategy dimension, as adopted by Malthouse house model and went further to establish the relationship with relationship quality, which few studies have looked at. The study also sought to find out the role of customer perception as a mediator between social CRM and relationship quality. The study used a sequential explanatory research design using both qualitative and quantitative methods to analyse data. The questionnaire and interview schedule were tested for validity and reliability to ensure accuracy and conciseness of data collected. Exploratory factor analysis was conducted and the modified constructs were used in the final analysis. The study came up with a structural model of social CRM dimensions and relationship quality with customer

perceptions as a mediator. Finding from this study was important to adding knowledge of social CRM, relationship quality and customer perceptions, especially about the hospitality industry in the Kenyan context. Additionally, it also offers hotels the importance of integrating social media, CRM, organizations processes and policies in strengthening customer relationships therefore develop and retain satisfied, loyal customers.

1.6 Scope of the Study

The study focused on three Social CRM dimensions, specifically, data and information, processes, and social CRM strategy. It looked at customer perception and relationship quality in terms of customer satisfaction, trust, and commitment. The research was confined geographically to Nairobi County targeting five-star hotels seeking responses from customers and guest relationship officers using questionnaires and interview respectively. The study adopted a sequential explanatory research design and analyzed data using Structural Equation Modelling. The data was collected between April 2021 to December 2022

1.7 Assumptions of the Study

This study was carried out with the assumptions as follows:

1. There was a relationship created by social media with all the respondents.
2. All the respondents had utilized social media channels of the hotel.
3. That the respondents were objective in answering the questions in the tools.
4. Guest relationship officer roles are similar in all organization therefore, information sought is similar across all hotels.

5. All customers sampled had experienced products and services of the selected hotels and that their responses were based on their experience in the selected hotels.

6. Normality: Those responses were drawn from a continuous and multivariate normal population that will increase the maximum.

7. Missing Data: that there were no missing data in any variable from the responses and if they occur, the missing data was treated as missing completely at random (MCAR) approach. This approach assumes that missing data is irrelevant in the study, instead of using pairwise and list-wise deletion for missing data.

8. Measurement and Sampling Errors: The Errors in measurement caused by data collection tools and techniques used for the collection of information, and errors on the part of the respondent's effects the model fit.

1.8 Limitations of the Study

The limitations of the study are those characteristics of design or methodology that impacted or influenced the interpretation of the findings from research. They are the constraints on generalizability, applications to practice, and/or utility of findings that are the result of how a researcher initially chose to design the study or the method used to establish internal and external validity of the result of unanticipated challenges that emerged during the study (Price & Judy, 2004).

Lack of prior research studies on the topic - citing prior research studies forms the basis of the literature review and helps lay a foundation for understanding the research problem being investigated. There is little prior research on Social CRM in the tourism and hospitality industry with most research focused on other service

industries. The researcher set out with the help of a university librarian to expand search journals from universities that have a different subscription to increase hits.

Customer database: With the customer database a confidential business asset, access to the customer data was limited to the researcher. The researcher had to rely on the guest relation officers to conduct sampling with the aid of an excel random sampling tool. The researcher minimized this by preparing a simple random tool in using Excel that would automatically select respondents once the database was input. The researcher also ensured the anonymity of respondents, and sought consent from the organization's understudy. Additionally, the researcher sought and trained a point person as a research assistant in the organization who administered questionnaires per the sampling techniques chosen.

The research was financed through scarce personal resources. This posed a limitation on the scope of coverage to one hospitality region of the country. This was overcome by coming up by developing an electronic questionnaire for the customers to increase the chance of maximum likelihood responses, reduce expenses of printing questionnaires, therefore, being able to operate within the budget. However, since the characteristics of five star hotels are similar across the country, the results can be generalised.

Coronavirus (COVID-19) pandemic- this limited access to the hotels to conduct the study and accessing respondents such as the guest relationship managers to conduct face to face interviews. However, the researcher observed the ministry of health guidelines on social distancing and hygiene recommendations in cases of physical contact, and in cases where physical interaction was not possible, online interview meetings using Skype or Zoom platforms were conducted.

CHAPTER TWO

LITERATURE REVIEW

2.0 Overview

This chapter will discuss and critic existing literature on relationship quality, customer perceptions, and the Social CRM on the dimensions of infrastructure, process dimension, and social CRM strategies. It will also cover theories and models that guide this research and develop a conceptual framework for the study.

2.1 Relationship Quality

In today's service environment, the principal paradigm of marketing has become more relational rather than static with the relationship being more beneficial if some "a long-term quality formation" with their on-going customer is established (Hashim, et al., 2011).

Relationships form the basis of any marketing system founded in the relationship between two parties: the organization that produces products and services, and the customer who consumes the products and services. Relationship marketing theory implies that customers will enter into relationships with organizations when they expect to benefit from the exchanges that take place (Tonder *et al,* 2017). These benefits may include the social bonds established, the extraordinary service delivered and the trust fostered.

Hashim, et al., (2011) commenting on a study carried out in 1990 by Crosby et al., observes that their study on relationship quality in the insurance industry found out that the antecedent of relationship quality as integrating relational variables that are conceived in two dimensions namely: customer satisfaction and trust. They also found that potential in future sales growth for any service organization would be highly

dependable on the quality of their relationship with their customers (Hashim, et al., 2011).

Relationship quality refers to how positively or negatively individuals feel about their relationships (Farooqi, 2014). Giovanis, Athanasopoulou, & Tsoukatos, (2015) defines relationship quality as a multidimensional construct that represents the nature of the relationships between customers and organizations, that naturally leads to long-term relationships, between both parties and results in the consequently leads to the retention of customers (Tonder, Petzer, & Zyl, 2017).

Relationships that foster wellbeing is said to have high relationship quality (Farooqi, 2014). Excellent relationship quality involves subjective experiences such as affection, intimacy, and nurturance, while low relationship quality is characterized by conflict, irritation, and antagonism (Farooqi, 2014). To create long-lasting customer relationships through relationship marketing, marketers must include marketing activities that attract, develop, maintain, and enhance customer relationships. Customers care about the relationships and judge them using experience, perceptions, forecasts, goals, and needs. Researchers have linked relationship quality to positively affect customer loyalty (Rahmani-Nejad, Firoozbakht, & Taghipoor, 2014).

As cited in the research by Keating, Rugimbana, & Quazi, (2003) from research on service quality in various retail contexts using a performance-only model resulted in the identification of a hierarchical structure composed of a global service quality (customer satisfaction) construct supported by five underlying dimensions: physical aspects; reliability; personal interaction; problem-solving; and policy. However, research has identified several dimensions or factors of relationship quality (Tonder, *et al*, 2017) that have been identified without any consensus on the factors that

constitute relationship quality and they include three factors which are customer satisfaction, trust, and commitment.

Firstly, *Customer Satisfaction* is economically significant for organizations, and by understanding customer satisfaction, organizations can achieve what is considered a "strategic necessity" (Tonder, *et al*, 2017). Satisfying customers is becoming extra problematic as customers not only expect satisfaction based on functional benefits but also seek satisfaction through unique experiences offered by organizations. In the context of a service, Zeithaml and Bitner (2000) recognize that customer satisfaction is the result of customers "comparing the perceptions of service experience with the perceptions of the actual service received from organizations. If their perceptions match their perceptions, they are satisfied; if they do not, they are dissatisfied." Customer satisfaction leads to a change in attitude due to customers' experiences of a product or Service (Tonder, *et al*, 2017).

Secondly, *Trust* refers to the anticipation by a party that the other party in the relationship will act in a conventional manner (Grönroos, 2001). Trust is also regarded as the foundation of the relationship between customers and organizations (Hess & Story, 2005). It is vested in certainty and integrity since the parties involved in the relationship intend to behave positively towards each other, focusing on maintaining the relationship they have invested in (Tonder, *et al*, 2017). Although many dimensions of trust have been identified, several authors agree that trust comprises two key dimensions: credibility and benevolence trust. Credibility trust involves the notion that the party concerned can perform as required by the other party, while benevolence trust refers to the notion that the one-party takes the other party's interest to heart (Tonder, *et al*, 2017).

Commitment is another crucial aspect when developing relationships between customers and organizations and is conceptualized as customers" and organizations" "intentions to act and their attitude towards interacting with each other" over an extended period. As cited in (Tonder, *et al*, 2017). Morgan and Hunt view commitment as a belief held by customers and organizations that the relationship between the parties concerned is so vital that the parties concerned work to maintain the relationship. (Hess & Story, 2005) Add that commitment involves a customer's "ultimate relationship disposition" encapsulating their "beliefs, attitudes, and behaviors". From the following definition, commitment is the only logical thing that is considered a multidimensional construct including normative, affective, and calculative commitment (Hess & Story, 2005).

2.2 Social Customer Relationship Management

Malthouse, Haenlein, Skiera, & Wege, (2013) conceptualized social Customer Relationship Management (CRM) as being composed of two dimensions which are the CRM dimension and a social media dimension. They attempted to find out the influence of emerging social media technologies have on the three necessary components of the traditional CRM process which include relationship initiation (acquisition), maintenance (retention), and termination. However, they do not attempt to distinguish the different social media types but treat all social media as a single component of the investigation. This is because of the rapid evolution in the social media space and the continuous introduction of new applications in the market (Malthouse, et al. 2013). While the traditional model of CRM assumes that customers are passive and only responds to a company's actions mostly through their purchasing behavior, social media changes this by allowing customers to become active participants in the relationship, and providing them with opportunities to engage with

the firm. To better understand Social CRM, we need to look into the two dimensions (CRM and social media) separately. It is important to mention that all definitions of social CRM focus on "engagement" as a new concept, as the general objective of social CRM is to construct a strategy of consumer engagement (Lu & Miller, 2019).

Customer relationship management (CRM) literature has long emphasized the necessity to create co-value as a means of developing and maintaining customer relationships (Diffley & McCole, 2015), achieved through the process of interacting with customers and managing the information gathered from those interactions. However, while CRM focuses on developing and maintaining profitable, mutually beneficial customer relationships through the co-creation of value, the results of CRM initiatives have been mixed, with many failures reported (Diffley & McCole, 2015). Marketers are increasingly paying attention to social media technologies as a means of overcoming the obstacles encountered in implementing active CRM initiatives, thus extending CRM into a social CRM context (Greenberg P., 2010). CRM systems by design area consolidate data and interaction channels to enable a holistic perspective on individual customers. Of relevance is the information of the customer, for the customer, and by the customer (Park & Kim, 2003). Of the customer refers to information of a personal and transactional data used to understand and measure the customer value employing profitability analysis or purchasing patterns. For customer information refers to product, service, or organizational information that is pushed to target groups while the customer information is about customer feedback including complaints, needs, and suggestions (Lehmkuhl, 2014). Therefore, CRM is a strategic management approach, that is concerned with the co-creation of value, the use of data and technology, the acquisition and diffusion of customer knowledge, and the

integration of processes across different organizational functions (Boulding, Staelin, Ehret, & Johnston, 2005)

While travel consumers in the past relied heavily on travel journalism and traditional media to help guide them to the best places to go and the most exciting things to do, the Internet has now taken over that role as an information provider (Rosman & Stuhura, 2013). With so many online review sites, as well as sites where people can publish personal thoughts via written or video format, companies nowadays have a fantastic opportunity to become more directly involved with their consumers. A 2010 study published by Deloitte titled 'Hospitality 2015' states that social media and new technology trends will play a key role over the next five years towards the growth in the hospitality industry. The study further points out that with millions of consumers having internet access around the globe, the numbers are expected to increase by 50% by the year 2015 (Rosman & Stuhura, 2013). Xiang & Gretzel, (2010) urges that given the potential impact of social media on online tourism, knowledge about the role of social media in travel information search is essential to inform tourism marketing practices better. Social Media is changing the ways that businesses are going about marketing themselves to their consumers, as it forces a rethink of traditional marketing methods. From the research of Zhang, Mattila, & Cranage (2011) says 81% of surveyed executives expect to increase investment on social media projects and reduce traditional marketing. The high-level company-customer interactions afforded by social technologies provide a means of more effectively engaging and co-creating value with customers, resulting in a complete picture of customers and their networks being obtained. This is achieved as social CRM technologies capture the networked, many-to-many reality of customer relationships not previously possible with traditional CRM technologies (Diffley & McCole, 2015).

Therefore, the collaborative activities afforded by social CRM technologies move customer relationships towards a process of engaging rather than managing people (Greenberg P., 2010).

Social Media represents a new mode of communication and interaction between companies and their customers, which changes the existing approach to Customer Relationship Management (CRM). Within traditional CRM, companies have access to one-way communication, for example, using e-mails and newsletters to gather information on existing customers. Social media brings in a multidirectional communication where companies have additional access to information about a customer such as profiles, interests, activities, friends, followers among others which provided a rich source of data that is much useful to a business if well used (Küpper T., 2015). Therefore, conversations through social media can indicate customers' opinions, experiences, and needs, which can be useful in developing individual customer relationships and making them more profitable (Küpper T. , 2016). Social CRM requires learning a new way of customer relationship management, listening, and adjusting business messages to maximize profitable opportunities. Businesses can still run as usual, without missing the opportunities to hear what your customers are saying about and to the business through their social network (Kubina & Lendel, 2015).

SCRM is very individually focused, and since a large part of CRM deals with building trust, the consumer must be made to feel that they are essential to the brand or company. SCRM can also be useful for a company, as it supports the whole customer lifecycle, and should lead to increased sales and decreased costs if implemented correctly (Woodcock, Green, & Starkey, 2011). When a company gets

their customers involved and engaged, it leads to lasting working relationships (Rosman & Stuhura, 2013). Social CRM extends the concept of CRM to include 'the integration of traditional customer-facing activities including processes, systems, and technologies with emergent social media applications to engage customers in collaborative conversations and enhance customer relationships' (Trainor, 2012). Social CRM technologies is an essential factor which enables companies to capture, analyze and exploit "the customers content on the companies' Social Media platforms e.g., Facebook, X (formerly known as Twitter), Blogs, etc." (Küpper, 2015) Social CRM technology use is also "expected to positively contribute to the performance outcomes (Diffley & McCole, 2015).

Concerning the technological trend of Web 2.0, it can be argued that the advancements of modern ICT are the means for online connections, exchange, and collaboration. In particular, it is about the access, the hardware, and the software that nurture the social dimensions (Darwish & Lakhtaria, 2011). The access is about the increasing penetration of broadband Internet access. It enables people to exchange a large amount of multimedia data. The diffusion of mobile devices (hardware) such as smartphones or tablets facilitates this exchange so that the Internet becomes ubiquitous. The software is about user-friendly applications that enable different activities such as the connection with others, the distribution of information, or the collaboration with peers (Anderson & Rainie, 2018; Lehmkuhl, 2014).

The business trend of Web 2.0 is about the professional integration of tools (application) and practices (e.g., collaboration) to create business value (Lehmkuhl, 2014). McKinsey's Global Institute expects that the tremendous opportunity for value creation is attributed to improving communication and collaboration because it could

raise productivity by 20%-25%. New opportunities are also expected in terms of advanced consumer insights and market intelligence which are equivalent to between 15% - 30% of current spending on these activities (Darwish & Lakhtaria, 2011).

Given the changes and development in the usage of the Internet, Web 2.0 leads to a revolution of communication in an organizational context (Lehmkuhl & Jung, 2013). Customers become effectively involved in corporate communication which means a change from a one-directional to a towards a multidirectional communication as customers become active participants by crating, seeking and sharing information using a variety of channels and devices (Thackeray & Neiger, 2009; Lehmkuhl, 2014). This change can be described as a shift from a transaction-focused communication (communication to and for) towards a relational focused (communication with and between). In particular, communication to the target groups is characterized by pushing persuasive messages of unique selling propositions towards a mass-market to secure brand awareness (e.g., online ads) (Thackeray & Neiger, 2009; Lehmkuhl, 2014). Communication is a target group focused approach about product/service promises and guarantees, i.e., planned persuasive messages with augmented offerings (e.g., a discount due to a membership anniversary) (Lehmkuhl, 2014). Communication with rests on bi-directional interactions between an organization and its target groups and emphasizes an exchange of planned and spontaneous messages which is product and service focused. Communication between is person-centric and emphasizes dialogue including an organization and multiple consumers. It aims at understanding each other's point of view, developing a shared understanding, or reducing cognitive dissonances (e.g., collaboration in a community of interest) (Lehmkuhl, 2014).

2.3 Customer Perception

Perception is defined as a broad imagination that people create in their mind and interpret that imagination as a bigger meaningful picture (Abdul Raji & Zainal, 2016). However, customer creates an image of that product based on the value of the product. Sometimes they say the value is low price; value is whatever customers want in a product; value is the quality customers get at the price paid, and value is what customer gets for what they give. Therefore, Amin, Falk, & Schhmitt (2014) state that the customer perception has been generated at the first impression about the product. However, the customers form a judgement about the value of a product immediately before purchasing. In addition, the customer perception is prejudiced by the experience already received with the similar product. Hence, Rani (2014,) agrees that judgement is a process like buying behavior whereby customers try to understand the product and scrutinize it up until getting on the right track or making a decision to buy or not to buy.

Sharma, Dubey, and Pandey (2011) revealed that consumers determine perceptions based on company services and form perceptions based on their feelings. Customer perception also occurs when consumers feel bound to a particular company. When positive feedback occurs, they will recommend it to others (Nitadpakorn, Farris, & Kittisopee, 2017). In short, perceptions and perceptions can be described as a form of desire that can be realized by the company (Chetthamrongchai & Saengchai, 2019).

The customer collects information about a product or service and interprets the information to create a meaningful image of the particular item. Customers are interested in the offered product and in all the additional elements of service that they receive (Lezaasi & Jackson, 2017). For instance, a customer sees advertisements,

promotions, reviews, social media feedback, etc. and then they develop an impression about the products they see. This process is called customer perception. The entire process of customer perception starts when a customer sees or obtains information about a particular product, and then the customer starts to build an opinion about the product (Gao, et al., 2020). One of the best ways to increase the service level is by knowing the customers' perceptions, which is built by customer experiences and the satisfaction degree of the customer service and quality (Mbama, et al., 2018).

Therefore, the business's success is settled by how strongly the store's image and its products and services meet the customer perceptions (Tulcanaza-Prieto et al., 2022). Customer perception involves how customers feel about the products, services, and brand. It includes customer feelings related to the inspiration provoked by the firm and the present and future perceptions of the business. Moreover, these inputs can help managers to identify the firm's opportunities and challenges and improve the firm's marketing plan and service delivery, which will be reflected in the growing business.

Customer perception necessitates a proper strategy, a complete knowledge of the potential customers, and content output. One of the most complex things for marketing practitioners is to study the gap between what customers expect and what they actually get. When businesses fail to adapt their online marketing to meet new demands for speed and flexibility across all channels, then the company in a default stage to engage their customers (Madhura & Panakaje, 2022)

Customers mostly have many sources of information that primes customers for the expectancy of upcoming service encounter with a particular company (Almsalam, 2014). Customer perceptions are beliefs about service delivery that serve as standards

or reference points against which performance is judged. Because customers compare their perceptions of performance with these reference points when evaluating service quality, thorough knowledge about customer perceptions is critical to service marketers (Zeithaml, *et al*, 2018).

Zeithaml, *et al*, (2018) says perceptions are reference points against which service delivery is compared and the level of expectation can vary widely depending on the reference point the customer holds. They provide a framework for thinking about customer perceptions divided into three main sections: the meaning and types of expected service; factors that influence customer perceptions of service; and issues involving customers' service perceptions. Customers hold different types of perceptions about service. customers assess service performance based on two standard boundaries: what they desire and what they deem acceptable. The first representing the highest perceptions can be termed the desired service: the level of service the customer hopes to receive—the "wished for" level of performance. Desired service is a blend of what the customer believes "can be" and "should be" (Zeithaml, *et al*, 2018). The second is acceptable service or adequate service which represents the threshold level of the minimum level of service the customer will accept. Adequate service expectations represent the "minimum tolerable expectation," the bottom level of performance acceptable to the customer (Zeithaml, *et al*, 2018).

Because services are heterogeneous in that performance may vary across providers, across employees from the same provider, and even with the same service employee. The extent to which customers recognize and are willing to accept this variation is called the zone of tolerance. If service drops below adequate service—the minimum level considered acceptable—customers will be frustrated and most likely dissatisfied

with the company. If service performance is above the zone of tolerance at the top end—where performance exceeds the desired service—customers will be very pleased and probably quite surprised as well. The zone of tolerance is variable between different customers and type of service for example short wait times for busy customers constrained on time (Zeithaml, *et al*, 2018).

2.3.1 Customer Expectations of Service

Because expectations play such a critical role in customer evaluation of services, marketers need to understand the factors that shape them sources of desired service expectations.

The first, personal needs, are those states or conditions essential to the physical or psychological well-being of the customer and are pivotal factors that shape what customers desire in service. Personal needs can fall into many categories, including physical, social, psychological, and functional (Zeithaml, Bitner, & Gremler, 2018).

A second influence on desired service expectations is personal service philosophy the customer's underlying generic attitude about the meaning of service highest expectations and the proper conduct of service providers. In general, customers who are themselves in service businesses or have worked for them in the past seem to have especially strong service philosophies (Zeithaml, Bitner, & Gremler, 2018).

The third influence on desired service expectations is called derived service expectations, which occur when customer expectations are driven by another person or group of people. individual expectations are intensified because they represent and must answer to other parties who will receive the service. In the context of business-

to-business service, customer expectations are driven by the expectations of their customers (Zeithaml, Bitner, & Gremler, 2018).

A different set of determinants affects adequate service, the level of service the customer finds acceptable. In general, these influences are short-term and tend to fluctuate more than the factors that influence the desired service. Problems with the initial service can also lead to heightened expectations. Performing a service right the first time is very important because customers value service reliability above all other dimensions. If the service fails in the recovery phase, fixing it right the second time (i.e., being reliable in-service recovery) is even more critical than it was the first time (Zeithaml, Bitner, & Gremler, 2018).

Perceived service alternatives are other providers from whom customers can, or perceive they can, obtain service. If customers believe they have multiple service providers to choose from, or if they can provide the service for themselves (such as lawn care or personal grooming), their levels of adequate service are higher than those of customers who believe it is not possible to get better service elsewhere. An airline customer who lives in a small town with a tiny airport, for example, has a reduced set of options in airline travel. This customer will be more tolerant of the service performance of the carriers in the town because few alternatives exist. She will accept the limited schedule of flights and lower levels of service more than the customer in a big city who has myriad flights and airlines from which to choose. The customer's perception that service alternatives exist raises the level of adequate service and narrows the zone of tolerance (Zeithaml, Bitner, & Gremler, 2018)

Levels of adequate service are also influenced by situational factors that are generally considered contemporary. One type is uncontrollable situational factors, which

include service performance conditions that customers view as beyond the control of the service provider (Zeithaml, Bitner, & Gremler, 2018).

Customers of all these services were quite forgiving during these days because they understood the source of the problem. Customers who recognize that situational factors are not the fault of the service company may accept lower levels of adequate service, given the context. Situational factors often temporarily lower the level of adequate service, widening the zone of tolerance (Zeithaml, Bitner, & Gremler, 2018).

Personal situational factors consist of short-term, individual factors that make a customer more aware of the need for service. Personal emergencies in which service is urgently needed (such as an accident and the need for automobile insurance or a breakdown in office equipment during a busy period) raise the level of adequate service expectations, particularly in terms of the level of responsiveness required and considered to be acceptable (Zeithaml, Bitner, & Gremler, 2018).

The final factor that influences adequate service is predicted service (Figure 3.7), the level of service that customers anticipate they are likely to get. This type of service expectation can be viewed as predictions made by customers about what is likely to happen during an impending transaction or exchange. Predicted service performance implies some objective calculation of the probability of performance or estimate of anticipated service performance level. If customers predict good service, their levels of adequate service are likely to be higher than if they predict poor service (Zeithaml, Bitner, & Gremler, 2018).

Predicted service is typically an estimate or a calculation of the service that a customer will receive in an individual transaction rather than in the overall relationship with a service provider. Whereas desired and adequate service

expectations are global assessments comprising many individual service transactions, predicted service is almost always an estimate of what will happen in the next service encounter or transaction that the customer experiences. For this reason, predicted service is viewed in this model as an influencer of adequate service (Zeithaml, Bitner, & Gremler, 2018).

When consumers are interested in purchasing services, they are likely to seek or take in information from several different sources. For example, they may call a store, ask a friend, or deliberately track newspaper advertisements to find the needed service at the lowest price. They may also receive service information by watching television, surfing the Internet, or hearing an unsolicited comment from a colleague about a service that was performed well. In addition to these active and passive types of external search for information, consumers may conduct an internal search by reviewing the information held in memory about the service. This section discusses four factors that influence both the desired service and predicted service expectations: explicit service promises, implicit service promises, word-of-mouth communication, and experience (Zeithaml, Bitner, & Gremler, 2018).

Explicit service promises are personal and nonpersonal statements about the service made by the organization to customers. The statements are personal when they are communicated by the firm's salespeople or service personnel; they are nonpersonal when they come from the company's web pages, advertising, brochures, and other written publications (Zeithaml, Bitner, & Gremler, 2018).

Explicit service promises are one of the few influences on expectations that are completely within the control of the service provider. Promising exactly what will ultimately be delivered would seem a logical and appropriate way to manage

customer expectations and ensure that reality fits the promises. However, companies and the personnel who represent them often deliberately overpromise to obtain business or inadvertently overpromise by stating their best estimates about the delivery of a service in the future (Zeithaml, Bitner, & Gremler, 2018).

Explicit service promises influence the levels of both the desired service and predicted service. They shape what customers desire in general as well as what they predict will happen in the next service encounter from a particular service provider or in a certain service encounter (Zeithaml, Bitner, & Gremler, 2018).

Implicit service promises are service-related cues, other than explicit promises, that lead to inferences about what the service should and will be like. These quality cues are dominated by price and the tangibles associated with the service. In general, the higher the price and the more impressive the tangibles, the more a customer will expect from the service (Zeithaml, Bitner, & Gremler, 2018).

The importance of word-of-mouth communication in shaping expectations of service is well documented. These statements made by parties other than the organization— such as those found on social networking websites—convey to customers what the service will be like and influence both predicted and desired service Word-of-mouth communication carries particular weight as an information source because it is perceived as unbiased. Word-of-mouth communication tends to be very important in services that are difficult for customers to evaluate before purchase and before having direct experience of them. Experts (including Consumer Reports, friends, and family) and social media (such as Facebook and X (formerly known as Twitter)) are also word-of-mouth sources that can affect the levels of desired and predicted service (Zeithaml, Bitner, & Gremler, 2018).

Experience, the customer's previous exposure to service that is relevant to the focal service, is another force in shaping predictions and desires. For example, a customer probably compares each stay in a particular hotel with all previous stays in that hotel. But experience with the focal hotel is likely to be a very limited view of the customer's experience (Zeithaml, Bitner, & Gremler, 2018).

2.3.2 Customers' Service Perceptions

According to Zeithaml and Bitner (1996), four factors that influence customers' service perceptions are image, price, service encounters (moments of truth), and the evidence of service. These factors are explained below.

Customer perceptions can be affected by the image or reputation of the organization. the definition of organizational image as "perceptions of an organization reflected in the associations held in customer memory." The associations can be reflected through contacting employees and even the service experience itself. An organizational image can assist an organization to build positive customer perceptions of service. This positive image serves as a buffer against incidents of poor service (Zeithaml and Bitner, 1996).

The price of service can also influence customer perceptions. Because of the intangible nature of the service, customers rely on price as an indicator to judge whether the service can meet their expectations or not. If the price is higher than the average price, customers are likely to expect higher quality than others; if the price is too low, customers may doubt the ability of the organization to deliver the service appropriately. For both situations, the higher or lower expectations will greatly influence customer perceptions of service.

Service encounter refers to the interaction between the customer and the service provider during a period. According to Zeithaml and Bitner (1996) when customers have service transactions with a service organization, they can judge the quality of service provided by this organization, through evaluating the concrete service encounters. Zeithaml, Bitner, & Gremler, (2018) mention three types of service encounters that can be managed by a service organization to have interactions with customers, namely remote encounters, phone encounters, and face-to-face encounters. Remote Encounters: These take place when there is no direct human contact between the customer and the service provider. Phone Encounters: This is extended to an electronic encounter responding to rapid information-technology. Electronic encounter refers to the interaction between customers and service providers that occur through the Internet and other multi-media. Face-To-Face Encounter: This takes place between a customer and a service provider in direct contact, meeting in person.

The last factor of influencing customer perceptions of service is regarded as the evidence of service. Because services are intangible, customers not only rely on price to evaluate service quality but also seek evidence of service in every interaction they have with an organization to build an impression of service perceptions. Zeithaml, Bitner, & Gremler, (2018) discover three elements of evidence experienced by the customer: people, process, and physical evidence.

2.4 Social CRM Dimensions

2.4.1 Data and Information and Relationship Quality

Social CRM strategies are described by data collection, analysis, and application form (Malthouse, Haenlein, Skiera, & Wege, 2013). According to Woodcock, Green, & Starkey, (2011) SCRM is a business strategy and a way of thinking and behaving for an organization that must be supported by IT systems. Social CRM provides the

connection of social data with existing customer records from the customer database (CRM) which enables companies to provide new forms of customer insight and relevant context (Woodcock, Green, & Starkey, 2011). Social CRM increases the amount of data available to CRM software and provides marketers with a new channel to connect with consumers more efficiently hence improving their relationship (Ibrahim, Abbas & Kamal, 2021). Social CRM requires the collection and interpretation of customer data that are located and produced in various customer interaction points outside of the firm's boundaries. Moreover, because of its value cocreation perspective, social CRM also demands the development of a broader understanding of customer value (Sigala, 2018)

In Social CRM, customer data is managed and active participation through various social media can contribute to improving the quality and adaptation of products according to the customers wish and needs (Meyliana, et al., 2015). social CRM is a transformation from traditional CRM where initially information in the form of data collection of customer characteristics obtained from past behavior was stored in the data warehouse. It was then analyzed to get the possibility of future behavior, which would be obtained from interaction through social media so that the process of documenting customer information was done quickly (Ibrahim, 2022).

On social CRM, a business entity creates fan pages on social media sites to get information about users who are interested in offered products quickly (Paliouras & Siakas, 2017). Social CRM is a transformation from traditional CRM where initially information in the form of data collection of customer characteristics obtained from past behavior was stored in the data warehouse (Chatterjee et al., 2020). It is then analyzed to get the possibility of future behavior, which would be obtained from interaction through social media so that the process

of documenting customer information is done quickly. Establishing close relationships with customers and marketing activities would be more efficient because they knew what the customers wanted and needed through their active participation in collaborative discussions (Wang, et al., 2022). In social CRM, The data is obtained and analyzed from social media or website-based application. Social CRM is expected to be implemented with customer engagement and social media technology to increase customer trust and loyalty (Dewnarain, Ramkissoon & Mavondo, 2021).

Social media is a key that allows companies to get customer data and increase customer knowledge which can also be used to increase competitive power especially to improve the relationships with customer (Gnanapala, Ashill & Gamage, 2021). With so many online rating sites and sites where individuals may submit their opinions in written or video format, businesses now have an incredible chance to engage more directly involved with their consumers (Woodcock et al. 2011; Edosoman et al. 2011; Jekimovics et al. 2013).

Social media is an area that everyone can access in real time. So, a company must continue to communicate with its customers to get responses to products or services to strengthen the company's value and position (Zhang & Harjan, 2021).. In a study about the effectiveness of using Facebook as marketing media, further research was suggested for using various social media to find out their effectiveness in terms of the messages frequency that should be sent and how they differ from traditional marketing (Nupus & Ichwanudin, 2021). Social media has a positive impact on marketing because it is a marketing tool that can be used to interact with new customers and retain old customers (Alt & Reinhold, 2019). However, unstructured data management is needed from the corporate and its

environment, for example the data from social networks (Gopalsamy & Gokulapadmanaban, 2021).

Social media provide easily accessible customer data used for making strategic marketing decisions (Bachmann & Kantorová, 2016). Despite the fact that such data were always a "motor" driving CRM, the social media data are very different in their nature (Bachmann & Kantorová, 2018). Moreover, such data are not only accessible and created directly by customers, but also real-time, "messy", and difficult to analyze and quantify (Bhatti, et al., 2020). Customer data collected on social media are mainly used for decisions by small and medium enterprises and not by larger corporations. Conversely, in larger organizations, the constructs for obtaining the information and its integration are made (Agnihotri, Trainor, Itani, & Rodriguez, 2017). Such data enable the differentiation of every "customer touch", which is also a source of information (Hollebeek, 2019). Social media like Facebook, X (formerly known as Twitter), and LinkedIn can constitute a number of touch points

There is a plethora of software and IT developments to support organizations operating in social media and CRM. Social CRM augments the traditional CRM system that integrates email-based programs making it easier for companies to acquire new customers and influencers for the company brand (super high-value customers) (Woodcock, Green, & Starkey, 2011). Social CRM integrates social media technologies like Facebook, X (formerly known as Twitter), LinkedIn among other forms with the existing CRM system. This enables companies to not only track what is being said about their brand in tweets or Facebook but also gives the company the ability to understand the mood, find new sales leads for their products, and anticipate customer needs by listening and taking action on their conversations.

According to Küpper (2015), Social CRM capabilities are defined as customer-facing activities, including processes and infrastructural aspects in the context of Social Media data designed to engage customers in collaborative conversations and so enhance customer relationships. Infrastructure aspects capability describes activities and results of infrastructural aspects which include an IT dimension, for example, IT-readiness, and a cultural dimension (Küpper, 2015).

Therefore, Social CRM technology use can be viewed as the degree to which Social CRM technology features are utilized to support organizational work (Küpper, 2015). Reinhold and Alt (2013), and Woodcock et al. (2011) highlights six categories of tool features namely monitoring and capturing, analysis, exploitation, communication, management-controlling, and IS integration.

Choudhury & Harrigan, (2014) views it from the dimensions of relational information processes that comprise of the dimensions of information capture, information integration, information access, and information use.

Firstly, information capture involves the use of CRM software packages, which are 'social', are capable of monitoring social media and reporting statistics around, for example, keyword usage and 'sentiment' about a brand. This includes analysis of the magnitude of data streams from social media channels, for example, tweets and hashtags in X (formerly known as Twitter) and likes or comments on Facebook. However, part of the richness in social media data is its qualitative nature and the potential for one-to-one engagement with customers (Choudhury & Harrigan, 2014).

Once an organization has collected the information from its customers, the next vital task to undertake is information integration. Information integration requires the assimilation of customer information from all interactions to develop a detailed

picture of each customer relationship into the utopia of a 'single view of the customer. Previous CRM systems were able to integrate offline data with online data from websites and email interactions, but with the expansion of touchpoints to include formal organizational and informal customer-led social media, the challenges of information integration have multiplied (Choudhury & Harrigan, 2014). There is no set format for importing social data; instead, its strength comes from its qualitative, in-depth nature. To counteract this problem, the software industry is developing new software tools such as Sprout Social, making it possible to integrate data from various social media sources into a format, which can be quantified and generalized to a certain extent (Choudhury & Harrigan, 2014).

However, research has shown that only 7% of marketers reported being able to integrate their social media information into their overall CRM system. Information access implies providing customer information in a convenient and timely manner to both customer-facing employees and strategic marketing decision-makers. Depending on who owns the data and who owns the modeling tools, this may be a complicated process. Today, it tends to be IT departments who run analytics on customer data, which has led to advantages such as speed and more sophisticated analyses but disadvantages such as a loss of customer focus and a lack of access to the data. To complicate things further, the third form of information access is becoming more prevalent, where customers want direct access to data on themselves and indeed more comprehensive customer interaction data (Choudhury & Harrigan, 2014).

Information reciprocity refers to the processes that facilitate mutual, high-level information exchanges to take place between a firm and its customers. Interaction and dialogue are aspects of information reciprocity. Interaction facilitates dialogue which in turn facilitates the shaping of value propositions and the exchange of valuable

information (operant resources) which may then be applied in the co-creation of value. The depth and networked interactions facilitated by social networking sites provide additional customer insights that traditional CRM technologies have been lacking (Greenberg, 2010).

Lastly, information use is concerned with customer information. Customer information should feedback into marketing decision-making at tactical and strategic levels, in areas such as market segmentation and marketing communications. Some metrics have been proposed by Kumar et al. (2013) that are relevant to social media data and the link with customer engagement. First is the customer lifetime value (CLV), which is an older measure of the present value of future profits generated from a customer over his or her life of business with the organization. Second is customer referral value (CRV), which determines how much of each customer's value stems from his or her referrals of new customers. The third is customer influencer value (CIV), which emphasizes the value of customers who share information, spread word-of-mouth (WOM), and assist other customers. Finally, is customer knowledge value (CKV), which emphasizes the value of customers who possess expert knowledge of a brand or a product or service and who can both assist other customers, and indeed advise the organization itself (Choudhury & Harrigan, 2014).

A study conducted by Kantorová & Bachmann (2018) on SCRM and (b) the influence of basic organizational characteristics on the SCRM level. The data were gathered through a questionnaire distributed to 362 organizations headquartered in the Czech Republic. The questionnaire comprised 54 questions focusing on the significance of marketing and CRM practices, establishing a relationship with the customer, online communities, the use of social media in marketing, and acquiring and managing information. Scalable questions with a typical five-level Likert scale were applied in

the questionnaire. The results show that larger firms more often set up their own online communities and manage them strategically; moreover, they are able to manage information better.

2.4.2 Process Dimension and Relationship Quality

In process dimensions, social capabilities of customer relationship management, lead to strong customer relationships that positively lead to customer satisfaction (Kamboj et al., 2016). With a marketing technology perspective, this literature suggests that process dimension of SCRM enable organizations to build more effective and productive customer relationships to gain more customer information and more effective responses to the demands (Letchumannan et al., 2022). The purpose of a brand social page is to encourage customers to react and interact with that company (interactions such as liking, commenting and sharing), so when companies and brands want to interact and create added value with customers, the level of customer engagement will increase because they receive more information and feel valued (Urban and Maphathe, 2021).

Charoensukmongkol and Sasatanun (2017) explored how the integration of social media platforms with customer relationship management can be used for enhanced business performance in microenterprises in Thailand and they argue that the lack of face-to-face interaction can be easily bridged via communication on social media channels (Chanchaichujit, Holmes, Dinkinson, & Ramkissoon, 2018). This is highly relevant for the hotel industry as often the transaction takes place between firms and customers who are separated by geographic locations and time zones. With a rise in the number of social media tools available in the marketplace and its impacts on business key performance indicators (KPIs) such as customer experience and brand loyalty, SCRM is currently a trending topic in the hospitality industry globally

(Harrigan, Evers, Miles, & Daly, 2017). The use of online review sites such as Holiday Check and Trip Advisor and social networking sites has become all-pervasive and hotels are investing huge amount of money in social interactions (Garido-Moreno, Garcia-Morales, Lockett and King, 2018).

Organizational culture ensures leadership buy-in and support. The pressure for change needs to be clear, together with the potential prize of getting SCRM integrated into the marketing mix. Leaders need a story for investors and a clear road map setting out short- and longer-term objectives, costs and benefits, and risks. Culture, ways of working, measures, and IT architecture will need to evolve, and this needs leadership. They need to be aware of SM (Social Media) policy, because, at some stage, there may be negative publicity (Wittkuhn, Lehmkuhl, Küpper, & Jung, 2015).

Guha et al. (2018) investigated the relationship between a firm's social CRM process and dynamic capabilities through qualitative investigation using a small sample of Australian SMEs, limiting the findings' generalizability. This study demonstrated that SMEs do not use social CRM for making strategic decisions and that resource constraints force SME managers to manage social media on a reactive basis. Gamage, Gnanapala, & Ashill (2021) also draw upon dynamic capabilities theory in their study of the impact of technology use on social CRM process and its impact on business performance.

Diffley et al. (2018) presented a social media-based CRM procedure to evaluate the hospitality of the enhanced hotel performance. To evaluate the proposed procedure, some internal consistencies are analyzed using compound reliability and customer linking skills. In addition, Wang et al. (2018) proposed a multi-tenant CRM service

based on cost-effective fault tolerance methodologies. The experimental results show that this method reduces the business risks in large social service systems.

While the existing literature retraces well social-CRM's evolution and its conceptualization, it fails to provide examples and a framework about the usage of social media for implementing the social-CRM's strategy and meeting new customers' needs (Dewnarain et al., 2019). Owing to the limited understanding of the effective use of tools for social CRM (Marolt et al., 2015; Sigala, 2018), the firms may continue facing problems for successful implementation of social CRM (Dewnarain et al., 2019; Jami Pour & Hosseinzadeh, 2021; Torugsa & Yawised, 2019). This also implies in the context of hospitality as well as in tourism, where the CRM strategies and loyalty programmes of several firms are outdated and are not able to exploit new technologies to attract the Millennials (Sigala, 2018).

In the contexts of hospitality and tourism, scholars have emphasized the essential need to study the dimensions of CRM as Web 2.0 technology has increasingly become an influential force for daily business operations (Dewnarain et al., 2019; Medjani & Barnes, 2021). Web 2.0 applications are specialist software that can help individuals create and disseminate online-based data (Natale & Cooke, 2020). Some popular applications of Web 2.0 can be blogs, podcasts and social networks, voice assistants etc. Due to social media's growing place in the marketplace and their effects on key performance indicators (KPIs) such as customer flow experience and brand loyalty, social CRM has become a global trending topic in hospitality-related businesses (Munjal & Bhushan, 2021). The more significant usage of online review sites, including *Trip Advisor* and *Holiday Check*, as well as *social networking* domains has become a common practice among hotels where they invest large amounts of money in improving social interactions (Foltean et al., 2019;

Garrido-Moreno, García-Morales, Lockett, & King, 2018). However, customer engagement (CE) in hospitality contexts has drawn less attention, and future research is essential on CE's antecedents for practitioners' guides (So, Li, & Kim, 2019).

Zhang and Harjan (2021) investigate the effect of the social customer relationship management (CRM) process on achieving superior levels of costumers and financial performance. The object of this research is the Iraqi firms at the Iraqi environment market, while the subject is more than 200 respondents. Six variables from the research data were gathered through an instrument model invalid form that structured to be measured through reliable questionnaires. Statistical Analysis of the research data used partial least squares structural equation modeling with the significance in accordance with the output of SPSS 22.0. The findings indicate that the social CRM technologies of the firms improve the innovation activities on Both (services and products). This has a positive effect on the ability to achieve high performance through building customer-linking capabilities by adopting innovations, resulting in higher levels of efficiency. In exchange, higher levels of consumer contribution lead to having positive levels of customer and financial performance

Social media skills build and retain talent the capability of an organization's people is unlikely to match the ambition of the vision. CRM will identify the specific issues and plans that can be developed to build capability. Capable people in this area will be a desirable commodity for others, so some mechanism to retain talent may be necessary. Likely, the way one works with agencies will also need to evolve to the new more agile, content-driven world (Wittkuhn, Lehmkuhl, Küpper, & Jung, June 7 - 10, 2015).

Evolve working culture, the norms of 'the way we work around here' will evolve. The organization will have to determine whether it is going to exert global control on its regions and markets, more federal control, or let each brand/market become tribal in the way they develop SCRM. There are advantages and disadvantages to each. At any level, marketing (consumer champions) will work more closely with a variety of agency partners, PR, research, and trade colleagues ('customer' champions). The 'way we work' needs to be a more real-time, agile, rapid response, and collaborative. The close contact with and knowledge of consumers will allow for more significant innovation and co-creation (for example, of content, promotions, products, offers, channels, services) (Wittkuhn, Lehmkuhl, Küpper, & Jung, June 7 - 10, 2015).

Individually evolve the way the brand teams plan, create, execute, review Brand teams need to treat Social CRM as a relevant and appropriate method to develop consumer engagement as part of the marketing mix. For most, this will mean altering mindsets as well as targets and traditional brand planning methodologies. The way communications are planned, executed, monitored, and reviewed will need to evolve to reflect the more fragmented content and the social nature of communication activities, and the need to engage as well as sell (Wittkuhn, Lehmkuhl, Küpper, & Jung, June 7 - 10, 2015).

Change the nature of, measurement and evaluation; if measurement drives marketing behavior, then measures need to evolve. Traditional brand metrics will be enhanced by other metrics such as consumer engagement, number of fans, influencer strength, content 'shares', top conversations, top channels, and so on. In time brand managers will be looking at high-value consumer (HVC) acquisition and retention. DM disciplines will need to be re-introduced to many companies (Wittkuhn, Lehmkuhl, Küpper, & Jung, June, 2015).

An organization needs to establish a holistic organizational culture, that is defined by a potentially technology-supported or culture based on the willingness of the organization and its employees to actively share knowledge and information across internal functions and communication channels to create open and transparent communication (Wittkuhn, Lehmkuhl, Küpper, & and Jung, 2015).

This covers the active and explicit support, encouragement, and involvement of top management regarding the introduction, usage, and development of SCRM. This is done through funding for social CRM, promotion of the use of the system, developing skills and policies governing the system, and encouraging everyone even management to use social CRM in all organization's aspects (Wittkuhn, Lehmkuhl, Küpper, & and Jung, 2015).

Integration of back-office functions (employees, IT applications) into direct customer communication to leverage existing and relevant knowledge and skills to speed up communication processes and to ensure 'first time right' answers or solutions. Develop the right IT and data architecture The SCRM world is open source, flexible, rapid response, 'lite' touch data (in Consumer Product companies at any rate), low cost. The organization will have to decide on the most appropriate IT and data architecture to fit with its desired way of working. SM data and tools will need to be integrated with traditional CRM systems to paint a full picture of a consumer's behavior (Wittkuhn, Lehmkuhl, Küpper, & and Jung, 2015).

This involves the pro-active and event-related execution of fitting 'next best' actions across different organizational functions within a specific situation involving the customer to maximize customer satisfaction and retention (Wittkuhn, Lehmkuhl, Küpper, & and Jung, 2015).

Create 'perfect customer experience' by ensuring and using optimal customer knowledge, providing personal communication and ultimately customer experience across all communication/interaction channels by consistent use of technology and processes across all channels to increase the relationship with the customer and ultimately lead to full customer engagement (Wittkuhn, Lehmkuhl, Küpper, & Jung, 2015).

2.4.3 Social CRM strategies and Relationship Quality

Social CRM Strategy is a coordinated effort between an organization's marketing, sales, and customer service departments to better engage with customers and increase brand awareness. Social CRM isn't just about gathering data and making the sale. It's about creating a two-way conversation involving outbound messaging and inbound queries a conversation that is mutually beneficial to you and your customers (West, 2018). Social CRM in the Customer Engagement process represents key organizational routines, inclusive of social networking activities, that a business uses to establish long-term relationships through engaging customers in value co-creation efforts (Diffley & McCole, 2015).

The resources and capabilities were inherent in the social CRM process act as a critical input to hotel innovation activities. The information resources accessible through the collaborative interactions facilitated by SNSs, when integrated with information across customer touchpoints, can be of value in firm innovation activities (Trainor, 2012). As a dynamic capability, social CRM processes can lead to sustained innovation activity in light of the competitive environment faced by hotels (Diffley, McCole, & Carvajal 2018). This innovative activity is achieved through collaborative customer interactions. Moreover, the role of customers as co-innovators has resulted in the evolution of innovation in a service context (Michel, Brown, & Gallan, 2008)

wherein innovation extends beyond tangible offerings alone to encapsulate uncertain outcomes of customer collaborations (Vargo, 2008). This encompasses the creation of new market offerings, from design through to delivery; new mechanisms for serving clients; and the development of marketing programs (Diffley, McCole, & Carvajal 2018; Payne, Storbacka, & Frow, 2007).

As CRM moves into a social context, this innovation potential is heightened, given the collaborative interactions afforded by Social media networks and the subsequent ability to employ customers as co-innovators and as a result deliver "real customer-centric innovation" (Woodcock, Green, & Starkey, 2011). This is of particular relevance in tourism and hospitality where the potential exists to provide "an experience environment where innovations in tourism can be based on the co-creation experience" (Diffley, McCole, & Carvajal 2018). Customers are essential in tourism innovation (Gomezelj, 2016); they are "co-innovators of the experience since it is in their interactions and performance, and in their outspoken ideas and comments that innovation takes the form". Co-innovation communities play a crucial role in accessing this knowledge.

The market offers new mechanisms for serving clients, and marketing programs that emerge from the process of co-innovation are the enactment of customer needs and wants (Diffley & McCole, 2015). These needs and wants to represent value propositions that act as a means of continually engaging customers in the co-creation of value. Co-creation highly impacts customer engagement behaviours especially when customers feel valued, are delighted, feedback of service is solicited, service recovery efforts and contact employees are helpful, empathetic and professional (Zhang, Lu, Torres, & Chen, 2018). Hence, co-innovation represents a commitment to the creation of superior customer value. This commitment is the essence of a

customer-linking capability, an outside-in capability that represents a greater understanding of and ability to respond to evolving customer needs and expectations (Diffley, McCole, & Carvajal 2018). Reflective of how successful a firm is at creating and managing lasting customer relationships, a customer-linking capability is reliant upon a business' ability to master close customer communication, coordinate activities with customers, and work with them to distribute better offerings, with social technologies playing a central role (Chen & Vargo, 2014).

The second Social CRM strategy is Value fusion. The primary goal of traditional CRM concepts and models is generating revenue through purchase transactions. While the traditional CRM seeks to maximize Customer Lifetime Value (CLV), which represents the discounted sum of expected future profits from the organization's relationship with a customer, the emergence of social media makes the CLV index inadequate to capture a customer's value contribution to the company (Malthouse, et al. 2013). With CRM's main focus is on profit-taking, customers offer far more benefits in value to the company in the social media era such as their influence value in the social media community, stakeholders, and society through electronic word of mouth (Malthouse, et al. 2013). Social CRM does not replace CRM but increases the lifetime value of customers helping companies to identify leads, initiate, and respond to customer conversations, subsequently creating opportunities for promoting and up-selling products (Woodcock, Green, & Starkey, 2011).

Social media leads to insights on the customer that lets companies make better decisions, for example, when deciding whether to maintain or terminate a customer. The customer may not generate monetary revenue, but the customer's social network might create financial value over time (Katja, 2018). Value fusion is dependent on the

ability of the social CRM to harvest data which can benefit both parties (customer and organizations alike) for example; through crowdsourcing, an organization can get input like renovation ideas to undertake, targeted marketing through preferences and profiles of customers, favorable reviews on companies' product. For the customers, they may benefit from customized service engagement and preference in new products.

However, challenges of value fusion (Malthouse, et al. 2013) may arise when companies seek value fusion especially if data collected or freely given by the customer is perceived to violate privacy concerns which could lead to creating a crisis for the company. Privacy issues cloud the advantage of utilizing big data and social media to enhance customer experiences and target potential and existing (Malthouse, et al. 2013). Companies are required to keep data safe and comply with laws and regulations such as the General Data Protection Regulation (GDPR). Furthermore, companies may only collect and process customer data for the purpose specified and not gather more data as needed (Katja, 2018). There are many regulatory requirements relating to data and consumer protection. Lack of adequate data security could expose customers to identity theft, application fraud, and social engineering attacks, and non-compliant companies could be punished with fines (Katja, 2018).

The third strategy is the Content Marketing Strategy. Content marketing (Plessis, 2017) is defined as an alternative to connecting with the users and building relationships with customers instead of merely informing about new products and promotions. Content marketing has become a leading marketing technique in digital marketing communication and uses the point of view of consumers to build relationships by creating and sharing engaging content in social media that enhance their daily lives (Plessis, 2017). Social media plays a fundamental role in content

marketing performance and success, allowing content marketers to build brand awareness, influence prospects, and ultimately drive return at every stage of the sales process. The social network provides a place to meet target buyers before they are customers, a place to build and nurture relationships with existing customers through the content they care about, before urging them to take action. Therefore, content marketing provides an ideal way as it uses an unobtrusive pulling and not pushing techniques to attract consumers to brand content by creating and distributing pertinent and valued brand content (brand stories) to lure and involve the target audience (Plessis, 2017).

In traditional CRM, focused majorly on communication strategies for positioning statements, advertisements created to communicate the positioning, and the delivery of advertisements to passive consumers using paid media, both mass and direct. Consumers found new ways to shut out and avoid information deemed annoying from traditional advertising messages by blocking CRM contacts with do-not-call lists or spam filters, and only allowing content that appeals to them through. Companies, therefore, must develop new communication strategies that can accommodate inbound messages (Malthouse, et al. 2013) and create value for individual consumers beyond advertising by gathering data on their consumers and thereby enhancing their ability to manage consumer relationships (Malthouse, et al. 2013).

Because content marketing is anchored in a 'consumer-centered philosophy', social media content communities allow for conversations around content, which a brand could use to resolve concerns, while the community members could also assist each other through user-generated content (Malthouse, et al. 2013).

Consumers join brand communities for various reasons (Plessis, 2017) which could benefit the brand in the long term. Consumers not only identify themselves with the brand, but they also depict how they want to be identified by others in the same community. Being part of a community also enhances feelings of community which increases brand loyalty. Besides, some consumers search for content, opinions, and advice while others do surveillance and want to exchange information (Plessis, 2017).

Consumers identifying with a sense of community leads to an emotional connection with the brand. So, companies should, therefore strategically and continuously nurture relations within a brand community (Zhou, Zhang, Sue, & Zhou, 2012). Interest-driven participation by social media participants gave rise to social media content communities where users consume, generate, and share multimedia content across social media platforms. Research indicates that users are more accepting of conversations in social media communities than advertising, as they are less intrusive (Plessis, 2017).

Brands need to sustain these conversations with relevant and compelling content as part of a content strategy without interrupting the conversations. For consumer's engagement in a social media content community, the content strategy should focus on identifying the type of content that would be interesting and relevant by understanding the target audience (Plessis, 2017). Content may come from employees of the company in the form of supplementary documentation, white papers, blogs, and the like. Content may also come from other consumers (e.g., one consumer posts a problem and another provides a solution), and the company must enable and manage such co-creation (Malthouse, et al. 2013). According to Plessis (2017) research, the researcher found three categories of content marketing which are; building content communities, platform-specific content, and understanding channels.

Under building content communities, it encompasses content communities that allow the brand to build a community 'interested in its content' and who could also create more content to generate trust and credibility. This category has two further subcategories, namely that of engagement and brand advocates. Firstly, engagement illustrates that the primary purpose of building content communities for content marketing is to enhance loyalty through creating and curating valuable content as gatekeepers 'to the best information on the industry available to them'. The brand must 'provoke' conversations by talking and socializing with the community through social listening and responding to all queries and concerns. This will indicate an understanding of consumers' needs. The content must be captivating enough to generate continuous conversations and could include many 'community elements' such as blog posts, newsletters, infographics, videos, and images, to name a few. A widget 'to bring together social media posts' should also be available to the community (Plessis, 2017).

Secondly, a community of brand advocates will also benefit the brand in the long term (Plessis, 2017) in that they constitute real fans. It is therefore essential to have good knowledge about customers, including brand advocates, to develop a brand persona to which they can relate. Because the brand persona is 'a profile that a writer creates to embody the characteristics of the target audience for whom he or she is writing', it could serve as a 'framework' through which suitable content for the community could be created to humanize the brand and make it more visible. The brand's message will also be amplified if customers are motivated enough to create their content, which will be available in their networks (Plessis, 2017).

The platform of the content marketing message is the 'context' that should be considered as customer profiles are different on different platforms. The same content

will, therefore not be suitable for different content communities. Two subcategories also became evident, namely that of purpose and cross-form messaging (Küpper T., 2015).

The category firstly illustrates that each 'piece of content' should have a purpose and a measurable goal to provide the necessary focus. Stories attract and retain customers, and every platform's story plan should preferably form part of a documented content marketing strategy consisting of 'content pillars' to match consumers' interest. The focused content will enhance the visibility of the content among the clutter. Content should be delivered at the right time for the most impact 'across channels by aligning personal based content with customers' digital body language'. By focusing on content quality 'value and engagement are created, not merely noise' (Küpper T., 2015)

Secondly, it is illustrated that cross-platform messaging should be valid to the brand's essence to represent and capture its unique attributes adequately. It could also act as the 'basis for the emotional connection with customers' within the context of the reader. A more subtle approach includes non-promotional human stories with a tone of voice and style that 'act as glue' to enhance the relevance of the content on different platforms (Küpper T., 2016; Marolt, Pucihar, & Zimmermann, 2015). It focuses more on the integration of content for optimal reach and impact. Two subcategories also became evident, namely that of coherence and amplification (Plessis, 2017).

The category firstly stipulates how to reach the target audience effectively in a social media content community; the channel should support the relevance of the message. The target audience is part of the community for a reason, and the content should

address the audience's needs. Because brands typically use more than one channel, all channels should be coherent and unified when it comes to 'content touchpoints' to strengthen the message. The channels should also be linked to the main channel, which could be the brand's website or blog and be consistent with the brand's editorial strategy to humanize the brand. The content should form part of 'liquid ideas', which capture the imagination and generate eWOM but are still 'centered on the core brand story and experience'. Also, 'liquid ideas' should reflect positively on the brand, although their impact cannot always be controlled. The channel should thus be understood to 'create a content ideology that matches consumer behavior' (Plessis, 2017).

Secondly, it has become evident that brands want to ensure optimal content consumption in social media content communities by having continuous open conversations around the content. The conversations are always unobtrusive because they deal with consumers' daily challenges and lives. The content should be 'evergreen' and up to date to ensure more return in the long term, which could be financial, more brand awareness, or demand generation (interest) (Plessis, 2017).

Bhatti, Farhan, Ahmad & Sharif, (2019) examine the mediating role of social media usage on the nexus of social CRM capabilities, customer relationship management and firm performance. The customer relation officers of textile industry situated in the Punjab province of Pakistan are the respondents and data were gather by using questionnaires and PLS-SEM was employed for hypotheses testing. The findings revealed that social CRM capabilities and customer engagement have positive nexus with the firm performance while social media usage positively mediates the relationship among the social CRM capabilities, customer relationship management and firm performance.

Diffley, McCole & Carvajal-Trujillo (2018) the purpose of this paper is to develop and test a model examining the key factors that emerge from the social customer relationship management (CRM) process. Data were collected using a quantitative approach. Using a mail and online questionnaire, data were gathered from 120 key informants in hotels in Ireland. The proposed model was tested using partial least squares structural equation modelling. Results demonstrate that the social CRM activities of hotels enhance hotel service innovation activities. This positively impacts the ability to develop a relationship quality, resulting in higher levels of customer performance.

Alshourah, Jodeh, Swiety & Ismail (2021) research is to explore how the use of social media can help SMEs build new social CRM strategy and Optimizing Marketing Strategies and SMEs performance. Thus, this study proposes that social CRM capabilities are very important when SMEs incorporate social media use into their strategies of marketing to enhancement SME performance. Survey data were collected from 129 managers of SMEs in Jordan, and regression analysis used. This research contributes to prior researches by confirming a novel form of social CRM strategy using resource-based view theory frameworks, and by asserting that social media use plays a moderating role by maximizing the significant impact of social CRM strategy on SME performance.

Firms have jumped into the hype by increasing their investment on social CRM technology (Knuz et al., 2017), but without knowing how to effectively use it (Küpper et al., 2014; Marolt et al., 2015); 11 per cent of organisations have a formal social CRM strategy (Dickie, 2013) and know less about whether they make full use of the technology (PayalAhmed & Debnath, 2016).

2.4.4 Mediating Role of Customer Perceptions

Customer perceptions gives a positive impression to the customer it will have an impact on customer recognition and will increase relationships quality; this can give a boost to the customer to make purchases and it will increase loyalty (Ng'ang'a, Kibera & Pokhariyal, 2020). Positive customer experience provides firms with the opportunity for competitive advantage in the long run. Additionally, positive word of mouth communication results in improved performance for customer retention and customers who are satisfied and loyal with reduced complaints. Therefore, in the twenty-first century, the firms began to pay attention to the experience-based economy from the service-based economy (Garg et al., 2014). Customer experience is generated not only by elements that the service provider can control (e.g., service interface, medium, diversity, price) but also by devices - such as smartphones that the customer chooses to use in various situations - and elements out of their controls - such as being affected by other customers (McColl- Kennedy et al., 2015). Internet experience is not the experience with a particular website, but the skill or ability of the consumers who use various value-added services offered on a wide range of different websites and visit various websites. Consumer experience with the internet is important in understanding the perceptions, attitudes, and behaviors of customers in online environments (Soto-Acosta et al., 2014). Customers' previous internet experiences are an important determinant for their online shopping behavior. The studies conducted previously revealed that consumer satisfaction with previous online shopping has resulted in building trust in online sales firms; this affects future online transactions (Ranganathan and Jha, 200). The studies revealed that the previous experience describes how the consumer shopped in the past; they also state that it is

an important determinant of consumer behavior. Previous experience enhances one's access to information specific to shopping (Hsiao et al., 2012).

In addition to this, the studies conducted previously supports the idea that negative past experiences or past dissatisfaction affected the current decision-making process and those previous experiences constituted a prejudice. Customer behavior can change as they gain more experience and knowledge from past transactions. The more negative consumers perceive past transactions, the more hesitation possibility increases (Demirgüneş, 2018). Advances in internet technologies and related applications enabled consumers to interact with firms in new ways. More and more organizations are investing in customer-oriented online resource technologies to increase their share in the online market (AlQeisi, & Al-Abdallah, (2014). Performance expectation is the comprehension of the advantages of technological innovation by people with the output they obtained. By enabling individuals to use innovation, a technology that fulfills the goals they want will be perceived by individuals as having better performance outputs. Performance expectations require that individuals are explained how these innovations can benefit them. The degree at which a consumer believes that technological innovation helps his/her goals is a part of expectations related to performance (Ratten, 2015)

Mostaghimi, Akhlagh & Danesh (2016) investigated the effect of customer's perceptions and the perceived quality on customer's loyalty with the mediating role of the perceived value and customer's satisfaction. The statistic population of the article included the customers of the agencies of Iran Khodro Company in Gilan province, the city of Rasht and due to the infinity of statistic population, the sample volume was considered from the amount of 384, based on the Morgan table. After the collection of questionnaires, data was analyzed utilizing LISREL Software. The analysis of

findings indicates that customer's perceptions of the products of Iran Khodro Company affected the perceived quality of the product as well as customer's satisfaction positively and meaningfully.

Ceyhan (2019) measured the effect of consumer perception on marketing applications of brands on Instagram pages and their impact on brand loyalty as well as purchase intention. In this context, the research model developed was tested on Beykent University students. Data obtained by the survey method were analyzed using SPSS and Amos package programs. According to research findings, the functional value, hedonic value and self-brand image congruency perceptions towards the Instagram page of the brand in question positively affected the purchase intention, whereas the social value and co-creation perceptions did not have a significant effect on purchase intention. The functional value, social value and self-brand image congruency perceptions towards the Instagram page of the brand in question positively affected brand loyalty, whereas the hedonic value and cocreation value perceptions were found to be unrelated to brand loyalty.

Suprapto et al., (2020) investigated the influence of Instagram advertising and consumer perception on purchase intention in local building material stores. As this research used a quantitative approach, data was collected using questionnaires. The population were customers who had done several purchases and had followed the stores' Instagram accounts. Out of the whole population, a number 100 respondents were selected through a purposive sampling technique. The collected data was processed using a SmartPLS program, with the results of no significant influence between Instagram advertising and purchase intention. However, the Instagram advertising had a significant influence on purchase intention through customer

perception as the Instagram advertising had a significant influence on customer perception.

Wijaya, Rai and Hariguna (2019) developed an integrated model designed to predict and explain a customer behavior intention use of social media commerce (s-commerce) based on the concepts of customer experience (CE) and expectation confirmation model (ECM). The paper proposed a comprehensive model to synthesize the essence of CE and ECM to describe customer behavior intention use of commerce. The participants were from 311 users of s-commerce as the final sample. Structural equation modeling was applied to demonstrate the stability of the proposed model and the results of hypotheses testing (Wilson, Keni, & Tan, 2021). The paper found that costumer experience significantly influenced perceived usefulness, expectation and satisfaction, while the perceived usefulness and expectation simultaneously influenced customer satisfaction. Expectation also significantly influenced motivator of perceived usefulness. Meanwhile perceived usefulness and satisfaction both significantly influence behavior intention use of s-commerce directly (Wilson, Keni, & Tan, 2021; Wijaya, Rai, & Hariguna, 2019).

Chen and Lin (2019) proposed the effects of social media marketing activities on continuance intention, participation intention and purchase intention via the mediation of social identification, customer expectation, and satisfaction. To empirically test the effects of social media marketing activities, this study conducted an online survey on 502 social media users for data analysis. The analytical results indicated that social media marketing activities indirectly affect satisfaction through customer expectation. At the same time, customer expectation directly affect satisfaction that then influences continuance intention, participation intention and purchase intention.

Uzunkaya (2020) investigated the relationships among perceived website quality, sources of credibility, experience, social impact, and recommendation affect performance expectations, customer satisfaction, trust and WOM. Methodologically, data was gathered by personal interview and Structural Equation Modeling was used to test the relationships. Findings were that the quality of the website content and the technological quality of the website have a positive impact on performance expectancy, while the website information quality hurts performance expectancy. The impact of adopting social impact and recommendations, the internet and past experience, so of credibility on performance expectations were found insignificant. The impact of performance expectations on customer satisfaction and trust was found significant. The impact of performance expectancy on WOM was found insignificant. The direct impact of customer satisfaction on WOM was found significant

2.5 Theoretical Framework

The research used the Social CRM house developed by Malthouse, Haenlein, Skiera, & Wege (2013), relationship marketing theory, and expectancy disconfirmation theory to guide the research.

2.5.1 Social CRM house

Malthouse, Haenlein, Skiera, & Wege (2013) conceptualized social CRM as being composed of two dimensions: a CRM dimension and a social media dimension. The CRM dimension comprises the three essential components of the traditional CRM process: relationship initiation (acquisition), maintenance (retention), and termination. They attempt to identify how the emergence of social media influences each component, without attempting to distinguish between specific types of social media, as the social media applications in media space are increasingly dynamic. They conceptualized the Social CRM house as having five components; beginning with the

roof of the house, social-CRM strategy, followed by data and information technology as the foundation of the house, and finally the two house's pillars, namely organization of people and the measuring of outcomes as depicted in figure 2.1 below.
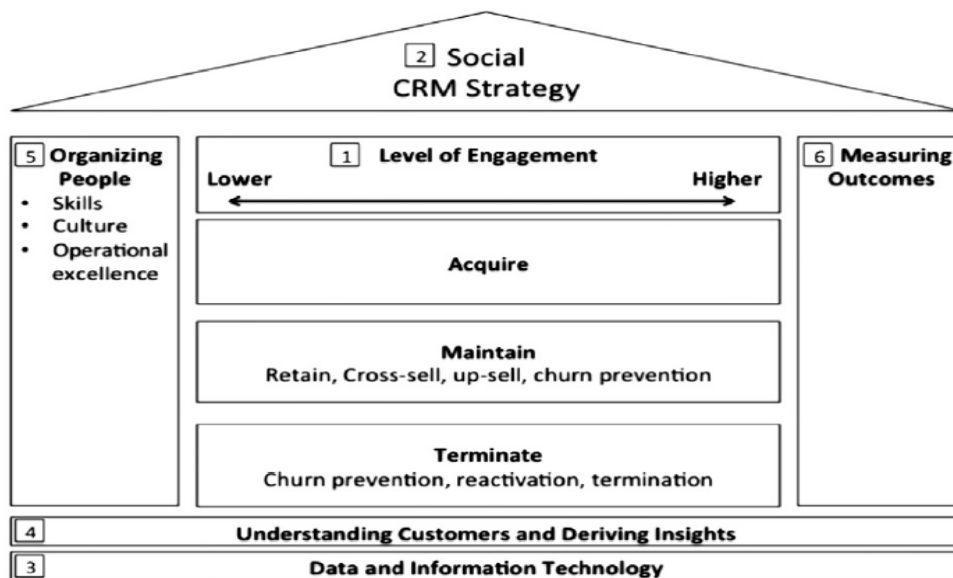
Figure 2.1: Social CRM house
Source: (Malthouse, et al. 2013)

The roof Social CRM strategy covers strategy in value fusion that seeks to maximize the Customer Lifetime Value (CLV). It goes ahead and critics that CLV in the social media environment is not solely based on profitability but other aspects such as customer referral value, customer influence effect, and customer influence value. Therefore, relationships between the company and customer can foster interaction that benefits both parties and give the value as mentioned above. The second strategy is the content marketing strategy that seeks to generate engaging content as a new communication strategy rather than the traditional advertisement and positioning statements generated by the company.

Data and information technology are the second dimensions that form the bedrock of social CRM as insights derived from it is the cornerstone of Social CRM. This dimension caters to the technologies of data capture, processing, and application. It goes further to define the different data types in social media, and how they are handled, how insight is dealt with, and challenges social media presence. People present the first pillar of the house and cater to the factors necessary for its success. It covers empowerment culture, relevant skillsets, and operational excellence. The second pillar addresses the possible outcomes of the whole process such as loyalty, new product acceptance, electronic word of mouth. This research borrowed the data and information dimension, process dimension (according to malthouse its referred as organizing people) and social CRM strategies dimension together with its indicators to form the independent variable.

2.5.2 The Relationship Marketing Theory

This theory was first proposed as a new concept by Berry 1983 in a paper titled "Relationship Marketing" at the American Associations Service Marketing Conference which presented a paradigm shift from marketing theory (Morgan & Hunt, 2002). In 1991 Berry went ahead to defined the concept of relationship marketing as the attraction, maintenance, and development of a relationship with the client (Benouakrim & Kandoussi, October 2013). This definition formed a basis and inspired future research in the field of relationship marketing which led Benouakrim & Kandoussi, (October 2013) adopting the definition of

> 'relationship marketing is a strategic process aiming to establish,
> develop, maintain, and strengthen the network of relationships with
> various stakeholders based on strong economic and social standards
> and the achievement of common objectives.'

The definition of relationship is long-term in nature and goes on to encompass other variables such as trust, cooperation, and commitment which play an important role in developing and maintaining a relationship (Benouakrim & Kandoussi, October 2013). Morgan & Hunt, (2002) and Crosby A, Evans, & Cowles, (1990) theorizes three keys for the success or failure of relationship marketing efforts, commitment, customer satisfaction, and trust as crucial for cooperative exchanges that result in quality relationships. Therefore, this research adopts Morgan's and Crosby's trust, commitment, and customer satisfaction as indicators of relationship quality.

2.5.3 Expectancy Disconfirmation Theory

The Expectancy Disconfirmation Theory (EDT) conceptualized by Oliver 1989 posits that consumers purchase goods and services with pre-purchase expectations about anticipated performance. The expectation level then becomes a standard against which the product is judged. That is, once the product or service has been used, outcomes are compared against expectations (Elkhan & Bakri, 2012).

EDT has two famous variables that are named expectation or desire and experience or perceived performance. These variables are defined in two different periods. Expectation or desire are related to the pre-purchase period that a customer has initial expectation or desire about a specific performance such as quality of products or services. Experience or perceived performance are related to the after-purchase time that the customer gets the experience after perceiving a real performance such as the quality of a specific product or service (Elkhan & Bakri, 2012). Zeithaml, Bitner, & Gremler, (2018) goes further conceptualize customer expectation in their book titled Service Marketing-Integrating Customer Focus Across the Firm with indicators to measure sources of desired service expectations personal needs, personal service philosophy, derived service expectations, and adequate service as situational factors,

perceived service alternatives and predicted service. The book additionally states that explicit service promises, implicit services, word-of-mouth communication, and past experiences affect both the desired service and predicted service. This study utilized the service quality dimensions that influenced perceived and expected service as in figure 2.2 below.
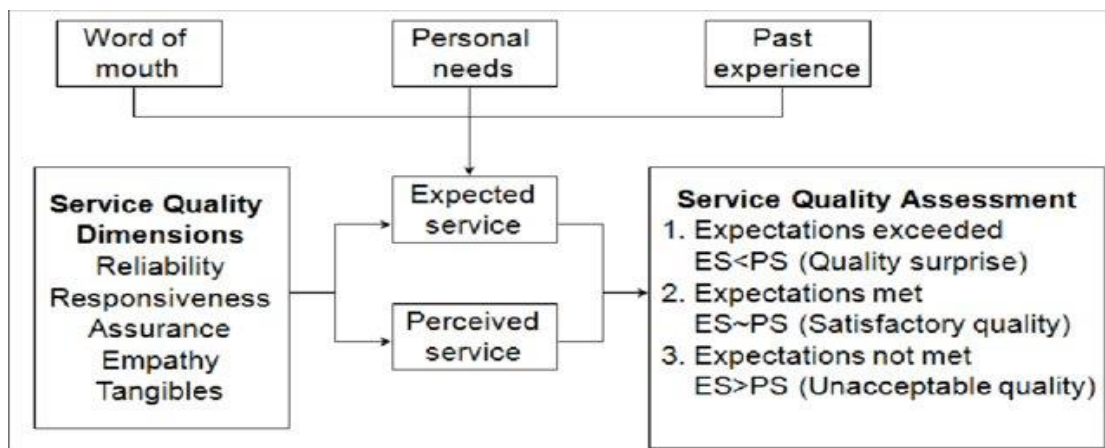
Figure 2.2: Expectation and perception in service quality assessment
Source: Zeithaml, Bitner, & Gremler, (2018)

2.6 Conceptual Framework

In this section, the researcher explains the conceptual model governing the study of social CRM effects on relationship quality. The model is modified from Social CRM house (Malthouse, et al. 2013; Wittkuhn, et al. 2015), relationship marketing theory (Benouakrim & Kandoussi, (2013); Tonder, *et al*, (2017)) and expectancy disconfirmation theory (Zeithaml, *et al*, (2018); Elkhan & Bakri, (2012)). Figure 2.3 indicates the proposed relationship between the exogenous variables data and information, process dimension, and Social CRM strategies and the endogenous variable relationship quality, customer perceptions.
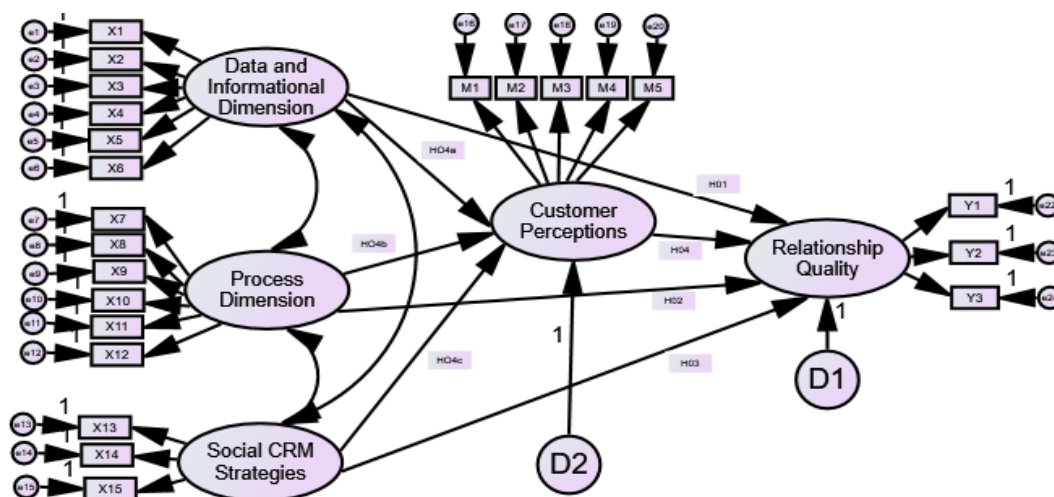
Figure 2.3 Conceptual Framework of the study
Source: Malthouse, Haenlein, Skiera, & Wege, (2013); Trainor, Andzulis, Rapp, & Agnihotri, (2013); Wittkuhn, Lehmkuhl, Küpper, & Jung, (2015); Plessis, (2017); Woodcock, Green, & Starkey, (2011); Crosby, Evans, & Cowles, (1990); Morgan & Hunt, (2002); Elkhan & Bakri, (2012) & Zeithaml, Bitner, & Gremler, (2018)

Key for figure 2.3

Rectangle=Survey item or observed variable; Oval=Non-observed or latent variable

X1=IT infrastructure,

X2= Data management tools,

X3=Social media platforms/applications,

X4=Customer centric Communication,

X5=Customer Information accessibility,

X6=Customer community

X7=E-organizational culture,

X8=Employee skills,

X9=Management support,

X10=Trigger based actions,

X12=Consistence customer experience,

X13=Value fusion,

X14=Content marketing strategy,

X15=Relationship marketing strategies

M1= Tangibles,

M2= Reliability,

M3= Responsiveness

M4= Assurance

M5= Empathy,

Y1=Customer satisfaction,

Y2=Trust,

Y3=Commitment

$H0_1$: Data and information do not affect the relationship quality of selected hotels in Nairobi Kenya.

$H0_2$: Processes dimension does not affect the relationship quality of hotels in Nairobi Kenya.

$H0_3$: Social CRM strategies do not affect the relationship quality of hotels in Nairobi Kenya.

$H0_4$: Customer perception does not mediate the relationship between social CRM dimensions and relationship quality of selected hotels in Nairobi Kenya

$H0_{4a}$: Customer perceptions does not mediate the relationship between data-information dimension and relationship quality of selected hotels in Nairobi Kenya

$H0_{4b}$: Customer perceptions does not mediate the relationship between process dimensions and relationship quality of selected hotels in Nairobi Kenya

$H0_{4c}$: Customer perceptions does not mediate the relationship between Social CRM strategies and relationship quality of selected hotels in Nairobi Kenya

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Overview

This chapter reviews the research methodology employed by this research to answer the objectives of the study. It explains the research design was chosen and the reason for its use gives insight into the study area, target population and sample size calculation, the techniques to be employed for sampling, and the data types and sources. It also discusses the type of research instruments that were employed and their basic construction, how the validity and reliability was ensured and tested, and finally the data analysis tools and data presentation.

3.1 Study Area

The research was carried out in selected 5 star hotel establishments in Nairobi city. Nairobi is the capital and largest city in Kenya. For years, Nairobi is the cradle of technological innovation in Kenya, and the center of the country's thriving tech ecosystem, famously known as Silicon Savannah. Most of the innovation spaces, incubation centers, accelerators, and maker labs were also concentrated in the capital—making Nairobi an attractive spot for both technologists and investors. Some innovation spaces, such as the iHub, which was founded in 2010, have launched as many as 170 start-ups (Kidero, 2015). In addition, Nairobi Central Business District and Westlands have the largest hotel room supply (45.4%) and the largest number of five stars rated (60%) hotels attributed to their being main commercial hubs, availability of social amenities, and having good transport networks and ICT infrastructure (Cytonn Real Estate, December 2017). Majority (about 90 percent) of the hotels in Nairobi use social media as a marketing tool for their businesses and

with around 50 percent using social media at least 6 hours a week majority being the rated hotels (Arika & Moronge, 2016).

3.2 Methodology

This research used the research onion model proposed by Saunders, Lewis, & Thornhill, (2016) as a guide through the various philosophical orientation, research approaches adopted and data collection techniques employed in the research work. The model helps the researcher navigate through the research assumptions which are ontology, epistemology, and axiology. These assumptions shape how the researcher understands, approaches research questions, and interprets research findings. Ontology refers to assumptions on the nature of reality; that is how the researcher perceives the world. These assumptions shape the way the researcher sees and studies their research projects. Epistemology, on the other hand, is concerned with assumptions about knowledge, what constitutes acceptable, valid and legitimate knowledge, and how we can communicate knowledge to others Saunders, Lewis, & Thornhill, (2016). Compared to ontology, epistemology is more concrete as it deals with the different types of knowledge, for example, statistical, narratives, textual, visual, fictional, are considered a legitimate source of knowledge. Epistemology gives a more excellent choice of methods, but the choice of the different epistemologies must be considered under their strengths and limitations of resultant research findings. Axiology refers to the role of values and ethics within the research process. Axiology guides the selection of research questions and data collection techniques for the study. These three philosophical assumptions will guide the decisions made in the rest of this chapter.
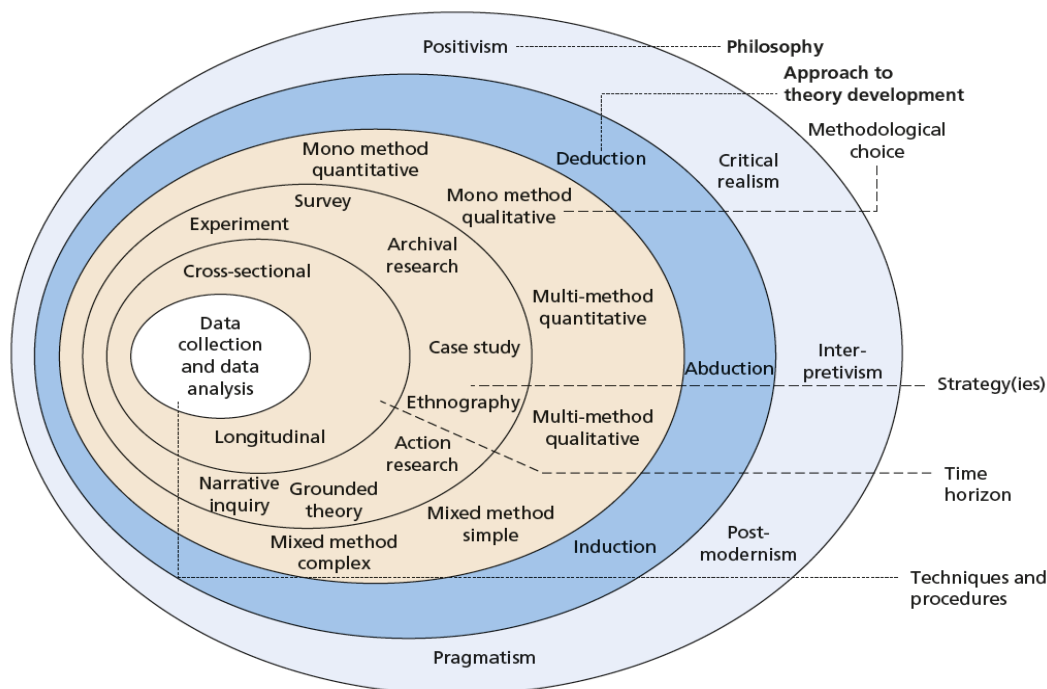
Figure 3.1: The Research Onion
Source: Saunders, Lewis, & Thornhill, (2016)

3.2.1 Research Philosophy

Saunders, Lewis, & Thornhill, (2016) defines research philosophy refers to a system of beliefs and assumptions about the development of knowledge. The research philosophy is found in the outer ring of the research onion and includes positivism, realism, interpretivism, and pragmaticism. The researcher chose pragmaticism as it places significance in the ability of research findings to generate practical consequences. This is because an entire picture cannot be obtained from a single viewpoint and because there may be multiple realities that every research problem needs to consider, therefore pragmaticism. Saunders, *et al*, (2016), argues that the research design is instead focused on facilitating relevant, reliable, and credible data collection so that subsequent constructive action can be adopted. This research utilized both the quantitative and qualitative methods to understand the phenomenon better; therefore, pragmatism philosophy is chosen.

3.2.2 Research Approach

According to Saunders, *et al*, (2016), in a deductive approach, the previously existing theories are used for presenting the hypothesis related to a specific situation for deriving empirical evidence. The current study used a deductive approach so that the primary constructs of the study can be verified based on inductively developed constructs. These can be related to different dimensions of Social CRM (data and information, processes, and Social CRM strategies) that affect relationship quality.

3.2.3 Methodological choice

The research adopted a mixed-method approach that utilized both quantitative and qualitative methods. According to Ivankova, Creswell & Stick, (2006), mixed methods is a procedure for collecting, analyzing, and "mixing" or integrating both quantitative and qualitative data at some stage of the research process within a single study to gain a better understanding of the research problem. Mixing qualitative and quantitative data collection within one study is grounded in the fact that neither method are sufficient, by themselves, to capture the trends and details of a situation. When used in combination, quantitative and qualitative methods complement each other and allow for more robust analysis, taking advantage of the strengths of each (Ivankova, Creswell, & Stick, 2006). The mixed-method design supports the pragmatism philosophy and deductive research approaches which the study is adopting.

3.2.4 Research design

According to Kothari, (2004) research design stands for the planning of the methods to be adopted for collecting the relevant data and the techniques to be used in their analysis, keeping in view the objective of the research and the availability of staff, time, and money. He further stresses the importance of the research design as it has a

significant influence on the reliability of the results achieved and therefore establishes the firm foundation of the entire structure of the research work.

The research used a sequential explanatory research design where the study was divided into two stages of data collection. Priority was given to quantitative data which was coded to analyze the potential predictive power of variables selected while the second stage of qualitative data expounded on the factors tested in the first phase to evaluate gaps, deviations, and peculiar trends (Ivankova, iet al, 2006).

3.3 Target Population

The target population, according to Mugenda, & Mugenda 200 is the part of the population the researcher wishes to generalize their findings. The target population must have a common observable characteristic for the study; therefore, this study targeted hotels with social media presence and Customer Relationship Management system in place.

According to data collected from hotel social media sites, 987,883 customers were confirmed to have checked in the targeted three hotels within a period of five years. This number was used to calculate the target population of the hotels per month which was 16,464 customers average per month according to official Facebook check-in data on 2020. Additionally, Twenty-nine Guest Relations Managers were targeted for qualitative data collection through interviews from each hotel. The study targeted three hotels that are five-star rated in Nairobi Kenya according to rating by Tourism Regulatory Authority, Kenya (Tourism Regulatory Authority, 2018). Table 3.1 below shows the sampling frame.

Table 3.1: Sampling Frame

        Register of Classified Establishments for the Period 2015 -2018 in

        Kenya by TRA Classification Regions

			GREATER NAIROBI			
			Social media check-in	Check in per month	Number of GRM	
N	ESTABLISHME	COUN	CHEC	CHEC		RATI
1.	Villa Rosa	Nairobi	149,215	2487	7	*****
2.	Nairobi Serena	Nairobi	272,419	4540	12	*****
3.	Hilton hotel CBD	Nairobi	566,249	9437	10	*****
	TOTALS		987,883	16,464	29	

Source: The information was compiled from hotels official Facebook pages of confirmed check-in for period 2015-2020 (accessed on 2nd September 2020)

3.4 Sampling Design

This section looked at the sample size determination, sampling technique, sampling frame, and distribution.

3.4.1 Sample Size Determination

The sample size of the study was 390 derived from Israel's (2003) sample size table (Table 3.2) for the target population of between 15,000 to 20,000 at a confidence level of .05.

Table 3.2: Israel Sample Size Calculation Table

Sample size for ±3%, ±5%, ±7% and ±10% Precision Levels Where Confidence Level is 95% and P=.5.				
Size of Population	Sample Size (n) for Precision (e) of:			
	±3%	±5%	±7%	±10%
10,000	1,000	385	200	100
15,000	1,034	390	201	100
20,000	1,053	392	204	100
25,000	1,064	394	204	100
50,000	1,087	394	204	100
100,000	1,099	398	204	100

    Source: (Israel, 2003)

A proportionate sample was used where hotels received the number of questionnaires according to their bed capacity to fill in.

For qualitative research, an empirical review of previous studies by Hennink & Kaiser (2022), observed that studies using empirical data reached saturation within a narrow range of interviews (9–17) or focus group discussions (4–8), particularly those with relatively homogenous study populations and narrowly defined objectives. As GRM dealing with social media have similar work with narrowly defined objectives , three GRMs were purposively chosen for the interviews.

Table 3.3: Sample Size Distribution

			GREATER NAIROBI		
			Social media	**GRM**	
NO	**ESTABLISHMENT**	**COUNTY**	**Sample size**	**Sample size**	**RATING**
1.	Villa Rosa Kempinski	Nairobi	59	**3**	*****
2.	Nairobi Serena	Nairobi	107	**3**	*****
3.	Hilton hotel CBD	Nairobi	224	**3**	*****
	TOTALS		**390**	**9**	

Source: Compilation from Hotels Official Facebook Pages (2nd September 2020)

3.4.2 Sampling Techniques

Sampling techniques select individual members or a subset of the population to make statistical inferences from them and estimate the characteristics of the whole population (McCombes, 2019). There are two categories of sampling techniques which are probability sampling that involves the random selection of respondents allowing to make statistical inferences to the whole group and the second one is a non-probability sampling that involves non-random selection based on convenience or other criteria for ease in data collection. A purposive sampling technique was used to select the three, five-star hotels. Purposive sampling technique was used to select the guest relationship officers who assisted access social media customer directory. The customer directory was fed to a pre-prepared MS Excel sheet that automatically auto-generate random number preset in accordance with the sample size calculated. A

google form link was shared also physical questionnaires were printed and for customers who coincidentally happened to be residing in the hotel or were to check-in within the year. For those who did not respond within three months, the next customer in the list was chose.

For the interview schedule, purposive sampling techniques was used to identify the Guest Relations Managers who dealt with social media accounts and these were the ones that were interviewed for the study. This it was assumed that GRM dealing with social media do the same work and therefore would give similar insights.

3.5 Data Collection

This section discusses the data types and sources and the data collection instruments.

3.5.1 Data Types and Sources

This research utilized both primary and secondary data sources. The primary data was collected from the customers, employees, and managers of the organizations that fulfilled the criteria of the target population.

Secondary data was obtained from journals, reports on SCRM, books on social media and CRM, published thesis, the internet, and the library. These sources provided information on Social CRM, technologies, and performance outcome measures.

3.5.2 Data collection instruments

Questionnaires and interview schedule were used in the collection of responses from the customers, and guest relations managers, respectively.

3.5.2.1 Customer Questionnaire

This featured the use of a questionnaire that were given to customers of the organization. The questionnaires had five sections namely, general information, data

and information dimension, process dimension, SCRM strategies, and customer perceptions. It was structured using questions on a five-point Likert-scale format. The questionnaire was structured into five sections. Section A general information consisting of demographic information. Section B's relationship quality featured questions that capture customer satisfaction, trust, and commitment. Section C, featured the information dimension, consisted of questions on IT infrastructure, Data management tools, social media platforms/applications, Customer-centric Communication, Customer Information accessibility, Customer community.

Section D asked questions to measure the indicators which include E-organizational culture, Employee skills, Management support, Trigger-based actions, Consistence customer experience, Integration with back-office functions.

Section E had a question seeking to measure the indicators of the dimension of social CRM strategies which include value fusion, content marketing strategy, and relationship marketing strategies.

The questionnaire was administered electronically with the aid of the e-questionnaire from google forms. https://forms.gle/YZqiqd4knVaKgWQw6

3.5.2.2 Interview schedules

The research used an interview schedule with open ended questions. This tool was aimed at the guest relations managers in each organization to provide in-depth insight into the policies governing social CRM and its use in the organization. Responses to the questions aided in providing more profound insight into the questions answered in the questionnaires. Because of the COVID-19 pandemic and the protocols set, some interviews were conducted using web conference tools.

3.6 Data Collection Procedures

The data collection instruments were designed to meet the set-out objectives of the study. Literature review was used to generate and refine indicators for of the study and guidance from experts was sought from experts. The developed instruments were pretested at a similar hotel, Sarova Stanley where a google form link of the questionnaire was shared by to the customers. In a months' time 59 questionnaires were filled in for the pilot study. Analysis of the feedback helped refine questions that were ambiguous, incomplete and where some terms used had different meanings. Due to changes introduced in the final questionnaire, the feedback from the pilot study was not used in the final data analysis due to the inherent differences.

Three research assistants were used to collect data especially the physical questionnaire. Training was conducted for the research assistants on Covid19 protocols to adhere during data collection, ethical issues, data collection processes and clarification of questions that arose. The questionnaires were self-administered, where respondents completed the questions individually at their convenience.

Data collection lasted for two years march 2021 to November 2022 due to delays from Covid19 lockdown and travel restrictions especially in Nairobi city which led to challenges contacting customers and hesitation in filling in physical questionnares or getting interview slots. Some hotels such as the Hilton and Sarova Stanley temporarily closed down for business. In addition, there was slow response from customers using e-questionnaires where several reminders were sent or substituted with physical questionnaires. The research assistants collected the questionnaires and checked if they were answered every two weeks. Reminders for those using the link was sent every month. Completed questionnaires were checked for completeness before data entry and analysis was conducted.

3.7 Measurement of Variables

The research classified variables as exogenous which included, Data and informational dimension, Process dimension, and Social CRM strategies and the endogenous variable is Relationship quality. The mediating, Customer perceptions variable acted as both exogenous to Relationship Quality and endogenous to social CRM. The adaptation of the indicators for each variable is discussed below and summarized in table 3.4 below.

The study had three exogenous variables namely, Data and informational dimension, Process dimension, and Social CRM strategies adapted from Malthouse, *et al*, (2013); Trainor, (2012) and Wittkuhn, *et al*, (2015).

Measures of relationship quality were adapted and modified from the works of Tonder, *et al*, (2017) and Walter, *et al*, (2011) to fit the hospitality industry. The authors conceptualized relation quality to trust, commitment, and customer satisfaction which was used in the study. Finally, customer perceptions were adopted from the works of Zeithaml, *et al*, (2018) and Elkhan & Bakri, (2012). The measurement scales for each variable are indicated in table 3.4 below.

Table 3.4: Measurement of Variables (quantitative)

Variable	Indicators	Source	Scale
Data and informational dimension	IT infrastructure Information management Social media platforms/applications Customer-centric Communication Customer Information accessibility Customer community	Malthouse, *et al*, (2013); Trainor, (2012); Wittkuhn, *et al*, (2015)	Ordinal
Process dimension	E-organizational culture Employee skills Management support Trigger-based actions Consistent customer experience Engagement	Malthouse, *et al*, (2013); Trainor, (2012); Wittkuhn, *et al*, (2015)	Ordinal
Social CRM strategies	Value fusion Content marketing strategy Relationship marketing strategies	Malthouse, *et al*, (2013); Plessis, (2017); Woodcock, *et al*, (2011)	Ordinal
Relationship quality	Customer satisfaction Trust Commitment	Crosby *et al* (1990) Morgan & Hunt, (2002)	Ordinal
Customer Perceptions	a) Tangibles b) Reliability c) Responsiveness d) Assurance e) Empathy	Zeithaml, *et al* (2018) Elkhan & Bakri, (2012)	Ordinal

Source: Malthouse, *et al*, (2013); Trainor, (2012); Wittkuhn, *et al*, (2015); Woodcock, *et al*, (2011); Crosby *et al* (1990); Morgan & Hunt, (2002); Zeithaml, *et al* (2018); & Elkhan & Bakri, (2012)

3.8 Validity and Reliability

This section discusses the validity and reliability of the research instruments to be used for the study to ensure the instruments are accurate and replicable with consistent results.

Validity is often defined as the extent to which an instrument measures what it purports to measure. The validity of a test or instrument is not a property of the text

itself. Instead, validity is the extent to which the interpretations of the results of a test are defensible, which depend on the test's intended use measurement of the underlying construct (Kimberlin & Winterstein, 2008). Thus, having a valid instrument is essential for robust research. The research conducted a pilot study at Sarova Stanley a five-star hotel in the geographical region where the research was conducted and caters to the same clientele, similar social media presence, where 59 questionnaires were distributed, a figure recommended by (Viechtbauer, *et al*., 2015) for studies with a confidence interval of 0.95 and probability of 0.05. Responses were used to check on clarity of questions and remove ambiguity. Due to this several questions were removed and others rephrased for clarity. Data from pilot study was discarded afterwards. Construct validity that ensures that there is a correct measure of variables in the research was achieved through sharing the questionnaire with the supervisors for input on the appropriateness of the questions contained therein. Content and face validity of the instrument was achieved by sharing the questionnaire with three GRM to examine and give recommendations for revisions where possible. As for reliability, Cronbach's Alpha was used to measure reliability at a level of 0.7% and was tested on SPSS version 21. Hair *et al*., (2005) alludes that the generally agreed upon lower limit for Cronbach's Alpha is $=>0.70$ but may decrease to $=>0.60$ in analytical research and increase up to ≥ 0.80 in studies that require more stringent reliability.

For qualitative data, Four-Dimension Criteria (credibility, dependability, confirmability and transferability) to assess the precision of qualitative research were adopted in this research. The criteria comprised strategies such as building the research team; preparing data collection guidelines; defining and obtaining adequate participation; reaching data saturation and ensuring high levels of consistency and

inter-coder agreement (Forero, et al., 2018). For the first strategy credibility which seeks to establish confidence that results are true, credible and believable, the researchers used a combination of interviewing processes and techniques (interview protocol tested on 2 pilot interviews); established investigator authority (investigators were trained on required knowledge and skills required to undertake their roles); a collection of referential adequacy materials (all field notes and additional material were collected for analysis) and peer debriefing (the researcher and team held regular debriefs on data collection progress). Secondly, dependability ensures the findings of this qualitative inquiry are repeatable if the inquiry occurred within the same cohort of participants, coders and context. This was achieved by study methods being adequately described throughout the study, and utilizing stepwise replication of data for coding accuracy and intercoder reliability of the research team. Thirdly confirmability seeks to extend the confidence that the results would be confirmed or corroborated by other researchers. This was done using reflexivity and triangulation techniques (methodological, data sources, and multiple interviewers). Finally, transferability which answers the extent of the degree to which the results can be generalized or transferred to other contexts or settings. This was achieved through a purposive sampling technique for the selection of interviewees.

3.9 Data Analysis and Presentation

This section discusses the modes that were used to analyse the quantitative data and qualitative data outlining the processes, tools used, data analysis process and presentation of findings.

3.9.1 Quantitative Data

Data was collected, cleaned, coded, and analysed using the Statistical Package for Social Sciences (SPSS) version 21 and Analysis of Moment of Structure (AMOS 21)

software using both descriptive and inferential statistics. Data cleaning was done to ensure that missing values using Littles test for Missing Completely at Random (MCAR) and use of Expectation Maximation if MCAR to avoid distorting results in Structural Equation Modelling (SEM), outliers were tested using scatter plot to ensure no extreme cases affect data thus normality. The normality of distribution using kurtosis and skewness was done to measure peakedness and symmetry respectively. Descriptive statistics were used to describe and summarize the data to enable the meaningful description of the distribution of the scores or measurements and data was presented using frequency, mean, standard deviation, and variance.

Data was also subjected to inferential statistics using Structural Equation Modelling (SEM) to test the relationships between exogenous and endogenous variables. The following goodness of fit indices were used Normed Fit Index (NFI), Goodness of Fit Index (GFI), Comparative Fit Index (CFI), Root Mean Square of Error Approximation (RAMSEA), PCLOSE, and Parsimony index values for the first look of model fitting indexes. The NFI, GFI, and CFI should be $\geq.90$, RMSEA value should be $\leq.50$, and a higher value of P-Close is required for the best fit. For fit indices, the Chi-Square test ($\chi 2$) is used. The $\chi 2$ / degree of freedom should be ≤ 2. A summary of the indexes' use is presented in the table below.

Table 3.5: Fit indexes and their cut off criteria

Index	Shorthand	Cut-off criteria	author
Chi-square	$\chi 2$	Smaller the better	Wan (2002), Garson (2009)
Chi-square/degrees of freedom	$(\chi 2 /df)$	≤ 2 ≤ 3 ≤ 4	Tabachnik and Fidell, (2007) Kline, (2005) Wan (2002)
Root Mean Square Error of Approximation (RMSEA)	RMSEA	≤ 0.05; good Between 0.05 to 0.08 acceptable Above 0.08 poor	Wan (2002); Schumacker and Lomax (2004)
Goodness of Fit Index	GFI	Values greater than 0.95; excellent Values above 0.90; acceptable Values below 0.90; t poor	Hu & Bentler, (1999) Byrne, (2001); Bentler, (1992)
Root Mean Square residual	RMR	RMR Good models have small RMR	Tabachnik and Fidell, (2007)
Normed Fit Index	NFI	≤ 0.95	Hu & Bentler, (1999)
Comparative Fit Index	CFI	≤ 0.95 ≤ 0.90	Hu & Bentler, (1999) Byrne, (2001); Bentler, (1992)
Root Mean Square Error of Approximation Associated with p value	PCLOSE	≤ 0.05 excellent Less 0.05 to 0.01 acceptable Less than 0.01 poor	Garson (2009)
Hoelter's critical N	Hoelter index	$75 \leq value < 200$ acceptable ≥ 200 excellent	Wan (2002); Garson (2009)

Source: (Kula, 2011)

Data cleaning was done to ensure that missing values (these values seriously distort results in Structural Equation Modelling (SEM)), outliers (to ensure no extreme cases affect data thus normality), and normality of distribution (using kurtosis and skewness to measure peakedness and symmetry respectively). Descriptive statistics was used to describe and summarise the data to enable the meaningful description of the distribution of the scores or measurements and data were presented using mean, standard deviation, and variance. Data was also be subjected to inferential statistics (SEM) to test for the nature of the correlation between the independent and dependent variables.

3.9.2 Qualitative Data

Content analysis was used to analyze interview responses with the aim of examining and quantifying the presence of certain words, subjects, and concepts in text, in the responses from the open-ended interviews of guest relationship managers. Interview responses were transcribed to word document in verbatim. The responses were then subjected to NVIVO v12 software for content analysis. Exploration of the interviews was done to find out words, subjects or phrases that occurred the most which were subsequently used in analysis.

3.10 Ethical Considerations

The study adhered to ethical concerns and addressed them appropriately. The major ethical issues that were addressed by the study included informed consent, privacy, and confidentiality, anonymity, and researchers' responsibility (Oso and Onen 2005; Streiner 2005)

Informed consent: the participants of the study were provided with adequate information about the study. Some of the information that were supplied to them include the purpose of the study; the expected duration of participation and the procedures to be followed; the benefits of the study to them and the industry as a whole; and the extent of privacy and confidentiality to be maintained. This information was a basis upon which the selected respondent makes an informed decision whether or not to participate in the study.

Privacy and Confidentiality: The study respected the privacy of the respondents and maintained confidentiality of all data collected to the extent agreed between the two parties. Some of the data collected in the study was private and confidential as it may relate to the operations of the ventures that are used to gain improved performance

and competitiveness. Therefore, all data collected and analyzed was used for the purpose for which the study was undertaken and was not to be divulged to unauthorized persons.

Anonymity: Following from the need to maintain privacy and confidentiality, the research refrained from collecting data that pertains to the identity of the respondents. Where cases have to be discussed, the real names of the respondents were not used.

Researcher's responsibility: The researcher took the responsibility to only collect and analyze data required to fulfill the purpose of the study only.

Research permit: the researcher got a recommendation letter form the Moi University that enabled them to get a research permit from NACOSTI to enable and facilitate data collection from the organizations and respondents.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND DISCUSSION

4.0 Introduction

This chapter presents the data analysis as well as the findings of the study based on the study objectives. The data was summarized and presented using tables. The collected data was analysed and interpreted in line with the study objectives and hypotheses. Both descriptive and inferential statistics were used to analyze the data. The chapter is organized as follows: response rate, data screening, data cleaning and checking for missing data, background information, descriptive analysis, reliability and validity analysis, correlation, regression analysis, and structural equation model (SEM).

4.1 Response Rate

The response rate was presented from where the respondents were drawn. The response rate was analyzed as per questionnaire order and presented in table 4.1. From Table 4.1, out of total 400 distributed questionnaires customers of the three 5 five-star selected hotels in Nairobi County, 361 questionnaires were returned giving a response rate of 90.3%. However, after data screening and cleaning by checking for missing data and outliers, 24 questionnaires were found unusable with 17 had missing values (over 50% of the questionnaire was not filled) and 7 were outliers. Hence, the total response rate for usable questionnaires was 84.3%. This response rate was achieved by the researcher and his assistant visiting the research sites daily, patiently waiting for the respondents to fill the questionnaires on site or making personal reminder calls and visits. Those not immediately available were allowed to use drop and pick later method. Cooper and Schindler (2014) affirm this by stating that the study can continue if the response rate is above 60%. An 84.3% response rate was

therefore considered very sufficient and satisfactory to conduct the analysis and present facts.

Table 4.1 Response Rate

	Number	%
Total questionnaire distributed	400	100
Total returned questionnaires	361	90.3
Unusable questionnaires	24	6.0
Usable questionnaires	337	84.3

4.2 Data Preparation, Screening and Cleaning

Data preparation is the process of collecting, cleaning, and consolidating data into one file or data table, primarily for use in analysis. Data was prepared for analysis by ensuring it met the minimum requirements for qualitative and quantitative analysis. The questionnaires were therefore visually checked for completeness and further tested for outliers and missing values and unfilled parts as well as for normal distribution.

4.2.1 Missing Value and Treatment

Missing data in quantitative research can have a serious impact to research that includes the following: can lead to biased estimates of parameters; loss of information; decrease the statistical power, increase standard errors, and weakened generalizability of findings (Dong & Peng, 2013). The returned questionnaires were therefore checked for completeness to ensure they had been properly filled and had no missing data or values that could significantly impact findings. As suggested by Hair *et al*, (2010), researchers may remove cases if they have missing data or values. Tabachnick & Fidell (2019) observe cases with more than 50% missing values can substantially impact the rest of the observations. Therefore, the study omitted the 17 cases with more than 50 percent missing values.

After removing the cases, the study also treated the cases with less than 50 per cent of missing values. For the treatment of such missing values the study adopted Pallant (2011) method of replacing the mean by calculating the mean value for the variables and applying it to the missing value. The advantages include that the option has fewer problems with convergence; the factor loading estimates are free of bias; and the option is easy to implement by using any statistical program (Hair *et al.*, 2010).

4.2.2 Outliers and Reliability

Outliers are data that appear anomalous or outside the range of expected values. Outliers may indicate errors or data unrelated to the rest of the data set (Zhang, Meratnia & Havinga, 2010). In line with the recommendation of Tabachnick and Fidell (2019) this study used the Mahalanobis D^2 measure to identify and deal with multivariate outliers. Additionally, overseeing multivariate outliers would take care of univariate outliers. However, treating univariate outliers would not necessarily take care of multivariate outliers (Hair *et al.*, 2010).

Hence, Mahalanobis D^2 were calculated using linear regression methods in SPSS, followed by computation of the Chi-square value. The results showed that there were 7 cases with outliers. Given that 5 variables were used, 4 represent the degree of freedom in the chi-square table with $p<0.001$ (Tabachnick and Fidell, 2019). Therefore, any case with a probability Mahalanobis D^2 value of less than 0.001 is a multivariate outlier and should be removed. Consequently, 7 cases with a value of less than 0.001 were excluded from further analysis as shown in table 4.2 below while the complete Mahalanobis D^2 is in appendix 4. The questionnaire was subjected further to Cronbach's reliability testing. The overall Cronbach's alpha of the total 112 items was .986 (*N=337*) which higher than 0.7 as recommended by Hair *et al.*, (2005). For the

individual items tested, relationship quality had the highest Cronbach's alpha at .967 for 25 items while SCRM strategy had the lowest value at .920 for 13 items. The results indicate that the tool used had high levels of internal consistency therefore suitable to collect data on the subject of study. The summary for reliability is presented in the table 4.3 below.

Table 4.2: Multivariate Outlier Test Results

	case	D2	P value
1	24	25.58392	.0000
2	93	32.77330	.0000
3	111	21.32221	.0003
4	174	39.39134	.0000
5	177	28.86395	.0000
6	291	21.38171	.0003
7	306	20.85262	.0003

Source: Survey Data (2022)

Table 4.3 Reliability Statistics

Item-Total Statistics			
	N of Items	Cronbach's alpha	N
Relationship Quality	25	.967	337
Data, Information Dimension	24	.957	337
Process Dimension	22	.948	337
Customer Perception	28	.962	337
SCRM Strategy Dimension	13	.920	337
Overall reliability	**112**	**.986**	**337**

Source: Data Cleaning (2022)

4.3 Demographic Characteristics

The demographic information of the customers allows for an understanding of any patterns that may emerge in the data based on factors such as age, gender, marital status, and highest level of education. This understanding can then be used to better interpret the results of the study. Table 4.3 illustrates the demographic characteristics of the customers.

The customer's age is an important factor to consider when establishing the relationship quality in selected hotels in Kenya. This is because the customer's age can customer perceptions of hotel services. Age can also sometimes influence the level of income a customer has and therefore their spending habits. From the results in the table 4.4, 30.9% of the customers are within the 41 to 50 age brackets, 34.7% of them were between 31 to 40 years, 22% were in the 21-to-30-year age bracket while 4.7% were above 50 years. Notably, most of the customers are between the 31 to 50 years age bracket (65.6%). This has implication on hotels to focus their marketing and product bundling that caters for the needs of this age bracket. Also, hotels can further investigate and develop niche products to better serve the needs of the age bracket.

Gender can influence customers' perceptions of the service quality and subsequently the level strength of relationship quality developed. Mokhlis, (2012) noted that was notable discrimination of perceptions by customers based on gender with male giving higher significance to factors of empathy, tangibles and reliabiltiy while factors of assuarance and resposiveness were equally important to both. As such, it is important to establish the gender of customers in order to gain an understanding of their perceptions and how best to manage the relationship. From table 4.4 below, 56.4% of the customers were female while 43.6% were male. The implication can be that the hotel can focus more on factors of assurance and responsiveness as these forms the nexus of the gender without neglecting empathy, tangibles and reliability.

The marital status of the customers consuming hospitality services is of importance for hotels to tailor its products. From the findings in table 4.4, 56.4% of the customers were married, 28.2% single, 7.1% widowed, 4.7% divorced and 3.6% separated. Notably, majority (56.4%) of the customers are married. Therefore, the hotel may

want to focus on offering more family-friendly amenities and services. Additionally, the hotel may want to tailor its marketing and advertising to appeal to families.

The level of education can have an influence on how customers perceive services offered by hotels. It can also affect the way businesses may use to form relationships with customers of different educational backgrounds. From the results in table 4.4, 41.5% of the customers have university education, 35.6% college degree, 21.7% secondary education while 1.2% had primary level of education. Notably, the customers are fairly educated with most possessing college and university education. Higher level of education could have customers expecting more from a service and maybe perceiving more characteristics from a service offered. Thus, hotels need to ensure that their staff is adequately trained to cater to this clientele. Additionally, hotels need to ensure their product communication and presentation is succinct, precise and easily available to customers both online and offline.

4.4 General Information

4.4.1 Use of Internet

The frequency of customers using the internet is key to ensuring that the hotel can understand how customers interact with the hotel online and to identify areas where the hotel can improve its online presence. As such, the frequency of customers using the internet is a significant predictor of relationship quality. From the results in table 4.5, 46.3% of the customers occasionally use the internet, 36.8% use the internet daily, 16.9% rarely use the internet. The findings indicate that most of the customers frequently use the internet (83.1%) with only few rarely using it (16.9%). The high percentage use of the internet could indicate the coverage of network through broadband, fiber or mobile.

Table 4.4: Demographic Characteristics

		Frequency	Percentage
Age	Below 20 yrs	16	4.7
	21 to 30 yrs	74	22
	31 to 40 yrs	117	34.7
	41 to 50 yrs	104	30.9
	above 50 yrs	26	7.7
	Total	**337**	**100**
Gender	Male	147	43.6
	Female	190	56.4
	Total	**337**	**100**
Marital Status	Married	190	56.4
	Single	95	28.2
	Widowed	24	7.1
	Divorced	16	4.7
	Separated	12	3.6
	Total	**337**	**100**
highest level of education	Primary School	4	1.2
	Secondary School	73	21.7
	College	120	35.6
	University	140	41.5
	Total	**337**	**100**

Source: Survey Data (2022)

telephony thus the ease of access while the rarity of using the internet could be an indication of low internet coverage or personal preference of customers to 'disconnect' (limiting the time spent on the internet.

Table 4.5: Frequency of Using Internet

	Frequency	Percent
Rarely	57	16.9
Occasionally	156	46.3
Everyday	124	36.8
Total	**337**	**100**

Source: Data Analysis (2022)

4.4.2 Purpose of Using Internet

The study wanted to find out the purpose customers used the internet for as that could affect their perceptions and subsequently relationship quality. Notably, majority of the customers 53.7% use the internet for both business and personal use, while 35.3% using it only for business and 11% for personal use. The high number of customers

going online for business purposes is relatively higher 89% (both 53.7% and business

35.3%). The findings on customers' purpose of using the internet are illustrated in

table 4.6 below.

Table 4.6: Purpose of Using Internet

	Frequency	**Percent**
Personal	37	11
Business	119	35.3
Both	181	53.7
Total	**337**	**100**

Source: Data analysis (2022)

4.4.3 Device used to Access Internet

Access to the internet is a major factor in customers' ability to connect with a

company and engage in Social Customer Relationship Management (SCRM).

Therefore, establishing devices used by customers to access the internet can help

improve communication and coordination between the hotel and its customers. From

the results in table 4.7, the smartphone (60.2%) is the most used device for accessing

the internet followed by laptops (26.1%), tablets (15.1%) and finally desktop

computers (14.8%). Having most customers using the smartphone to access the

internet implies that hotels should ensure that their SCRM dimensions are mobile-

friendly. This means that hotels should focus on creating a responsive design for their

website, as well as ensuring that their social media platforms can be easily accessed

and interacted with on a mobile device.

Table 4.7: Device used to Access Internet

		Never	few times	many times	all the time	Total
Laptop	Frequency	52	71	126	88	337
	Percent	15.4	21.1	37.4	26.1	100
smartphone	Frequency	18	24	92	203	337
	Percent	5.3	7.1	27.3	60.2	100
tablet	Frequency	107	44	135	51	337
	Percent	31.8	13.1	40.1	15.1	100
desktop computer	Frequency	201	54	32	50	337
	Percent	59.6	16	9.5	14.8	100

Source: Data analysis (2022)

4.4.4 Social Media Networks Used

The social media networks used by customers can help provide valuable insights into customer perceptions of hospitality products and how hotels can improve their relationship with customers. Additionally, social media networks can help build customer relationships by providing a forum for customers to interact with each other and with hotel staff. In that regard, the study to ascertained the social media networks used by the customers. Basing on the results in table 4.8, 97.6% of the customers use WhatsApp, 94.4% X (formerly known as Twitter), 92.3% Facebook, 92% Instagram, 46.6% Google Plus, 33.8% Blogs, 19.6% Travelpedia, 18.1% Flicker, 18.1% TripAdvisor and 17.8% Wikis. The implication is that hotels may need to ensure they have a strong social media presence on these platforms to reach and engage with their target customers.

4.4.5 Use of Social Media Networks

The frequency of using social media networks by customers has the potential to affect relationship quality in hotels in Kenya. Specifically, customers who frequently use social media networks are more likely to have higher perceptions of quality relationships with hotels. Therefore, the study found it necessary to establish how

Table 4.8: Social Media Networks Used

	Frequency	Percent
WhatsApp	329	97.6
Facebook	311	92.3
X (formerly known as Twitter)	318	94.4
Instagram	310	92
Blogs	114	33.8
Wikis	60	17.8
TripAdvisor	61	18.1
LinkedIn	71	21.1
Google plus	157	46.6
Flicker	61	18.1
Travelpedia	66	19.6

Source: Data analysis (2022)

Table 4.9: Frequency of Using Social Media Networks

		Never	Few times	Many times	All the time	Total
WhatsApp	Frequency	8	90	204	35	337
	Percent	2.4	26.7	60.5	10.4	100
Facebook	Frequency	36	46	197	58	337
	Percent	10.7	13.6	58.5	17.2	100
X (formerly known as Twitter)	Frequency	20	46	210	61	337
	Percent	5.9	13.6	62.3	18.1	100
Ig	Frequency	26	72	175	64	337
	Percent	7.7	21.4	51.9	19	100
Blogs	Frequency	253	22	39	23	337
	Percent	75.1	6.5	11.6	6.8	100
Wikis	Frequency	300	5	19	13	337
	Percent	89	1.5	5.6	3.9	100
TripAdvisor	Frequency	306	2	17	12	337
	Percent	90.8	0.6	5	3.6	100
LinkedIn	Frequency	288	11	18	20	337
	Percent	85.5	3.3	5.3	5.9	100
Google plus	Frequency	191	35	74	37	337
	Percent	56.7	10.4	22	11	100
Flicker	Frequency	284	26	10	17	337
	Percent	84.3	7.7	3	5	100
Travelpedia	Frequency	288	17	16	16	337
	Percent	85.5	5	4.7	4.7	100

Source: Data analysis (2022)

Customers use the different social media networks. As evidenced in table 4.9 above, WhatsApp (60.5%) X (formerly known as Twitter) (62.3%) is used many times followed by Facebook (58.5%), and finally Instagram (51.9%). The social media

networks that were never visited by majority of the customers included TripAdvisor (90.8%), Wikis (89%), Travelpedia (85.5%), LinkedIn (85.5%), Flicker (84.3%) and finally Google Plus (56.7%). Since customers frequently use WhatsApp, X (formerly known as Twitter), Facebook, and Instagram, it is important for hotels to be active, responsive and engaging on these platforms to create and maintain relationship quality.

4.4.6 Using Social Media to Connect

The social media landscape is constantly changing, and it can be difficult to keep up with the latest platforms and trends. However, it is important for businesses to establish who customers connect with on social media, as this can provide valuable insights into relationship quality. Basing on the results in table 4.10, the customers utilized WhatsApp (38.6%), Facebook (23.1%) and Instagram (22%) to connect with friends. For connections with family, Facebook (29.1%) was often used. While, Email (21.1%) and Instagram (15.1%) were mostly utilized by customers to connect to groups with similar interests. Similarly, WhatsApp (19.6%) and Facebook (15.7%) were used by customers to connect with brands. In addition, X (formerly known as Twitter) (43.3%) and Instagram (37.4%) were mostly utilized by customers to connect with local businesses.

The implications for hotels are that they need to focus on providing a good customer experience through all channels, including X (formerly known as Twitter), WhatsApp, Facebook, and Instagram. They also need to be responsive to customer inquiries and complaints through these channels.

Table 4.10: Using Social Media to Connect

		Friends	Family	Groups With Similar Interest	Brands	Local Business
WhatsApp	Frequency	130	56	71	66	45
	Percent	38.6	16.6	21.1	19.6	13.4
Facebook	Frequency	78	98	45	53	74
	Percent	23.1	29.1	13.4	15.7	22
X (formerly known as Twitter)	Frequency	51	51	64	43	146
	Percent	15.1	15.1	19	12.8	43.3
Ig	Frequency	74	53	51	43	126
	Percent	22	15.7	15.1	12.8	37.4
Blogs	Frequency	21	18	30	27	33
	Percent	6.2	5.3	8.9	8	9.8
Wiki	Frequency	6	6	14	19	14
	Percent	1.8	1.8	4.2	5.6	4.2
Tripadvisor	Frequency	0	0	13	25	19
	Percent	0	0	3.9	7.4	5.6
LinkedIn	Frequency	1	4	16	35	18
	Percent	0.3	1.2	4.7	10.4	5.3
Google+	Frequency	13	6	32	51	63
	Percent	3.9	1.8	9.5	15.1	18.7
Flicker	Frequency	5	0	11	25	18
	Percent	1.5	0	3.3	7.4	5.3
Travelpedia	Frequency	1	2	18	30	24
	Percent	0.3	0.6	5.3	8.9	7.1

Source: Data analysis (2022)

4.4.7 Frequency of Travelling

Relationship quality is often measured by customer satisfaction, so it is important to understand how customers expect to be treated to ensure a high level of satisfaction. In addition, understanding how often customers travel can help hotels better tailor-make their SCRM efforts to meet customer needs and expectations. Basing on the findings in table 4.11, 41.2% of the customers confirmed that they sometimes travel, 20.2% often travel, 18.1% occasionally travel and 14.8% never travel. The implications for having majority of customers that sometimes travel are that they may be less likely to form strong relationships with the hotel, and they may likely to be more satisfied with less personal interaction. The hotel may want to consider ways to increase the level of personal interaction with these customers, such as providing

opportunities for them to meet and talk with staff members or offering personalized services.

Table 4.11: Frequency of Travelling

	Frequency	Percent
Never	50	14.8
Occasionally	61	18.1
Sometimes	139	41.2
Often	68	20.2
Always	19	5.6
Total	337	100

Source: Data analysis (2022)

4.4.8 Frequency of Visiting Nairobi as a Destination

The frequency of customers visiting Nairobi as a destination can help to indicate the potential for repeat business from a customer, which can in turn help to justify establishing Social Customer Relationship Management dimensions in hotels in the city. By understanding how often a customer visits Nairobi, hoteliers can better tailor their Social Customer Relationship Management efforts to meet the needs and expectations of that customer, which can help to improve relationship quality.

From the results in table 4.12, 28.2% of the customers have visited Nairobi four times, 26.7% thrice, 20.2% once, 15.7% twice while 9.2% of them more than four times. The findings suggest that customers are satisfied with the services offered by hotels in Nairobi. This could also mean that hotels in Nairobi are meeting customer expectations in terms of service quality.

Table 4.12: Frequency of Visiting Nairobi as a Destination

	Frequency	Percent
Once	68	20.2
Twice	53	15.7
Thrice	90	26.7
Four Times	95	28.2
More than four	31	9.2
Total	337	100

Source: Data analysis (2022)

4.5 Exploratory Factor Analysis

Before descriptive and inferential statistical analyses, data was investigated for underlying factor structure through factor analysis. According to Field (2013), Principal Components Analysis (PCA) is a variable-reduction technique that aims to reduce a larger set of variables into a smaller set of variables, called principal components, which account for most of the variance in the original variables. The Principal Component Method was used to analyze the highly loaded factors and remove the factors that had weak or negative loading and to enhance data reliability. It is concerned with establishing which linear components exist within the data and how a particular variable might contribute to that component.

In addition, the instrument's validity was measured through the Kaiser-Meyer-Olkin Measure of Sampling Adequacy and Bartlett's Test of Sphericity (Abd ElHafeez *et al*, 2022). The component factor analysis with promax rotation was conducted in all variables to extract factors from each construct. According to Hair *et al*., (2017) all items loading below 0.50 were deleted and those with more than a 0.50 loading factor were retained. As a result, the items were well loaded into their various underlying variable structure of dimensions. The findings were summarized and discussed in this section.

4.5.1 Exploratory Factor Analysis for Relationship Quality

Principal component matrix for all the 25 constructs in relationship quality was presented on Table 4.13. to show how the factors loaded. Promax with Kaiser Normalization rotation method was used. The study provided Kaiser-Meyer-Olkin

Measure of Sampling Adequacy and Bartlett's Test of Sphericity for union organizing in table 4.13.

Table 4.13: KMO and Bartlett's Test for Relationship Quality

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.953
Bartlett's Test of Sphericity	Approx. Chi-Square	6553.826
	df	300
	Sig.	0.000

Source: Data analysis (2022)

From Table 4.13, Bartlett's Test of Sphericity produced a significant Chi-Square (χ^2) of 6553.826 with p-value =.000< .05 and Kaiser – Meyer - Olkin measure of sampling adequacy was 0.953 above the acceptable value of 0.5 (Field, 2013), showing that it was appropriate to subject data for factor analysis on this variable of relationship quality (Leech *et al.,* 2007). After KMO showed data was adequate to be subjective for factor analysis and Bartlett's Test showed that variances are equal for all samples, two components were derived after ProMax rotation and their eigen values. The total variance explained was presented in table 4 .14.

Table 4.14: Total Variance Explained of Relationship Quality

Total Variance Explained

Component	Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings
	Total	% of Variance	Cumulative %	Total
1	13.799	55.198	55.198	12.293
2	1.592	6.367	61.565	12.112

Source: (EFA Output, 2022)

The factor analysis results in Table 4.14 revealed that 2 components (RQ1 and RQ2) were derived and explained 55.198% and 6.367% of the variance in relationship quality, respectively, from the initially conceptualized three components. RQ1 was derived by combination of customer satisfaction and trust, indicating that in the eyes of customers, the two concepts were similar. This gives rise to a new component

(RQ1) of trust-based customer satisfaction. Cumulatively, all items in the two components explained a 61.565% variance in Relationship Quality. In addition, table 4.14 showed that the two components had Eigen values of 13.799 and 1.592 respectively which is above the accepted value of 1 (Yong & Pearce, 2013). Thus, the items were appropriate to explain the variable and for rotations.

The principal component analysis with Promax rotation was performed to identify the underlying factors of relationship quality as shown in table 4.14. The results depicted that the high factor loading scores showed that 24 items were above the minimum recommended value of 0.50, (Hair *et al.*, 2014). Hence, 12 items for RQ1 and 13 items for RQ3 were retained for further analysis.

4.5.2 Exploratory Factor Analysis for Data and Information

Factor analysis was conducted on data and information. In general, the extraction method was principal component analysis, and the rotation method was Promax with Kaiser Normalization and the findings were presented in table 4.15 and 4.16 below.

Table 4.15: Factor Loadings for Relationship Quality

	Component	
	RQ1	RQ2
I am always delighted with the hotel's service		0.857
My choice to use this hotel was a wise one		0.785
Overall, I am satisfied with the service provided		0.868
I feel good about using this hotel		0.926
I did the right thing when I decided to use this hotel		0.778
I feel that my experience with this hotel has been enjoyable		0.673
My relationship with this hotel is very important to me		0.635
My relationship with this hotel is something I care about		0.752
This hotel can be trusted		0.698
This hotel can be counted on to do what is right		0.632
This hotel keeps its promises		0.578
This hotel has high integrity		0.548
This hotel is trustworthy	dropped	
My relationship with this hotel is something that I am very committed to	0.650	
I believe the hotel and I are both committed to the relationship	0.531	
I have a strong sense of loyalty to this hotel	0.691	
This hotel is prepared to make short-term sacrifices to maintain our relationship	0.655	
I believe the hotel and I view our relationship as a long-term partnership	0.784	
I will share my satisfaction with this hotel with friends and family	0.757	
I highly recommend others to make use of the services provided at this hotel	0.656	
I will continue to bring my business to this hotel even if I had to pay more for a service or products.	0.875	
I will pay a higher price than competitors charge for the benefits I currently receive from this hotel	0.856	
I will defend this hotel to critics	0.868	
I will recommend this hotel's services to a friend	0.741	
I will use social media platforms to express how satisfied I am about this hotel	0.848	

Extraction Method: Principal Component Analysis.
Rotation Method: Promax with Kaiser Normalization.
a Rotation converged in 3 iterations.
Source: (EFA Output, 2022)

Table 4.16: KMO and Bartlett's Test for Data and Information

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.938
Bartlett's Test of Sphericity	Approx. Chi-Square	6105.415
	Df	300
	Sig.	0.000

Source: (EFA Output, 2022)

Sampling adequacy was assessed using the Kaiser- Meyer- Olkin (KMO) Measure of sampling adequacy. As evidenced in Table 4.16, KMO was greater than .5 (.938) as hair *et al,* (2010) recommended. This implies that the study sample size about the measurement items for data and information were adequate and could be subjected for factor analysis. Further, Bartlett's Test was significant, $\chi2$ (55) = 6105.415, p-value =.000< .05. This shows that the correlation matrix was not an identity matrix; hence items were related and therefore suitable for structure detection.

Table 4.17: Total Variance Explained for Data and Information

Total Variance Explained

Component	Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings
	Total	% of Variance	Cumulative %	Total
1	12.343	49.371	49.371	8.739
2	1.741	6.963	56.334	9.563
3	1.531	6.123	62.457	8.394
4	1.12	4.478	66.935	8.108
5	1.082	4.328	71.263	7.955

Source: (EFA Output, 2022)

Table 4.17 displays Initial Eigen values, % of the variance and cumulative % variance of data and Information. Results showed that based on Eigen value, more than one (Leech et al., 2013), five components (DI1, DI2, DI3, DI4 and DI5) from data and information were derived with Eigen value of 12.343, 1.741, 1.531, 1.12 and 1.082 respectively indicating the amount of variance in the original variables accounted for by each component. In addition, components DI1, DI2, DI3, DI4 and DI5 accounted

for 49.371%, 6.963%, 6.123%, 4.478% and 4.328% respectively of the variance of data and information. The Cumulative of 71.263% indicate the percentage of variance accounted for by five components. This means that items in the five components were measuring data and information.

The principal component matrix for all 25 constructs in data and information was presented in table 4.18 to establish the factor loadings for each of the constructs. The exploratory factor analysis with ProMax rotation was performed to identify the underlying factors of data and information. The results depicted that factor loadings of 24 items were above the minimum recommended value of 0.50 (Hair *et al*., 2014) and one items were below and was dropped "The hotel frequently updates its product changes and offering on social media". This implies that 24 items with high factor loading explained data and information through the five derived components (DI1, DI2, DI3, DI4 and DI5) which were retained for further analyses

Table 4.18: Factor Loadings for Data and Information

	Component				
	DI1	DI2	DI3	DI4	DI5
I can book the hotel from the hotels' website				0.833	
I can book the hotel from its social media pages				0.906	
The hotel provides a check in kiosk in its hotel lobby.				0.835	
The hotel provides self-check in on its website.				0.721	
The hotel provides a personalized website for repeat customers		0.685			
When I visit the hotel, they immediately recognize me as a repeat customer		0.757			
The hotel requires members to login for personalized service and offers		0.865			
The hotel offers Customer surveys e.g. questionnaires		0.952			
The hotel has Loyalty cards and other reward programs		0.833			
The hotel keeps a record of information relevant to enable make my visit better		0.658			
The hotel has social media accounts which am a follower					0.644
The hotel social media sites provide useful information about the hotel.					0.891
The hotel has virtual tours on its social media site					0.943
The hotel frequently updates its product changes and offering on social media	dropped				
The hotel sends me helpful information to organise your holiday			0.832		
The hotel allows customers to give feedback on social media			0.828		
The hotel contributes to opinions and sentiments in the social media			0.707		
The hotels send special deals for the next visit			0.716		
The hotel sends me Personalized emails with helpful information for your next visit			0.746		
The hotel provides very useful destination information available on their website i.e. local attractions to visit.	0.778				
The hotel allows special benefits for repeat customers (e.g. being able to request a room number if available)	0.678				
Using the information from past visits the hotel customizes my experience according to my needs	0.855				
The hotel has a social media group for members where they share their ideas	0.712				
The hotel social media sites review help in making my decision to purchase	0.833				
The hotel organizes events for their social media	0.811				

Extraction Method: Principal Component Analysis.
 Rotation Method: Promax with Kaiser Normalization.
a Rotation converged in 7 iterations.
Source: (EFA Output, 2022)

4.5.3 Exploratory Factor Analysis for Process Dimension

Exploratory Factor analysis was also conducted on process dimension. The extraction method was principal component analysis, and the rotation method was Promax with Kaiser Normalization. In addition, the study provided Kaiser-Meyer-Olkin Measure of Sampling Adequacy and Bartlett's Test of Sphericity as shown in table 4.19

Table 4.19: KMO and Bartlett's Test for Process Dimension

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.934
Bartlett's Test of Sphericity	Approx. Chi-Square	6438.839
	df	351
	Sig.	0.000

Source: (EFA Output, 2022)

From table 4.19 above, Bartlett's Test of Sphericity produced a significant Chi-Square (χ^2) of 6438.839 (351), p-value =.000< .05 and Kaiser – Meyer - Olkin measure of sampling adequacy was 0.934, above the acceptable value of 0.50 (Field, 2013), showing that it was appropriate to subject data for factor analysis on contract process dimension variable (Leech *et al.,* 2013).

After KMO indicated data in items developed was adequate for factor analysis, four components were derived after Promax rotation, and their Eigen values and total variable were explained in table 4.20.

Table 4.20: Total Variance Explained for Process Dimension

Total Variance Explained	Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings
Component	Total	% of Variance	Cumulative %	Total
1	13.219	48.959	48.959	11.205
2	1.543	5.714	54.673	9.916
3	1.212	4.489	59.162	8.626
4	1.126	4.171	63.333	6.456

Source: (EFA Output, 2022)

The factor analysis results in table 4.20 revealed four components (PD1, PD2, PD3 and PD4) with 48.959%, 5.714%, 4.489% and 4.171% respectively of the variance in process dimension respectively. Cumulatively all items in the four components explained 63.333% variance in process dimension. In addition, table 4.20 shows that the four components had Eigen value of 13.219, 1.543, 1.212 and 1.126 respectively which is above the accepted value of 1 (Yong & Pearce, 2013). Thus, the items were appropriate to explain the variable and for rotations. The principal component matrix for all the 27 constructs in process dimension was presented in table 4.21 below.

The study subjected all items to a loading suppressing point of 0.5 as Hair *et al.,* (2014) indicated. The findings in table 4.21 show that 22 items related to process dimensions rotated were retained for analysis while five items "Customer service is excellent", "The hotel replies to social media posts in a very short time", "Interest is shown in my feedback when I finish my stay (e.g. Questionnaires)", "The hotel managers frequently communicate about the future of the hotel and its product", The hotel provides support in social media" had loading less than 0.5 and were removed from further analysis.

Table 4.21: Factor loading for Process Dimension

	Component			
	PD1	PD2	PD3	PD4
The hotel Staff make you feel special	0.678			
Customer service is excellent	dropped			
The hotel replies to social media posts in a very short time	dropped			
Interest is shown in my feedback when I finish my stay (e.g. Questionnaires)	dropped			
The hotel provides regular communication with helpful information for our next visit	0.834			
The hotel social media staff are very professional	0.699			
The hotel social media customer care is well informed about hotel operations and addresses issues well	0.781			
The customer care staff have easy access to my information necessary to help me	0.760			
The hotel social media staff have great customer handling skills	0.528			
The hotel managers and supervisors contribute to issues raised about the hotel	0.590			
The hotel website has a very friendly user interface.	0.523			
The website of the hotel looks very good and professionally built.	0.752			
The hotel managers frequently communicate about the future of the hotel and its products.	dropped			
The hotel provides support in social media	dropped			
The hotel replies to social media posts they have been tagged in.			0.695	
The hotel monitors the online on posts that mention it			0.744	
The hotel social media has an online assistant chat for any enquiries			0.686	
The hotel website has an online assistant chat for any enquiries				0.529
The hotel social media experience is dependable				0.766
The layout of product on hotel website is easy and useful				0.646
The information in the social media of the hotel is reliable				0.654
The hotel encourages its followers to post trending social media challenge shot within their hotels		0.532		
Posts on hotel social media receive many views		0.979		
Many people like social media posts on the hotel accounts		0.969		
The hotel comments on posts of its customers they have been tagged in		0.595		
The hotel posts contests to its customers on its social media accounts		0.556		
The hotel posts regularly on its social media pages.		0.551		

Extraction Method: Principal Component Analysis.
 Rotation Method: Promax with Kaiser Normalization.
a Rotation converged in 14 iterations.
Source: (EFA Output, 2022)

4.5.4 Exploratory Factor Analysis for Social CRM Strategies

The study generated a principal component matrix for the variable Social CRM Strategies and the findings for KMO and Bartlett's Test of sphericity were summarized in table 4.22.

Table 4.22: KMO and Bartlett's Test for Social CRM STRATEGIES

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.92
Bartlett's Test of Sphericity	Approx. Chi-Square	2514.63
	df	91
	Sig.	0.00

Source: (EFA Output, 2022)

The sampling adequacy of Social CRM Strategies was assessed using Kaiser- Meyer-Olkin (KMO) measure of sampling adequacy. As indicated in table 4.22, KMO was greater than 0.5 (.92) as Hair *et al.,* (2010) recommended. This indicated that the study sample size about the measurement items for Social CRM Strategies was adequate and could be subjected to factor analysis. Further, Bartlett's Test was significant, $\chi2$ (91) = 2514.63, p-value =.000< .05. This shows that correlation matrix was not an identity matrix, hence items were related and therefore suitable for structure detection.

Table 4.23: Total Variance Explained for Social CRM Strategies

Component	Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings
	Total	% of Variance	Cumulative %	Total
1	7.012	50.083	50.083	6.018
2	1.28	9.146	59.229	6.015

Source: (EFA Output, 2022)

Table 4.23 displays Initial Eigenvalues, % of variance and cumulative % variance of social CRM Strategies. Results showed that based on an Eigen value of 7.012 and 1.28 which is more that than one as indicated by Leech *et al.,* (2013), two components (SCRM1 and SCRM2) from social CRM strategies was derived. In addition,

components (SCRM1 and SCRM2) accounted for 50.083% and 9.146% of the Variance of social CRM Strategies.

Principal component matrix for all the 14 constructs in management co-operation activity was presented on table 4.24 to establish the factor loadings for each of the constructs. Component matrix for all the 14 constructs in Social CRM Strategies was run to extract and remove the weak and negative factors. From table 4.23, one factor "The hotel features stories from customers experience about their experience" was removed, while 13 items loaded high above the 0.5 threshold (Hair *et al.,* 2014) and were retained for further analysis.

Table 4.24: Factor loading for Social CRM Strategies

	Component	
	SCRM1	SCRM2
The hotel recognizes its most important social media users by rank system	0.907	
The hotel prominently displays favorable reviews on their social media pages.	0.778	
The hotel engages their social media customers on ideas on improvements of their products i.e. renovation ideas	0.857	
The hotel mobilizes its customer for worthy causes through social media (e.g. community service, tree planting, charity etc)	0.745	
The hotel engages social media customers on input to new products being introduced.	0.738	
The hotel features stories about their staff in their natural setup of service provision on their social media/website.	0.513	
The hotel features stories from customers experience about their experience.	dropped	
The hotel staff posts pictures and videos of their working station.		0.541
The hotel posts virtual video of the hotel and its services		0.517
The hotel has a channel where they post tips for example cooking recipes		0.571
The hotel reward active participants with points (e.g. platinum, gold badges)		0.839
The hotel posts Special events (e.g. cultural shows, for children)		0.862
The hotel uses relevant trending hash tags to generate content related to hospitality products.		0.892
The hotel posts discounts on their products on social media accounts.		0.784

Extraction Method: Principal Component Analysis.
Rotation Method: Promax with Kaiser Normalization.
a Rotation converged in 3 iterations.

4.5.5 Exploratory Factor Analysis for Customer Perceptions

The principal component analysis and Promax rotation were performed for customer perceptions. Kaiser-Meyer-Olkin Measure of Sampling Adequacy, total variance explained and rotated components matrix for Customer Perceptions was presented in table 4.25, 4.26 and 4.27.

Table 4.25: KMO and Bartlett's Test for Customer Perceptions

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.946
Bartlett's Test of Sphericity	Approx. Chi-Square	8953.76
	df	595
	Sig.	0.000

Source: (EFA Output, 2022)

From table 4.25, Bartlett's Test of Sphericity produced a significant Chi-Square (χ^2) of 8953.76 ($\rho=0000<0.05$) and Kaiser – Meyer - Olkin measure of sampling adequacy was 0.946, above the acceptable value of 0.50 (Field, 2013), showing that it was appropriate to subject data for factor analysis on this variable of customer perceptions (Leech *et al.,* 2013).

After KMO indicated that data in items developed was adequate to be subjected to factor analysis, five components were derived after Promax rotation and their Eigen values and total variable were explained in table 4.26 below.

Table 4.26: Total Variance Explained for Customer Perceptions

Total Variance Explained	Extraction Sums of Squared Loadings			Rotation Sums of Squared Loading
Component	Total	% of Variance	Cumulative %	Total
1	17.39	49.685	49.685	13.409
2	1.571	4.488	54.173	12.939
3	1.412	4.034	58.207	13.012
4	1.271	3.63	61.837	12.265
5	1.196	3.417	65.254	11.855

Source: (EFA Output, 2022)

The factor analysis results in table 4.26 revealed that 5 components (CP1, CP2, CP3, CP4 and CP5) had 49.685%, 4.488%, 4.034%, 3.63% and 3.417% respectively variance in customer perceptions. Cumulatively, all items in the three components explained a 65.254% variance in customer perceptions. In addition, table 4.26 showed that the five components had an Eigen value of 17.39, 1.571, 1.412, 1.271 & 1.196

respectively, which is above the accepted value of 1 (Yong & Pearce, 2013). Thus, the items were appropriate to explain the variable and for rotations.

Further, the study generated a component matrix for all 35 customer perceptions items to check the items with weak loadings, and the results were presented in table 4.27. The principal component analysis with Promax rotation was performed to identify the underlying factors of customer perceptions. The results depicted that factor loadings of all items were all above the minimum recommended value of 0.50 (Hair et al., 2014) except for 7 items, which were dropped. Further, the high factor loading scores showed that the items explained customer perceptions; hence 28 for the five generated components (CP1, CP2, CP3, CP4 andCP5) were retained for further analyses.

Table 4.27: Factor loading for Customer Perceptions

	Component				
	CP1	CP2	CP3	CP4	CP5
The hotel staff are well dressed and neat		0.744			
The hotel has modern looking equipment		0.822			
The hotels physical facilities are visually appealing		0.754			
The hotels stationery are visually appealing		0.795			
The hotels professional materials look professional		0.771			
The hotel staff exhibit good manners		0.963			
The hotel staff are enthusiastic at work	dropped				
The hotel staff are not offensive at work	dropped				
The hotel staff always smile at work	dropped				
The hotel staff are supportive whenever am in need				0.611	
The hotel staff performs the service right the first time				0.772	
The hotel provides its services the way they promise				0.727	
The hotel staff are dependable				0.817	
The hotel claims its records are error free				0.800	
The hotel staff provide service when promised	dropped				
The hotel staff are always helpful even when they are busy	dropped				
The hotel staff provides me with progress of service			0.937		
The staff are always concerned of my satisfaction			0.865		
The hotel staff always greets me as soon as possible			0.734		
The hotel staff always gives me prompt service			0.505		
The hotel staff are prompt in solving my complaints	dropped				
The hotel staff are well informed about the services					0.55
The hotel staff are trustworthy					0.602
The hotel staff are polite to guests					0.64
The hotel staff are kind and cordial to me					0.937
The hotel staff offer assistance to undecided guests …					0.798
The hotel staff are very knowledgeable about the services.	dropped				
The hotel staff offer personalized treatment	0.741				
The hotel staff anticipate guest needs	0.882				
The hotel staff are extremely careful with their work	0.873				
The hotel staff put great effort in their work	0.745				
The hotel staff respect their customers	0.591				
The hotel staff address me by name	0.655				
The hotel staff offer individualized attention.	0.548				
The hotel has are flexible to my needs	0.732				

Extraction Method: Principal Component Analysis.
Rotation Method: Promax with Kaiser Normalization.
a Rotation converged in 7 iterations.
Source: (EFA Output, 2022)

4.6 Descriptive Statistics and Univariate Normality

4.6.1 Relationship quality

The relationship quality between a customer and a business is important because it can affect how likely the customer is to continue doing business with the company, how much they are willing to spend, and how likely they are to recommend the

company to others. Therefore, a study on the effects of social customer relationship management dimensions and customer perceptions on relationship quality in selected hotels in Kenya can help to identify what factors are most important to customers in maintaining a good relationship with a company, and how businesses can improve their Social Customer Relationship Management practices to better meet customer expectations. The findings on relationship quality are illustrated in table 4.28.

Basing on the findings in the table, the customers confirmed that they are always delighted with the hotel's services (mean = 4.08, SD = 0.77). Besides that, they believe that their choice to use the hotel was a wise one (mean = 4.26, SD = 0.74). They are satisfied with the service provided (mean = 4.26, SD = 0.78) and feel good about using the hotel (mean = 4.28, SD = 0.81). Also, they confirmed that they did the right thing when they decided to use the hotel (mean = 4.32, SD = 0.79) and feel that their experience with the hotel has been enjoyable (mean = 4.28, SD = 0.77). Moreover, the customers relationship with the hotel is very important to them (mean = 4.29, SD = 0.76). Besides, they really care their relationship with the hotel (mean = 4.22, SD = 0.78). Thus, the customers are of the opinion that they can be trusted (mean = 4.23, SD = 0.77), counted on to do what is right (mean = 4.35, SD = 0.77) and that the hotel keeps its promises (mean = 4.09, SD = 0.78). In a nutshell, the customers confirmed that they are always delighted with the hotel's services. They are convinced that the hotel always provides excellent service, and they are satisfied with their decision to use the hotel. They feel good about their experience with the hotel and have developed a strong relationship with the hotel. They trust the hotel to always act in their best interest and feel that the hotel is reliable.

The above is echoed by interview from Guest Relations Managers (GRM) 3 who stated "… *the hotels receive many positive reviews on its social media account with most customers explaining their memorable stay and exceptional service they received…*".

GRM 9 stated "…. t*he reviews affirm our focus on unforgettable memories we make for all our customers…*"

Regarding trust, the customers confirmed that the hotel has high integrity (mean = 4.19, SD = 0.70) and that it is trustworthy (mean = 4.25, SD = 0.76). Notably, the customers confirmed that the hotel has high integrity and that it is trustworthy. This means that the customers trust the hotel to be honest and to follow through on its promises. The hotel's reputation for integrity and trustworthiness is likely to result in repeat business and positive word-of-mouth reviews.

Further findings indicated that the customers relationship with the hotel is something that they are very committed to (mean = 4.20, SD = 0.79). Also, the customers believe that there is a committed relationship between them and the hotel (4.20, SD = 0.79). Besides, they have a strong sense of loyalty to the hotel (mean = 4.23, SD = 0.79) and are prepared to make short-term sacrifices to maintain this relationship (mean = 4.25, SD = 0.75). Other than that, the customers believe that both them and the hotel view their relationship as a long-term partnership (mean = 4.15, SD = 0.76). Overall, the customer's relationship with the hotel is extremely important to them and they are willing to go above and beyond to maintain it.

Interview from GRM 8 stated that " *we have enjoyed continued patronage to our health centers especially our spa and gym which have majority of customers paying*

membership for an entire year. This shows commitment and believe in choosing us to walk with them in their fitness journey"

GRM 2 said "… *we have some of our 'old customers' who always wants to sample what is new, and are very frank in their feedback. This keeps us on our toes to keep on innovating."* This shows a great deal of loyalty on their part and shows that they view the hotel as a long-term partner. This is extremely beneficial to the hotel as it means they can rely on the customer for continued business.

Additionally, the customers would share their satisfaction with the hotel with their friends and family (mean = 4.23, SD = 0.77). Also, the customers highly recommend others to make use of the services provided at the hotel (mean = 4.20, SD = 0.75). Moreover, the customers would continue to bring their business to this hotel even if they had to pay more for a service or products (mean = 4.23, SD = 0.80). Besides, they would pay a higher price than competitors charge for the benefits they currently receive from this hotel (mean = 4.06, SD = 0.80). In addition, they would defend the hotel to critics (mean = 4.18, SD = 0.76), recommend the hotel's services to a friend (mean = 4.14, SD = 0.74) and would use social media platforms to express how satisfied they are with the hotel (mean = 4.27, SD = 0.80). The implication is that the hotel has a lot of satisfied customers who are likely to continue using their services and referring them to friends and family. They are also willing to pay more for the benefits they receive from the hotel, which shows how satisfied they are with the current service. Overall, the hotel has a lot of happy customers who are willing to support and recommend the hotel to others. This is a good sign for the hotel and its business. Response from GRM 1 stated "… *we sometimes are astonished by the total of tips in collection tip box our staff get at the end of the month, would a dissatisfied*

customer tip? So, tips make our unofficial metric of performance. Especially food"

GRM 5 said " *guest feedback from our suggestion boxes, emails and social media*

indicates happy customers. We must be doing something right."

Table 4.28: Relationship quality

N=337	Mean	Std. Dev	Skewness	Kurtosis
I am always delighted with the hotel's service	4.08	0.77	-1.46	4.26
My choice to use this hotel was a wise one	4.26	0.74	-1.28	2.80
Overall, I am satisfied with the service provided	4.26	0.78	-1.52	3.91
I feel good about using this hotel	4.28	0.81	-1.34	2.30
I did the right thing when I decided to use this hotel	4.32	0.79	-1.52	3.42
I feel that my experience with this hotel has been enjoyable	4.28	0.77	-1.35	2.84
My relationship with this hotel is very important to me	4.29	0.76	-1.47	3.68
My relationship with this hotel is something I really care about	4.22	0.78	-1.32	2.96
This hotel can be trusted	4.23	0.77	-1.16	1.99
This hotel can be counted on to do what is right	4.35	0.77	-1.40	2.54
This hotel keeps its promises	4.09	0.78	-1.62	4.68
RQ2	**4.24**	**0.61**	**-2.38**	**7.50**
This hotel has high integrity	4.19	0.70	-1.12	2.77
This hotel is trustworthy	4.25	0.76	-1.47	3.76
My relationship with this hotel is something that I am very committed to	4.20	0.79	-1.50	3.87
I believe the hotel and I are both committed to the relationship	4.20	0.80	-1.49	3.67
I have a strong sense of loyalty to this hotel	4.23	0.79	-1.32	2.83
This hotel is prepared to make short-term sacrifices to maintain our relationship	4.25	0.75	-1.33	3.20
I believe the hotel and I view our relationship as a long-term partnership	4.15	0.76	-1.41	3.67
I will share my satisfaction with this hotel with friends and family	4.23	0.77	-1.26	2.45
I highly recommend others to make use of the services provided at this hotel	4.20	0.75	-1.18	2.63
I will continue to bring my business to this hotel even if I had to pay more for a service or products.	4.23	0.80	-1.40	3.10
I will pay a higher price than competitors charge for the benefits I currently receive from this hotel	4.06	0.80	-1.43	3.50
I will defend this hotel to critics	4.18	0.76	-1.34	3.15
I will recommend this hotel's services to a friend	4.14	0.74	-1.45	4.27
I will use social media platforms to express how satisfied I am about this hotel	4.27	0.80	-1.48	3.36
RQ1	**4.19**	**0.61**	**-2.62**	**8.59**
RQ	**4.22**	**0.58**	**-2.62**	**8.55**

Source: (Descriptive statistics Output, 2022)

4.6.2 Data and Information

The data and information dimension helps hotels manage customer expectations and provide customers with timely and accurate information about their reservations, bookings, and stays. The results on the data and information dimensions are presented in table 4.29. From the results, the customers can book the hotel from the hotels' website (mean = 4.01, SD = 0.90) and from the hotels' social media pages (mean = 4.12, SD = 0.86). Besides, the hotels provide a check in kiosk in their hotel lobby (mean = 4.18, SD = 0.90). This means that the hotel is easy to book and easy to check in, whether you do it in person or online. This is convenient for customers and likely to result in repeat business.

This is supported by the responses from the GRM managers who stated that they monitor reservation origins and source of information of the hotel. GRM 2 stated *"our computers* (systems) are connected to social media and track the origin of a booking and source of referral. This is of great importance as we can determine which efforts in our Facebook* (social media) are successful." "statistics from our social media campaigns advise on our success and areas for retooling our engagement* (customer)"* (GRM 1).

Further, the hotel provides a personalized website for repeat customers (mean = 4.31, SD = 0.86). The customers also confirmed that whenever they visit the hotel, they are immediately recognized as repeat customers (mean = 4.23, SD = 0.86). As well, the hotel requires members to login for personalized service and offers (mean = 4.13, SD = 0.84). Besides, the hotel offers customer surveys such as questionnaires (mean = 4.16, SD = 0.87). Additionally, the hotel keeps a record of information relevant to enable customers to have a better visit (mean = 4.21, SD = 0.89). GRM 8 noted that

"our CRM system has social media that integrates information of customers on past visits, what they have provided during check-in and what they post on their walls. A customer can say for example they are a fun of 'nyama choma' (barbecue). We will strive to put it in our menu in the course of their visit." Notably, the hotels are trying to increase repeat business by integrating social media data to provide a personalized website and service for customers. They are also trying to get feedback from customers to improve their offerings. The loyalty cards and rewards programs are another way to incentivize customers to come back. By keeping a record of relevant information, they hope to improve the overall experience for their guests.

Additionally, the customers follow the hotels social media accounts (mean = 4.16, SD = 0.75). Other than that, the hotels social media sites provide useful information about the hotel (mean = 4.18, SD = 0.77) and have virtual tours on their social media site (mean = 4.20, SD = 0.72). The hotel's social media accounts are a useful way for customers to learn about the hotel and get a virtual tour of the facilities. This provides potential customers with an easy way to learn more about the hotel and decide if it is the right place for their needs. Further, the hotels send customers helpful information to organize their holiday (mean = 4.20, SD = 0.77) and allows them to give feedback on social media (mean = 4.28, SD = 0.76). The hotels also send special deals for customers next visit (mean = 4.29, SD = 0.75) and personalized emails with helpful information for the next visit (mean = 4.33, SD = 0.71). The implications of this are that the hotels are interested in helping their customers have a good experience and are also interested in getting feedback so they can improve their services. They are also willing to offer special deals to loyal customers.

In addition, the hotels provide very useful destination information available on their website such as local attractions to visit (mean = 3.87, SD = 0.75). There are also special benefits for repeat customers (mean = 4.04, SD = 0.72) and the customization of customers experience according to their needs basing on the information from past visits (mean = 4.07, SD = 0.82). Moreover, the hotels have a social media group for members where they share their ideas (mean = 4.07, SD = 0.82). Finally, the hotel organizes events through their social media (mean = 4.12, SD = 0.79). Overall, the hotels are doing a great job in destination marketing and providing useful information to their customers. They are also providing benefits to loyal customers and customizing their experience according to their needs. The social media group is a great way for customers to share their ideas and the hotel to get feedback. The hotel is also using social media to promote their events.

Table 4.29: Data and Information

n=337	Mean	Std.Dev	Skewness	Kurtosis
I can book the hotel from the hotels' website	4.01	0.90	-1.48	2.77
I can book the hotel from its social media pages	4.12	0.86	-1.34	2.25
The hotel provides a check in kiosk in its hotel lobby.	4.18	0.90	-1.34	1.89
The hotel provides self-check in on its website.	4.26	0.86	-1.38	2.10
DI4	**4.14**	**0.78**	**-1.96**	**3.84**
The hotel provides a personalized website for repeat customers	4.31	0.86	-1.59	3.03
When I visit the hotel, they immediately recognize me	4.23	0.86	-1.41	2.43
The hotel requires members to log in for personalized service and offers	4.13	0.84	-1.41	3.02
The hotel offers Customer surveys e.g., questionnaires	4.16	0.87	-1.27	2.00
The hotel has Loyalty cards and other reward programs for repeat customers	4.20	0.84	-1.57	3.63
The hotel keeps a record of information relevant to enable make my visit better	4.21	0.89	-1.78	4.16
D12	**4.21**	**0.73**	**-2.19**	**5.69**
The hotel has social media accounts which am a follower	4.16	0.75	-1.32	3.19
The hotel's social media sites provide useful information	4.18	0.77	-1.29	2.78
The hotel has virtual tours on its social media site	4.20	0.72	-0.91	1.32
DI5	**4.18**	**0.65**	**-1.60**	**3.80**
The hotel sends me helpful information to organize your holiday	4.20	0.77	-1.23	2.53
The hotel allows customers to give feedback on social media	4.28	0.76	-1.38	3.46
The hotel contributes to opinions and sentiments on the social media	4.27	0.76	-1.15	2.00
The hotels send special deals for the next visit	4.29	0.75	-1.30	2.99
The hotel sends me personalized emails with helpful information for your next visit	4.33	0.71	-1.18	2.32
DI3	**4.27**	**0.62**	**-2.00**	**5.86**
The hotel provides very useful destination information available on its website i.e. local attractions to visit.	3.87	0.75	-0.79	1.71
The hotel allows special benefits for repeat customers (e.g. being able to request a room number if available)	4.04	0.72	-0.74	1.31
Using the information from past visits the hotel customizes my experience according to my needs	4.07	0.82	-0.81	0.85
The hotel has a social media group for members where they share their ideas	4.07	0.82	-0.95	1.18
The hotel's social media sites reviews help in making my decision to purchase	4.09	0.76	-0.80	0.98
The hotel organizes events for their social media	4.12	0.79	-0.83	0.81
DI1	**4.04**	**0.63**	**-1.11**	**1.90**
DI	**4.17**	**0.57**	**-2.04**	**5.17**

Source: (Descriptive Statistics Output, 2022)

Responses from Interviewee by the various GRM support the above. *" we have always had special events especially during festivities that we put on social media and our websites. This stimulates interest through views and subsequent buying of the said*

package…" by GRM 4. Interviewee 6 observed *"we have in the past organized competitions for our customers like picture posts in our facilities, Quizes, and even a baking competition for kids. This makes us connect more with our customers to make them like family. We have seen very favourable feedback and engagement.*

4.6.3 Process Dimension

The process dimension of social customer relationship management was illustrated in table 4.30. Notably, the customers noted that the hotel staff makes them feel special (mean = 4.10, SD = 0.72). Also, the hotel provides regular communication with helpful information for their next visit (mean = 4.21, SD = 0.74). Besides, hotel's social media staff are very professional (mean = 4.21, SD = 0.70). Other than that, hotel's social media customer care is well-informed about hotel operations and addresses issues well (mean = 4.18, SD = 0.72).

This finding is supported by interview response from GRM 5 who indicated that "*We use our social platform to inform our customers of all our hotel operations and even send them brochures detailing our services and prices*". GRM 2 also stated that *"we regularly train all our supervisors and management no matter the department on social media etiquette, making informative and trendy promotional materials. This enables us communicate a message consisted with our values and image."*

As well, the customer care staff have easy access to information necessary to help them (mean = 4.20, SD = 0.74). Additionally, the hotel social media staff have great customer handling skills (mean = 4.28, SD = 0.76). Hotel managers and supervisors on the other hand contribute to issues raised about the hotel (mean = 4.23, SD = 0.78). These findings are supported by response from GRM 7 who stated *"we have an internal WhatsApp group where we use it identify and motivate exceptional employees*

every day. This is done by each departmental supervisor aggregating posts and achievement which are ranked weekly. It helps them put their* (employees) best foot forward and upsell our products. GRM 3 noted *"we have a program every week randomly called mteja* (Swahili for customer) 360. This is where all guest enquiries are posted in our WhatsApp group for resolution. We measure the department to take action, speed of resolution and customer final feedback, not punish employees but identify strong points and weakness on service delivery. Reports are generated monthly for management. Customer is king."* Moreover, the hotel website has a very friendly user interface (mean = 4.25, SD = 0.76) and looks very good and professionally built (mean = 4.19, SD = 0.74).

The above feedback from customers indicates that the hotel offers a great customer experience, from the initial contact with the hotel staff to the final interaction with the hotel website. The hotel social media team are clearly doing a great job in terms of engagement and customer service, and the hotel managers and supervisors should take note of this and learn from their example. The hotel website is also very user-friendly and looks professionally made, which makes for a positive overall impression of the hotel.

Further, the hotels reply to social media posts they have been tagged in (mean = 4.16, SD = 0.71) and monitors the online posts that mention them (mean = 4.22, SD = 0.67). Also, the hotel social media has an online assistant chat for any enquiries (mean = 4.28, SD = 0.64). This implies that the hotel is proactive in engaging with their customers on social media and is also committed to providing quick and efficient customer service. GRM 3 response affirms this *"... its very crucial to monitor our 'social media' accounts in the internet. This allows us to properly responded*

appropriately depending on mentions of our hotel, be it good or bad. Internet can be brutal especially for viral negative content and if you do not address it, it can go-south very fast. However, this rarely happens, and mostly it is positive reviews and ratings" This is likely to result in positive impressions of the hotel and could lead to more customers choosing to stay there in the future. In addition, the hotel social media experience is dependable (mean = 4.21, SD = 0.66) and has an online assistant chat for any enquiries (mean = 4.28, SD = 0.70). Also, the layout of product on hotel website is easy and useful (mean = 4.16, SD = 0.71) while the information in the social media of the hotel is reliable (mean = 4.17, SD = 0.66). This means that you can rely on the hotel's social media platforms to get accurate information and help with any enquiries you may have. The hotel's website is also easy to use and provides useful information, making it a great resource for planning your stay. GRM 7 *"our team keeps our online presence UpToDate and with information that helps customers in decision to choose us."* GRM 9 *"stories on experiences are prominently displayed and also e-brochures on our packages and offers that change often, you know to keep things fresh and exciting…"*

Also, the hotels encourage their followers to post trending social media challenge shot within their hotels (mean = 4.23, SD = 0.68). Besides, the posts on the hotel social media receive many views (mean = 4.32, SD = 0.74). Other than that, many individuals like social media posts on the hotels' accounts (mean = 4.37, SD = 0.74). This could be because the hotels comments on posts of their customers they have been tagged in (mean = 4.10, SD = 0.68). Moreover, the hotels post contents to their customers on their social media accounts (mean = 4.22, SD = 0.69) and posts regularly on their social media pages (mean = 4.28, SD = 0.76). The above information implies that the hotels are doing a good job of marketing themselves on

social media. They are encouraging their followers to post pictures of themselves in the hotel, and they are regularly commenting on and liking the posts of their customers. This is likely to result in more people liking and following the hotel's social media accounts, and potentially booking rooms at the hotel.

Table 4.30: Process Dimension

n=337	Mean	Std. Dev	Skewness	Kurtosis
The hotel Staff make you feel special	4.10	0.72	-2.01	7.74
The hotel provides regular communication with helpful information for our next visit	4.21	0.74	-1.32	3.55
The hotel social media staff are very professional	4.21	0.70	-1.00	2.48
The hotel social media customer care is well informed about hotel operations and addresses issues well	4.18	0.72	-1.19	3.19
The customer care staff have easy access to my information necessary to help me	4.20	0.74	-1.52	4.82
The hotel social media staff have great customer handling skills	4.28	0.76	-1.46	3.70
The hotel managers and supervisors contribute to issues raised about the hotel	4.23	0.78	-1.52	4.03
The hotel website has a very friendly user interface.	4.25	0.76	-1.61	4.81
The website of the hotel looks very good and professionally built.	4.19	0.74	-1.33	3.61
PD1	**4.20**	**0.56**	**-2.66**	**9.85**
The hotel replies to social media posts they have been tagged in.	4.16	0.71	-1.04	2.91
The hotel monitors the online on posts that mention it	4.22	0.67	-0.70	1.44
The hotel social media has an online assistant chat for any enquiries	4.28	0.64	-0.73	1.34
PD3	**4.22**	**0.56**	**-1.18**	**3.20**
The hotel website has an online assistant any enquiries	4.28	0.70	-1.18	3.38
The hotel social media experience is dependable	4.21	0.66	-0.50	0.31
The layout of product on hotel website is easy and useful	4.16	0.71	-0.84	1.76
The information in the social media of the hotel is reliable	4.17	0.66	-0.63	1.40
PD4	**4.20**	**0.54**	**-1.21**	**2.39**
The hotel encourages its followers to post trending social media challenge shot within their hotels	4.23	0.68	-1.11	3.20
Posts on hotel social media receive many views	4.32	0.74	-1.18	2.21
Many people like social media posts on the hotel accounts	4.37	0.74	-1.44	3.34
The hotel comments on posts of its customers they have been tagged in	4.10	0.68	-1.43	5.50
The hotel posts contests to its customers on its social media accounts	4.22	0.69	-0.98	2.20
The hotel posts regularly on its social media pages.	4.28	0.76	-1.47	3.90
PD2	**4.25**	**0.58**	**-2.21**	**8.07**
PD	**4.22**	**0.50**	**-2.54**	**9.60**

Source: (Descriptive Statistics Output, 2022)

4.6.4 Social CRM Strategies

The study deemed it important to establish Social CRM Strategies as highlighted in table 4.31. Based on the results, the hotels recognize the most important social media users by rank system (mean = 4.03, SD = 0.80) and prominently display favorable reviews prominently on their social media pages (mean = 4.17, SD = 0.81). Also, the hotels engage their social media customers on ideas on improvements of their products such as renovation ideas (mean = 4.14, SD = 0.77) and mobilizes their customer for worthy causes such as tree planting, charity, and community service through social media (mean = 4.23, SD = 0.71). As well, the hotel engages social media customers on input to new products being introduced (mean = 4.21, SD = 0.74) and features stories about their staff in their natural setup of service provision on their social media/website (mean = 4.15, SD = 0.77). Other than that, the hotel staff post pictures and videos of their working station (mean = 4.13, SD = 0.79).

"We really encourage our staff no matter which station they work in to record themselves and our products and share them in their social media, and not to forget to tag the hotel in their posts. This helps give a personal touch to our offerings" comment by GRM 3. *" We have realized that we have some customers who prefer the Kenyan experience by eating, drinking and socializing at our staff cafeterias. Our Kenyan dishes that our staff take have proved to be an allure to some customers who want different. We have had to rethink staff cafeteria and see how that can be packaged as a unique experience. This is currently only accessible to our most loyal customers with this "tastes"."*

From the foregoing, the hotels want to make sure that their most important social media users are given preferential treatment. This may mean that they are given

special discounts or access to certain areas of the hotel that other guests are not. Also, the hotels are interested in getting feedback from their customers on how they can improve their product. GRM 7 observed*" during our renovations, we sought ideas and feedback on where and how to improve. We were amazed by what we got from our customers which some we incorporated."* This shows that they are willing to listen to their customers and make changes based on their suggestions. Moreover, the hotels are interested in promoting their staff through social media. This means that they are proud of their employees and want to show them off to the world.

Further findings indicated that the hotels post virtual videos of their premise and their services (mean = 4.07, SD = 0.73). By posting virtual videos of their premise and services, the hotels can give potential customers a taste of what they can expect should they choose to stay there. Besides that, the hotels have a channel where they post tips for example cooking recipes (mean = 4.13, SD = 0.82).

Notably, by posting tips and recipes on their channels, the hotels can establish themselves as experts in the hospitality industry – something that would no doubt appeal to many customers. Also, the hotels reward active participants with points such as platinum and gold badges (mean = 4.19, SD = 0.83). Thus, by offering rewards to active participants and posting discounts on their products, the hotels can create a sense of loyalty amongst their customer base, which is essential for any business. In addition, the hotel posts special events such as cultural shows for children (mean = 3.99, SD = 0.90) and uses relevant trending hash tags to generate content related to hospitality products (mean = 4.10, SD = 0.90). *"We encourage our customers to feature their stories of the hotel, even sometimes post hashtag challenge on interesting or trendy topics"* GRM 6. Finally, the hotels post discounts on their

products on social media accounts (mean = 4.22, SD = 0.81). In this way, the hotels are trying to show their customers that they are willing to give them a good deal. *"targeted promotional messages are made to elicit interest and stimulate the demand of customized services for special events like birthdays, school holiday offers, anniversaries, business galas, etc. this has proved very useful especially during off-peak seasons and also upselling of specific product like wines, liquors and food items* GRM 5.

Table 4.31: Social CRM Strategies

n=337	Mean	Std. Dev	Skewness	Kurtosis
The hotel recognizes its most important social media users by rank system	4.03	0.80	-1.52	3.90
The hotel prominently displays favorable reviews prominently on their social media pages.	4.17	0.81	-1.03	1.35
The hotel engages their social media customers on ideas on improvements of their products i.e. renovation ideas	4.14	0.77	-0.91	1.14
The hotel mobilises its customer for worthy causes through social media (e.g. community service, tree planting, charity etc)	4.23	0.71	-1.01	1.74
The hotel engages social media customers on input to new products being introduced.	4.21	0.74	-0.97	1.48
hotel features stories about their staff in their natural setup of service provision on their social media/website.	4.15	0.77	-1.30	3.14
The hotel staff posts pictures and videos of their working station.	4.13	0.79	-0.95	1.30
SCRM1	**4.16**	**0.60**	**-1.56**	**3.24**
The hotel posts virtual video of the hotel and its services	4.07	0.73	-0.97	2.08
The hotel has a channel where they post tips for example cooking recipes	4.13	0.82	-1.10	1.53
The hotel reward active participants with points (e.g. platinum, gold badges)	4.19	0.83	-1.13	1.60
The hotel posts Special events (e.g. cultural shows, for children)	3.99	0.90	-1.32	2.25
The hotel uses relevant trending hash tags to generate content related to hospitality products.	4.10	0.90	-1.23	1.75
The hotel posts discounts on their products on social media accounts.	4.22	0.81	-1.10	1.21
SCRM2	**4.12**	**0.62**	**-1.63**	**3.21**
SCRM	**4.13**	**0.57**	**-1.62**	**3.26**

Source: (Descriptive Statistics Output, 2022)

4.6.5 Customer Perception

The study deemed it necessary to establish customer perception as presented in table 4.32.The findings in the table established that the hotel staff are well dressed and neat (mean = 4.21, SD = 0.73) and that they exhibit good manners (mean = 4.38, SD = 0.73). Further, the hotels' physical facilities are visually appealing (mean = 4.29, SD = 0.68). In addition, the hotel has modern looking equipment (mean = 4.27, SD = 0.68), stationery that are visually appealing (mean = 4.26, SD = 0.71) and professional materials that look professional (mean = 4.33, SD = 0.75). There is a likelihood that the hotels are trying to convey a message of sophistication and professionalism to their guests. By having well-dressed and well-mannered staff, as well as visually appealing physical facilities, the hotels are trying to create an atmosphere of luxury and opulence. This can be seen as an attempt to attract wealthier guests who are willing to pay more for a luxurious experience. Additionally, the modern equipment and professional materials convey a sense of efficiency and competency, which can instill confidence in potential guests.

Further findings indicated that the hotel staff are supportive whenever customers are in need (mean = 4.36, SD = 0.70). Also, the hotel staff perform the services right the first time (mean = 4.31, SD = 0.77) and are dependable (mean = 4.36, SD = 0.74). Moreover, the hotels provide their services the way they promise to do so (mean = 4.38, SD = 0.73). Besides, the hotels claim that their records are error free (mean = 4.26, SD = 0.70). The hotels are customer service focused and seem to be succeeding at meeting customer needs. The staff appears to be knowledgeable and able to provide what the customer wants. There is a strong emphasis on quality service delivery, which should result in customer satisfaction. These factors should lead to increased business for the hotel. Additionally, the hotel staff provide customers with progress of

service (mean = 4.26, SD = 0.71) and are always concerned of customers' satisfaction of their service (mean = 4.30, SD = 0.66). In this case, the hotel staffs are keeping the customer updated on the status of their service. This is positive because it shows that the staff are concerned with the customer's satisfaction. Besides, the hotel staff always greet customers as soon as possible (mean = 4.28, SD = 0.70) and always give them prompt service (mean = 4.32, SD = 0.69). This is a positive as it creates a good impression and makes the customer feel valued. Moreover, the hotel staff are prompt in solving customers' complaints (mean = 4.27, SD = 0.73). This shows that the staff are willing to improve the customer's experience.

Also, the hotel staff are well informed about the services they provide (mean = 4.31, SD = 0.76), are trustworthy (mean = 4.21, SD = 0.67), polite to guests (mean = 4.28, SD = 0.68) as well as kind and cordial to guests (mean = 4.31, SD = 0.67). Besides, the hotel staff help undecided guests when making decisions (mean = 4.30, SD = 0.67). From this, it can be gathered that the hotel staff are reliable and knowledgeable. They are also able to provide guests with the help they need to make decisions. This means that guests can feel confident when choosing this hotel.

Moreover, the hotel staff offer personalized treatment, anticipate guests needs and are extremely careful with their work. Besides, the hotel staff put great effort in their work (mean = 4.34, SD = 0.76), respect their customers (mean = 4.30, SD = 0.72) and address customers by their name (mean = 4.27, SD = 0.72). Additionally, the hotel staff offer individualized attention (mean = 4.32, SD = 0.74) and are flexible to customers' needs (mean = 4.38, SD = 0.79). In a nutshell, the staff at the targeted hotels goes above and beyond to make each guest feel special. They are always anticipating needs and are very careful with their work. The staff clearly take pride in

their job and respects their customers. This level of individualized attention and

flexibility is sure to please even the most demanding customer.

Table 4.32: Customer Perception

n=337	Mean	Std. Dev	Skewness	Kurtosis
The hotel staff are well dressed and neat	4.21	0.73	-1.86	6.92
The hotel has modern looking equipment	4.27	0.68	-1.20	3.44
The hotels physical facilities are visually appealing	4.29	0.68	-1.12	2.86
The hotels stationery is visually appealing	4.26	0.71	-1.06	2.11
The hotels professional materials look professional	4.33	0.75	-1.40	3.04
The hotel staff exhibit good manners	4.38	0.73	-1.60	4.23
CP2	**4.29**	**0.58**	**-2.48**	**9.09**
The hotel staff are supportive whenever am in need	4.36	0.70	-1.31	2.87
The hotel staff performs the service right the first time	4.31	0.77	-1.70	4.93
The hotel provides its services the way they promise to do so	4.38	0.73	-1.61	4.24
The hotel staff are dependable	4.36	0.74	-1.39	2.96
The hotel claims its records are error free	4.26	0.70	-1.09	2.38
CP4	**4.33**	**0.60**	**-2.48**	**8.46**
The hotel staff provides me with progress of service	4.26	0.71	-1.27	3.66
The staff are always concerned of my satisfaction of service	4.30	0.66	-0.78	1.08
The hotel staff always greets me as soon as possible	4.28	0.70	-1.39	4.16
The hotel staff always gives me prompt service	4.32	0.69	-1.13	2.52
The hotel staff are prompt in solving my complaints	4.27	0.73	-1.40	3.99
CP3	**4.29**	**0.58**	**-1.80**	**6.10**
The hotel staff are well informed about the services	4.31	0.76	-1.37	2.96
The hotel staff are trustworthy	4.21	0.67	-1.28	4.54
The hotel staff are polite to guests	4.28	0.68	-0.99	2.13
The hotel staff are kind and cordial to me	4.31	0.67	-0.80	1.01
The hotel staff offer assistance to undecided guests when making decisions	4.30	0.67	-1.04	2.57
CP5	**4.28**	**0.55**	**-1.94**	**6.40**
The hotel staff offer personalized treatment	4.30	0.75	-1.41	3.34
The hotel staff anticipate guest needs	4.34	0.75	-1.60	4.30
The hotel staff are extremely careful with their work	4.31	0.74	-1.36	3.28
The hotel staff put great effort in their work	4.34	0.76	-1.57	3.95
The hotel staff respect their customers	4.30	0.72	-1.47	4.17
The hotel staff address me by name	4.27	0.72	-1.42	3.98
The hotel staff offer individualized attention.	4.32	0.74	-1.52	3.86
The hotel has been flexible to my needs	4.38	0.79	-1.72	4.15
CP1	**4.32**	**0.60**	**-2.59**	**9.16**
CP	**4.30**	**0.50**	**-2.98**	**12.46**

Source: (Descriptive Statistics Output, 2022)

4.7 Reliability, Convergent Validity, Discriminant Validity

Structural equation modeling employing partial least squares (PLS-SEM) is typically

analyzed and interpreted sequentially, in two stages, which involve the analysis of the

measurement model followed by the analysis of the structural model (Amora et al., 2016). Analysis of the measurement model includes the assessment of convergent validity, discriminant validity, and reliability (Kock, 2014).

Reliability is a quality criterion of a construct; it requires a high level of correlation among the indicators of a particular construct (Kline, 2011). According to Hair et al., (2010) reliability extends to which a variable or set of variables is consistent in what it is intended to measure. There are two common measures of construct's reliability: Cronbach alpha and composite reliability. Coefficient alpha used as a more conservative measure of items and it estimates the multiple item scale's reliability. The internal reliability of a construct is said to be achieved when the Cronbach's Alpha value is 0.7 or higher (Nunnally & Beinstein, 1994, Pallant, 2001) Table 4.36 showed the results of reliability (Cronbach alpha values) of latent variables derived from factor analysis, the two latent variable of relationship quality (RQ1 and RQ2), five latent variables of data and information (DI1, DI2, DI4, DI3 and DI5), four latent variable of process dimension (PD1, PD2, PD3, PD4), two latent variable of Social CRM strategies (SCRM1, SCRM2), and five latent variables of customer perception (CP1, CP2, CP3, CP4, CP5) had Cronbach coefficients of .887, 0.887, 0.887, 0.885, 0.843 and 0.911 respectively. All the latent variables depicted coefficients of Cronbach's Alpha greater than 0.7 (Hair et al., 2010), thus, the study latent were reliable for model measurement development.

Further, composite reliability which is more concern on individual reliability referring to different outer loadings of the indicator variables (Hair et al., 2017) indicted that relationship quality (RQ1, RQ2), data and information (DI1, DI2, DI4, DI3, DI5), process dimension (PD1, PD2, PD3, PD4), Social CRM strategies (SCRM1,

SCRM2), and customer perception (CP1, CP2, CP3, CP4, CP5) had composite reliability coefficients of 0.749. 0.919, 0.921, 0.731 and 0.934 respectively. According to Henseler &, Sarstedt (2013) The cut off for composite reliability is the same as any measure of reliability and score between 0 .6 and 0.7 is a good indicator of construct reliability .

Convergent validity is the extent to which a measure correlates positively with an alternative measure of the same construct. In examining the convergent validity of a measure in PLS, the average variance extracted (AVE) and item loadings are assessed (Hair et al., 2013). Results in Table 4.33 AVE coefficient for relationship quality (RQ1, RQ2), data and information (DI1, DI2, DI4, DI3, DI5), process dimension (PD1, PD2, PD3, PD4), Social CRM strategies (SCRM1, SCRM2), and customer perception (CP1, CP2, CP3, CP4, CP5) was 0.599, 0.694, 0.744, 0.577 and 0.739 respectively. All the AVE coefficient were above 0.5 which according Janadari, et al., (2016) AVE value equal or higher than 0.50 indicates that on the average, the construct explained more than half of the variance of its indicators. This is supported by cumulative variance of 89.810%, 69.336%, 74.365%, 86.459% and 73.865% for relationship quality, data and information, process dimension, Social CRM strategies, and customer perception this shows all latent variables for all the constructs explained more that 50% variance in each construct. This means that indicators have high consistency in measuring latent constructs. From the analysis above, namely the analysis of the overall suitability of the model, the validity and reliability analysis, it concludes that the proposed measurement model is reflective, i.e., observed variables/indicators are a measure of the related latent variables.

Table 4.33: Reliability, Convergent Validity, Discriminant Validity

		loadings	CVA	reliability (Cronbach alpha)	CR	AVE
Relationship quality	RQ1	0.948	89.810	0.887	0.749	0.599
	RQ2	0.948				
Data And Information	DI1	0.827	69.336	0.887	0.919	0.694
	DI2	0.875				
	DI4	0.812				
	DI3	0.833				
	DI5	0.816				
Process Dimension	PD1	0.884	74.365	0.885	0.921	0.744
	PD2	0.892				
	PD3	0.834				
	PD4	0.838				
Social CRM STRATEGIES	SCRM1	0.930	86.459	0.843	0.731	0.577
	SCRM2	0.930				
Customer perception	CP1	0.885	73.865	0.911	0.934	0.739
	CP2	0.840				
	CP3	0.859				
	CP4	0.859				
	CP5	0.854				

Source: (PLS-SEM Output, 2022)

4.8 Assessment of the Measurement Model

To assess the measures of the study in the proposed model, Confirmatory Factor Analysis (CFA) using Analysis of Moment Structures (AMOS) version 22.0 was performed to ensure unidimensionality, reliability, and validity of the measurement scale. The results provide an assessment of discriminant validity that determines the viability of the proposed model by assessing the factor structure. Unidimensionality is achieved when the measuring items have acceptable factor loadings for the respective latent construct. In order to ensure unidimensionality of a measurement model, any item with a low factor loading should be deleted (Zailani *et al,* 2012)

The purpose of CFA is to confirm the relationship between the questions within each measure, and the proposed relationships of our model. The CFA will confirm if the measures used fit well with the data (Hair et al., 2010). Unlike Exploratory Factor Analysis (EFA), this is allowed to test our model for fit, but that does not mean that the model is the best possible for the relationships.

A CFA only confirms that our model is "good enough" to test what the study proposes. The study chose this approach because of the clear theoretical indices in the model, which the study has built on. The procedure this study used was AMOS Graphics in SPSS version 26. The study specified the relationships in our model and then ran the CFA to test the relationships.

The path diagram in Figure 4.1 displays the standardized regression weights (factor loadings) for unobserved variables (relationship quality, data and information, process dimension, Social CRM strategies and customer perception and their corresponding latent variables (observed variables) namely, RQ1 and RQ2, DI1, DI2, DI4, DI3 and DI5, PD1, PD2, PD3 and PD4), SCRM1 and SCRM2 and CP1, CP2, CP3, CP4, CP5. and the squared multiple correlation coefficients R^2, describing the amount of variance the common factor accounts for independent, dependent and mediator variables are also displayed. The results are summarized in Table 4.34 and displayed in Figure 4.1 below.

In Table 4.34 the model had CMIN/df ratio of 1.6. According to Hair et al. (1999) and Lacobucci (2010) the CMIN/df ratios should be close to 1 for correct models. Results also showed that CFI= 0.985 and GFI=0.937. According to Joreskog and Sorbom (1984) The goodness of fit (GFI) indices are at least 0.90; GFI values of 1 indicate a perfect fit. For the Comparative Fit Index (CFI), Shadfar and

Malekmohammadi, (2013) indicated that CFI values close to 1 indicate best fit. Incremental Fit Index (IFI) also should be equal to or greater than 0.90 to accept the model. IFI is relatively independent of sample size and is favored by some researchers for that reason. IFI of this study is reported at 0.985. Normed Fit Index (NFI) was developed as an alternative to CFI, but one which did not require making chi-square assumptions. "Normed" means it varies from 0 to 1, with 1 = perfect fit. NFI reflects the proportion by which the researcher's model improves fit compared to the null model (uncorrelated measured variables). Reported NFI for in this study is 0.963. Tucker-Lewis Index (TLI) or Non-Normed Fit Index, is similar to NFI, but penalizes for model complexity. Marsh et al. (1996) found TLI to be relatively independent of sample size. TLI close to 1 indicates a good fit. Rarely, some authors have used the cutoff as low as 0.80 since TLI tends to run lower than GFI.

However, more recently, Hu and Bentler (1999) have suggested TLI $>=$ 0.95 as the cutoff for a good model fit and this is widely accepted (Schumacker & Lomax, 2004) as the cutoff. As shown in table 4.34, TLI of this study model is 0.982 and therefore, the model fit. Relative Fit Index (RFI), also known as RHO1, is not guaranteed to vary from 0 to 1. However, RFI close to 1 indicates a good fit. Reported RFI for this model is 0.955. Parsimony-Adjusted Measures Index (PNFI) also shown in table 5. There is no commonly agreed-upon cutoff value for an acceptable model for this index. By arbitrary convention, PNFI>0.60 indicates good parsimonious fit (though some authors use >0.50). In case of this study, PNFI is 0.787 which is acceptable.

The Standardised Root Mean Square Residual (SRMR) and the Root Mean Square Error of approximation (RMSEA) are both less than 0.05. The smaller the SRMR is the better; an RMR value of 0 indicates a perfect fit. For the Root Mean Square Error

of Approximation (RMSEA), a value of about 0.05 or close to 0 indicates a perfect fit (Browne & Cudeck, 1993). In this study, RMSEA was 0.044 indicating all the variables that measured latent constructs in this model achieved convergent validity and discriminant validly and were fit to develop PLS_SEM (Fig. 4.1). These results are adequate and deem the CFA satisfactory and continue the analysis. In the CFA relationships are constructed to expect rather high loadings between the constructs. Optimally loadings should be above 0.5.

Table 4.34: Summary of Final CFA Measurement Model

| Fit Indices	(CFA) Measurement Model fit results	Threshold	Interpretation
χ^2(df)	206.688(125), p=.000		
CMIN/df	1.654	Between 1 and 3	Excellent
IFI	0.985	>0.95	Excellent
TLI	0.982	>0.95	Excellent
CFI	0.985	>0.95	Excellent
SRMR	0.037	<0.08	Excellent
GFI	0.937	<0.95	Acceptable
NFI	0.963	>0.95	Excellent
RFI	0.955	>0.95	Excellent
PNFI	0.787	> 0.50	Excellent
PCLOSE	0.656	>0.05	Excellent
RMSEA	0.044	<0.05	Good

Source: (PLS-SEM Output, 2022)
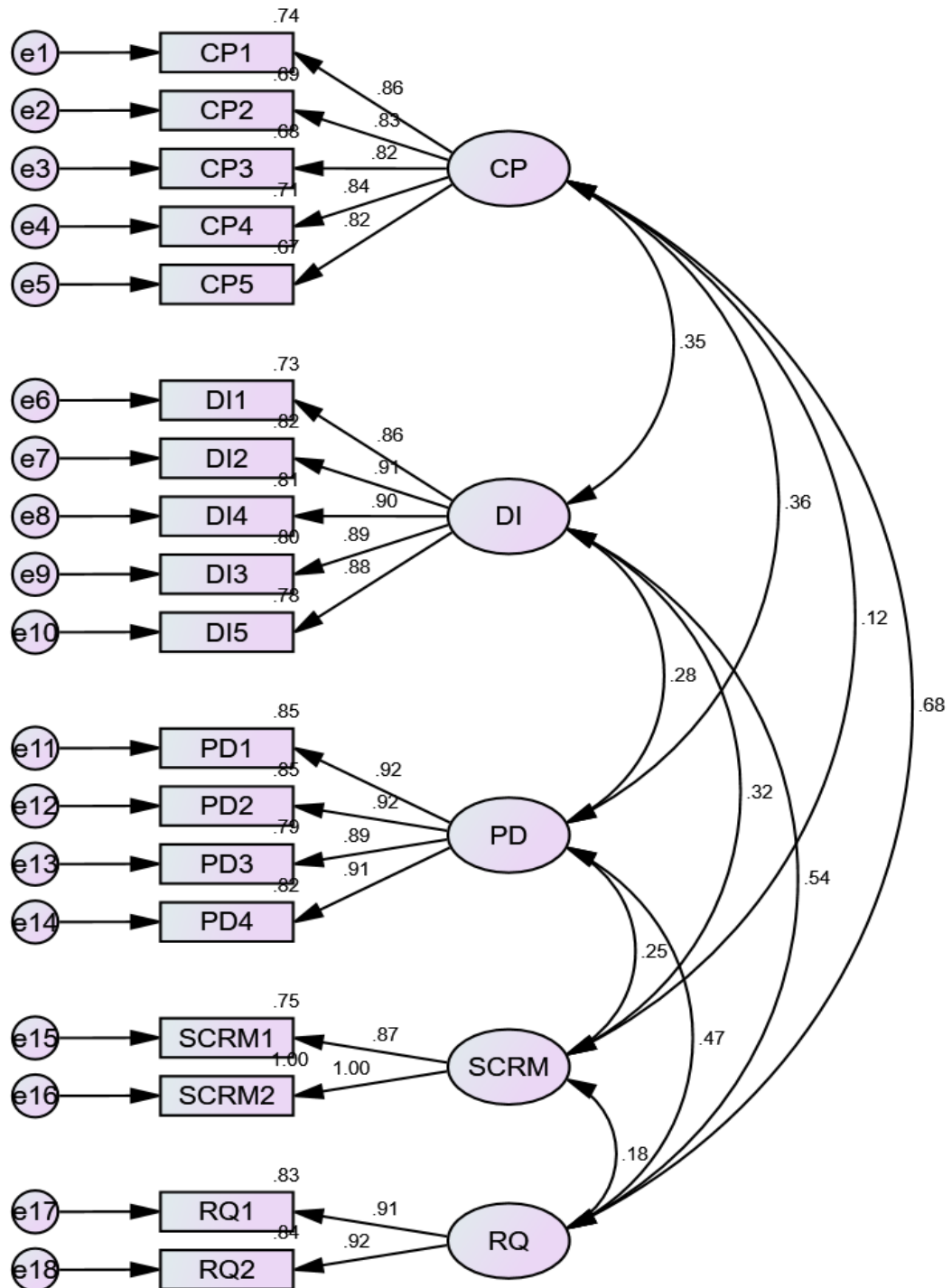
Figure 4.1: CFA Measurement Model
Source: (PLS-SEM Output, 2022)

4.9 Hypothesis Testing (PLS-SEM models)

4.9.1 Direct Effect of Social CRM on Relationship Quality

The effect of social customer relationship management dimensions on the relationship quality was tested by the method of SEM with the support of AMOS version 26 software (Byrne, 1998). Figure 4.2 describes the SEM results of direct effects of social customer relationship management dimensions on relationship quality. Parameters on the arrows are standardized regression weights (β) and p-value. Based on model fit indices (CMIN/df = 1.594, IFI=.991, TLI=0.988, IFI=0.991, GFI=0.960, NFI= 0.976, RFI=0.969, PNFI= 0.739, RMSEA=0.042) the model fit to show the effect of social customer relationship management dimensions (data and information, processes dimension and social CRM strategies) on relationship quality. Results showed that R^2 for the relationship quality explained by the social customer relationship management dimensions (data and information, processes dimension and social CRM strategies) is .39, indicating that the social customer relationship management dimensions explain a large amount of variance in relationship quality.

Ho1:   Data and information do not affect the relationship quality of selected hotels in Nairobi Kenya.

Based on the findings in Fig 4.2 and Table 4.35, there was a positive significant effect of data and information on the relationship quality (β_1 = .470, p<.05).   The null hypothesis (**Ho1)** was rejected. Hence, the study infers the data and information positively affects relationship quality in hotels. This finding conforms with Ibrahim, *et al*., (2021) that Social CRM increases the amount of data available to CRM software and provides marketers with a new channel to connect with consumers more efficiently hence improving their relationship.

Ho$_2$:   Processes dimension does not affect the relationship quality of hotels in Nairobi Kenya.

Findings further showed there was insignificant effect of processes dimension and relationship quality in hotels (β_2 = .333, p<.05 see Fig 4.2 and Table 4.35). thus, the null hypothesis two (**Ho$_2$)** was rejected. This showed the processes dimension had an significant influence on the relationship quality in hotels.

Ho$_3$: Social CRM strategies do not affect the relationship quality of hotels in Nairobi Kenya.

Results in Fig 4.2 and Table 4.35 revealed that there was a negative and insignificant effect of Social CRM strategies and relationship quality in hotels (β_3= -.048. and p >.05). The null hypothesis (**Ho$_3$)** was accepted. The findings support Farook & Abeysekara, (2016) who posits that customer engagement is harder to predict (a low R^2 value) as its mainly a psychological process compared to physical processes. However, this contradicts with Bhatti, Farhan, Ahmad & Sharif (2019) that social CRM strategy have positive nexus with the customer relationship management.
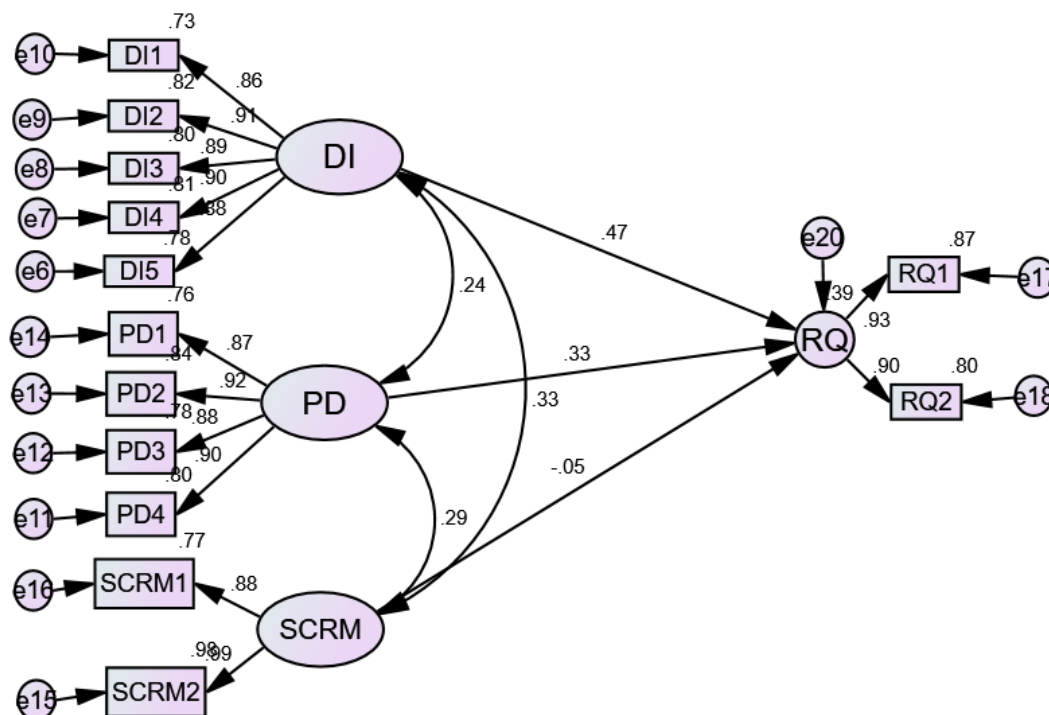
χ2(df) 93.973 (59), p=.000, CMIN/df = 1.594, IFI =.991, TLI=0.988, CFI=0.991, GFI=0.960, NFI= 0.976, RFI=0.969, PNFI= 0.739, RMSEA=0.042

Figure 4.2: SEM Model for Effect of Social CRM on Relationship Quality
Source: (PLS-SEM Output, 2022)

Table 4.35: SEM Summary Results for Effect of Social CRM on Relationship Quality

	Estimate	Standardized Estimate	S.E.	C.R.	P	Verdict
RQ<--- DI	.384	.470	.044	8.715	***	rejected
RQ<--- SCRM	-.035	-.048	.038	-.937	.349	accepted
RQ<--- PD	.274	.333	.043	6.404	***	rejected

Key RQ = Relationship Quality; SCRM= SCRM strategy; DI= Data and Information; PD= Process Dimension
Source: (PLS-SEM Output, 2022)

4.9.2 Mediation Effect of Customer perceptions on the Relationship Between SCRM and Relationship Quality

The fourth objective of the study was to establish the mediating effect of customer perceptions on the relationship between social customer relationship management

dimensions and relationship quality of hotels. This was established using Structural Equation model (SEM). A mediation analysis was performed using bootstrapping procedures described by Preacher and Hayes (2008). In order to perform the mediation test using SEM, the following steps and guidelines were suggested (Kenny, 1998; Hair et al., 2006; Preacher and Hayes; 2008; Zhao et al. 2010):

1- Run the direct model $X \rightarrow Y$, with all Xs and Ys but without the mediator variables, and assess its overall fit and the significance of the direct relationship 'c'.

2- Assuming that the direct model provides an acceptable fit and the direct effect is significant, run the indirect model $X \rightarrow M \rightarrow Y$, with all Xs, Ms, and Ys, and assess its overall fit.

3- Assuming that the indirect model provides an acceptable or better fit than the direct model, conduct the bootstrapping test and examine the significance of the direct effect $X \rightarrow M$ 'path a', direct effect $M \rightarrow Y$ 'path b', and indirect effect 'a*b'.

4- Assuming that paths 'a' and 'b' are significant, the mediation effect is confirmed if the results of the bootstrapping test showed that the value of the indirect effect 'a*b' is different from zero and the p-value is significant. If c' is closer to zero compared to c and non-significant, one can conclude M completely mediates the relationship between x and y. On the other hand, if c' is still significant the researcher concludes there is partial mediation of x's influences on y.

5- Compute the proportion of the mediated effect ('a*b'/c).

In this study, SEM was used to conduct mediation tests using AMOS version 22. The preceding five-step procedure was followed to examine whether customer perceptions mediate the relationships between supply chain sustainable practices on the relationship quality of hotels

Ho$_{4a:}$ Customer perceptions do not mediate the relationship between data information and relationship quality of selected hotels in Nairobi Kenya.

The study tests the mediating effect of customer perceptions on the relationship between data and information and relationship quality. The effect of data and information on the relationship quality of hotels, the direct effect is. .329 (the path coefficient from data and information to relationship quality of hotels). The indirect effect, through customer perceptions, is computed as the product of the path coefficient from data and information to the customer perceptions and the path coefficient from customer perceptions to relationship quality (**'a*b'**) (.359*.571=.205) as shown in Table 4.37 and Fig4.3.

The total effect (**c**) is the sum of direct and indirect effects (.329 + .205 = .534). From the results in Figure 4.3, the indirect effect is .205, is lower than the total effect of .534. Thus, based on Hayes rule thumb (4) the study concludes that the construct customer perceptions are a mediator in the relationship between data and information and relationship quality of hotels. The type of mediation is partial mediation since the direct effect is significant when the mediator was introduced in the model. The researcher, therefore, concludes that there is a partial mediation of customer perceptions relationship between data and information and relationship quality of hotels hence this model attains steps and guidelines suggested by Hair et al., (2006); Preacher and Hayes (2008) and Zhao et al. (2010) (as above). The study, therefore,

rejects hypothesis **Ho₄ₐ** and infers that customer perceptions variable partially mediates the relationship between data and information on the relationship quality of hotels.
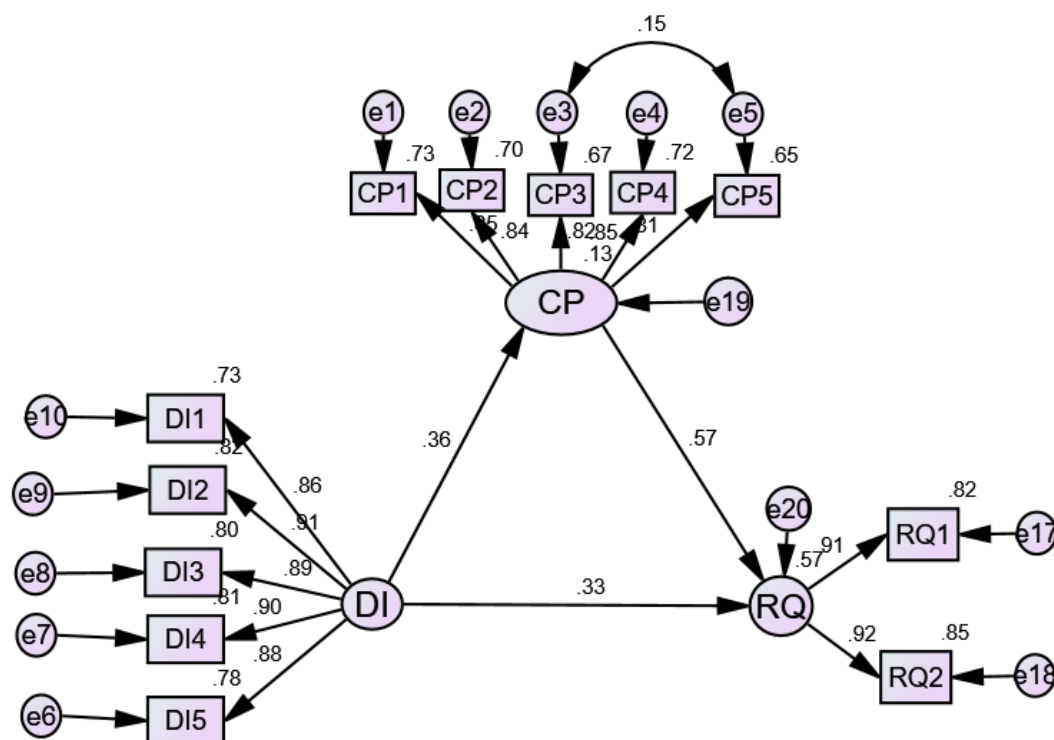
$\chi 2(df)$ *92.986 (51), p=.000, CMIN/df = 1.823, IFI =.988, TLI=0.988, CFI=0.988, GFI=0.957, NFI= 0.974, RFI=0.966, PNFI= 0.753, RMSEA=0.049*

Figure 4.3: PLS-SEM Model for Mediating effect of Customer perceptions on Data Information and Relationship Quality
Source: (PLS-SEM Output, 2022)

Table 4.36: Regression Weights for Mediating effect of Customer perceptions on Data Information and Relationship Quality

			Standardized Estimate	Estimate	S.E.	C.R.	P
CP	<---	DI	.359	.251	.040	6.357	***
RQ	<---	CP	.571	.645	.056	11.424	***
RQ	<---	DI	.329	.261	.037	7.004	***

Key RQ = Relationship Quality; DI= Data and Information; CP= Customer Perception
Source: (PLS-SEM Output, 2022)

Table 4.37: Total Effect, Direct Effect and Indirect Mediating effect of Customer perceptions on Data Information and Relationship Quality

|		DI	CP	RQ
Standardized Total Effects	CP	0.359	0.000	0.000
	RQ	0.534	0.571	0.000
Standardized Direct Effects	CP	0.359	0.000	0.000
	RQ	0.329	0.571	0.000
Standardized Indirect Effects	CP	0.000	0.000	0.000
	RQ	0.205	0.000	0.000

Key RQ = Relationship Quality; DI= Data and Information; CP= Customer Perception
Source: (PLS-SEM Output, 2022)

$Ho_{4b:}$ *Customer perceptions do not mediate the relationship between process dimensions and relationship quality*

Findings in Table 4.38, 4.39 and Figure 4.4 schematically depicts test results of Customer perceptions, process dimensions and the relationship quality of hotels. The estimation of this model yields $\chi2$(df) 64.772 (42), p=.014, CMIN/df = 1.542, IFI=.992,TLI=0.990,CFI=0.992, GFI=0.966, NFI= 0.979, RFI=0.972, PNFI= 0.747 and RMSEA=0.040. By comparing the values of these parameters with the first PLS-SEM model, it can be said that the PLS-SEM model is well-fitting to the data than the direct effect one.

By considering the effect of process dimensions on relationship quality of hotels, the direct effect is 0.196 (the path coefficient from process dimensions to relationship quality of hotels) as shown in fig.4.4. The indirect effect, through customer perceptions, is computed as the product of the path coefficient from process dimensions to the Customer perceptions and the path coefficient from Customer perceptions to relationship quality of hotels (.383*.610=.234) as shown in table 4.39. The total effect is the sum of direct effect and indirect effect (0.196+0.234=430).

From the results in Table 4.38 and Table 4.39, the indirect effect is greater (.234) than the less than the total effect of .430. Thus, this research concludes that the construct customer perceptions is a mediator in the relationship between process dimensions and relationship quality of hotels. The type of mediation is partial mediation since the direct effect is still significant after a mediator variable was introduced in the model. The study, therefore, rejects hypothesis **Ho_{4b}** and concludes that the customer perceptions variable partially mediates the relationship between process dimensions on the relationship quality of hotels.
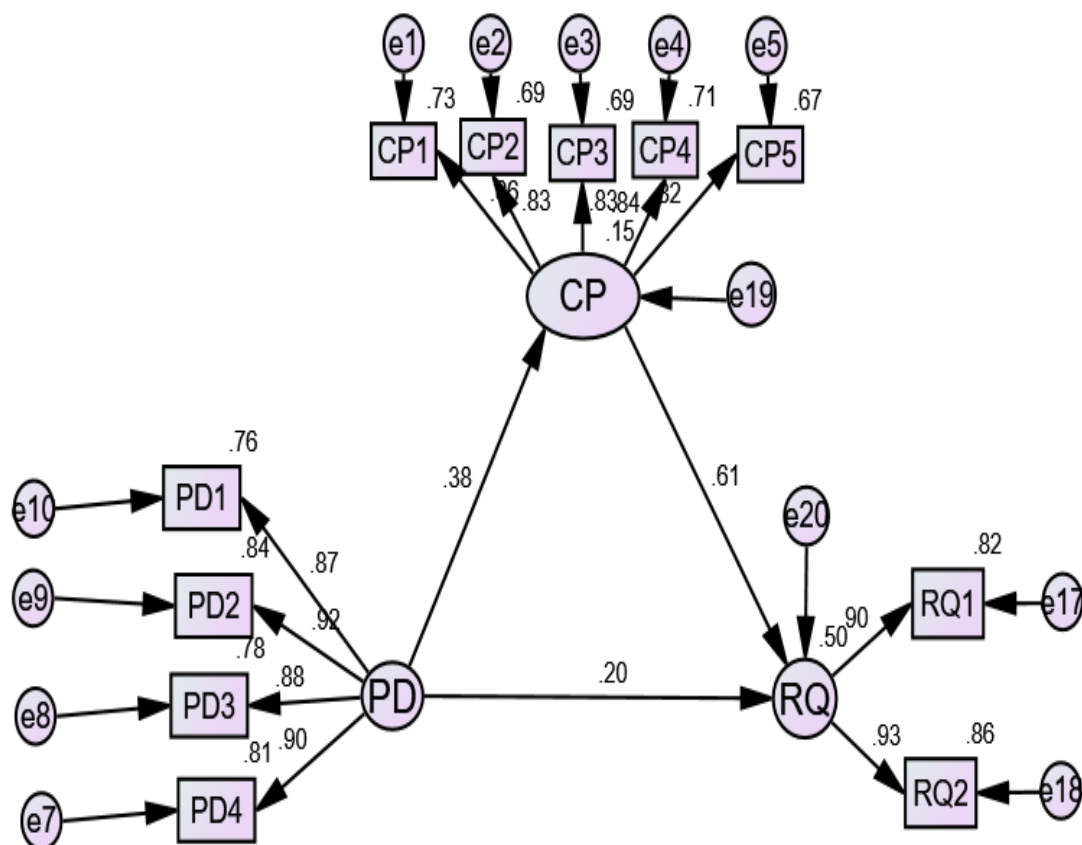
$\chi2(df)$ 64.772 (42), p=.014, CMIN/df = 1.542, IFI =.992, TLI=0.990, CFI=0.992, GFI=0.966, NFI= 0.979, RFI=0.972, PNFI= 0.747, RMSEA=0.040

Figure 4.4: PLS-SEM for Mediating effect of Customer perceptions on Process Dimension And Relationship Quality
Source: (PLS-SEM Output, 2022)

Table 4.38: Regression Weights for Mediating effect of Customer perceptions on Data Information and Relationship Quality

			Standardized Estimate	Estimate	S.E.	C.R.	P
CP	<---	PD	.383	.272	.040	6.830	***
RQ	<---	CP	.610	.683	.060	11.349	***
RQ	<---	PD	.196	.156	.039	3.970	***

Key RQ = Relationship Quality; PD= Process Dimension; CP= Customer Perception
Source: (PLS-SEM Output, 2022)

Table 4.39: Total Effect, Direct Effect and Indirect Mediating effect of Customer perceptions on Data Information and Relationship Quality

|		PD	CP	RQ
Standardized Total Effects	CP	.383	.000	.000
	RQ	.430	.610	.000
Standardized Direct Effects	CP	.272	.000	.000
	RQ	.156	.683	.000
Standardized Indirect Effects	CP	.000	.000	.000
	RQ	.234	.000	.000

Key RQ = Relationship Quality; PD= Process Dimension; CP= Customer Perception
Source: (PLS-SEM Output, 2022)

Ho₄c: ***Customer perceptions do not mediate the relationship between SCRM strategies and relationship quality of selected hotels in Nairobi Kenya***

The study sought to establish the mediating effect of customer perceptions on the relationship between SCRM strategies and relationship quality of hotels. The final model is shown in Figure 4.5. And the fit indices ($\chi2(df)$ 43.250(25),p=.013, CMIN/df=1.730, IFI=.992, TLI=0.988, CFI=0.992, GFI=0.973, NFI=0.981, RFI=0.973, PNFI= 0.681, RMSEA=0.047) adequately indicate model fit of the final research model. RMSEA value is lower than threshold level (.05) (Byrne, 2010) thus indicating the model fits in testing the hypothesis.

The effect of SCRM strategies on relationship quality of hotels, the direct effect is .114 (the path coefficient from SCRM strategies to relationship quality of hotels). The indirect effect, through customer perceptions, is computed as the product of the path

coefficient from social SCM strategies to the relationship quality of hotels and the path coefficient from customer perceptions to relationship quality of hotels (.164*.667=.109). The total effect is the sum of direct and indirect effects (.114 + .109 = .223). Therefore, the effect of SCRM strategies on the relationship quality of hotels decreases from .223 to .109 after introducing the mediator variable (customer perceptions) to as shown in table 4.40, 4.41, resulting in partial mediation. Thus, the study rejects the null hypothesis (*Ho₄c*) and infers that customer perceptions variable partially mediates the relationship between SCRM strategies on the relationship quality of hotels. The higher the customer perceptions is considered in manufacturing firms the mediation on SCRM strategies increased with the relationship quality of hotels of the firms. The findings indicated that Customer perceptions completely mediate the relationship between economic supply chain practices and relationship quality of hotels.
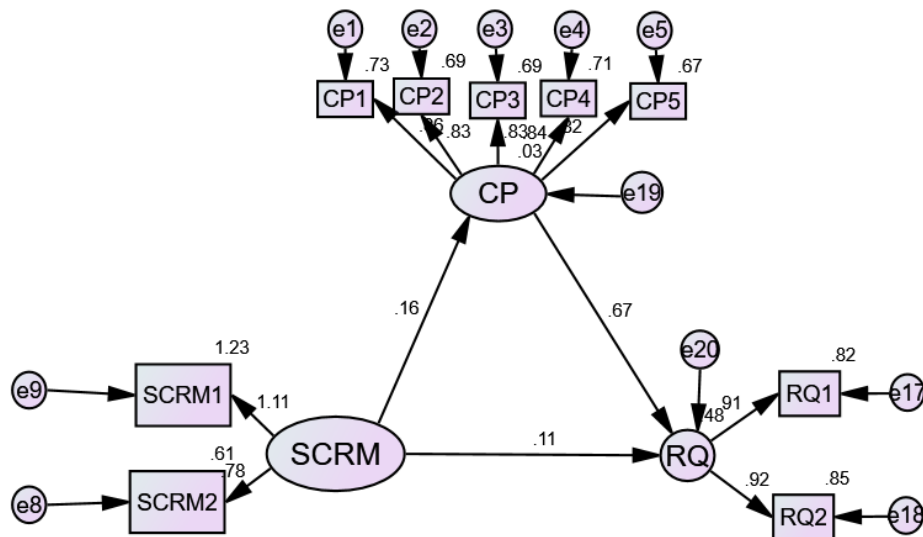
χ2(df) 43.250 (25), p=.013, CMIN/df = 1.730, IFI =.992, TLI=0.988, CFI=0.992, GFI=0.973, NFI= 0.981, RFI=0.973, PNFI= 0.681, RMSEA=0.047

Figure 4.5:PLS-SEM for Mediating effect of Customer perceptions on social CRM strategies and Relationship Quality
Source: (PLS-SEM Output, 2022)

Table 4.40: Regression Weights for Mediating effect of Customer perceptions on Data Information and Relationship Quality

			Standardized Estimate	Estimate	S.E.	C.R.	P
CP	<---	SCRM	.164	.132	.040	3.269	.001
RQ	<---	CP	.667	.748	.059	12.770	***
RQ	<---	SCRM	.114	.103	.036	2.880	.004

Key RQ = Relationship Quality; SCRM= SCRM strategy; PD= Process Dimension; CP= Customer Perception
Source: (PLS-SEM Output, 2022)

Table 4.41: Total Effect, Direct Effect and Indirect Mediating effect of Customer perceptions on Data Information and Relationship Quality

		SCRM	CP	RQ
Standardized Total Effects	CP	.164	.000	.000
	RQ	.223	.667	.000
Standardized Direct Effects	CP	.164	.000	.000
	RQ	.114	.667	.000
Standardized Indirect Effects	CP	.000	.000	.000
	RQ	.109	.000	.000

Key RQ = Relationship Quality; SCRM= SCRM strategy; PD= Process Dimension; CP= Customer Perception
Source: (PLS-SEM Output, 2022)

4.10 Hypothesized Model and Final Modified Model

The proposed model which had three exogenous (Data and Information dimension, SCRM strategies dimension, Process dimension) and two endogenous variables (Customer perception and relationship quality) was run to measure the direct and indirect effect hypothesized as presented in figure 4.6 below.

Table 4.42: Fit indices for Hypothesized Model

Fit Indices	Measurement Model fit results	Threshold	Interpretation
χ2(df)	222.493 (127), p=.000	P is significant	good
CMIN/df	1.752	Between 1 and 3	Excellent
IFI	0.982	>0.95	Excellent
TLI	0.978	>0.95	Excellent
CFI	0.982	>0.95	Excellent
SRMR	0.0353	<0.08	Excellent
GFI	0.934	<0.95	Acceptable
NFI	0.963	>0.95	Excellent
RFI	0.951	>0.95	Excellent
PNFI	0.796	> 0.50	Excellent
PCLOSE	0.656	>0.05	Excellent
RMSEA	0.047	<0.05	Good
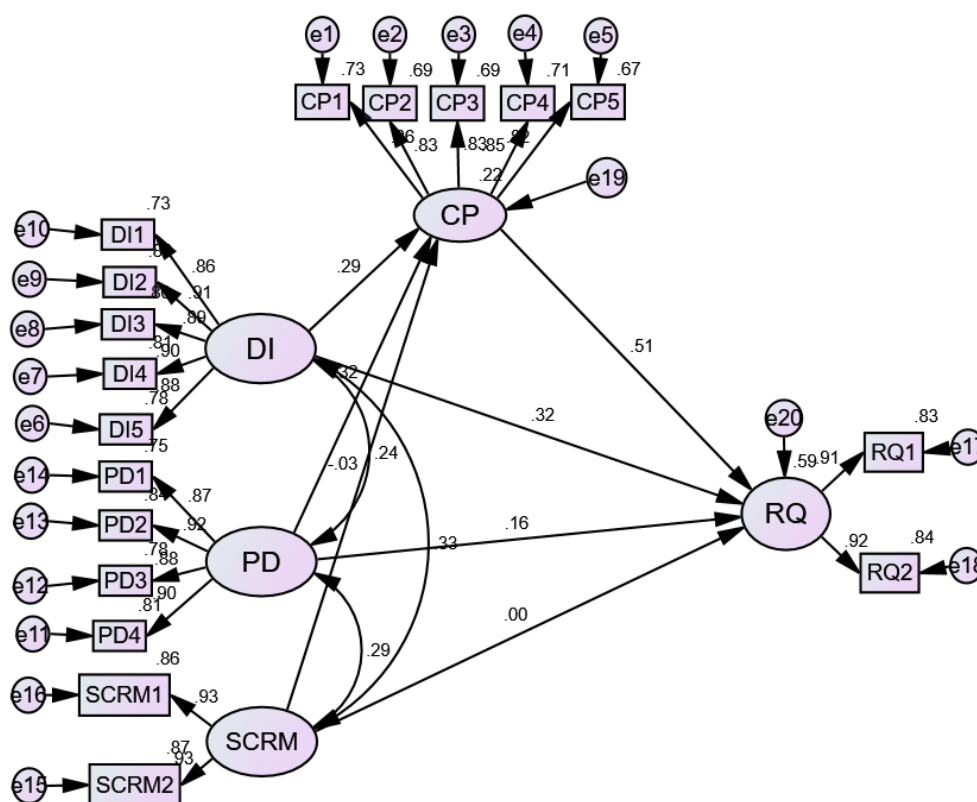
χ2(df) 222.493 (127), p=.000, CMIN/df = 1.752, IFI=.978, TLI=0.978, CFI=0.982, GFI=.934, NFI= 0.959, RFI=0.951, PNFI= 0.796, RMSEA=0.047

Figure 4.6: Hypothesized Model PLS-SEM for Mediating effect of Customer perceptions on social CRM dimensions and Relationship Quality of Hotels

Source: (PLS-SEM Output, 2022)

The hypothesized model as shown in Figure 4.6. above and the fit indices ($\chi 2$(df) 222.493 (127), p=.000, CMIN/df = 1.752, IFI=.978, TLI=0.978, CFI=0.982, GFI=.934, NFI= 0.959, RFI=0.951, PNFI= 0.796, RMSEA=0.047, SRMR=0.0353) indicated the model fit was acceptable with incremental fit indices IFI, NFI, CFI, and RFI greater than 0.095. The absolute fit indices GFI (0.934), SRMR (0.0353) was acceptable while RMSEA was below the threshold of 0.05 (Hu & Bentler, 1999). The model allowed for modification indices that were done to improve the absolute fit indices to better fit the model. From the modification indices output from the first model that indicated higher correlation between error was carried out to generate the final model as illustrated in figure 4.7 and table 4.43 below. The modified and final model saw a significant improvement on the absolute fit indices with RMSEA being closer to one and GFI closer to 0.95. SRMR decreased to closer to 0.03 while all incremental fit indices were above 0.95 indicating excellent fit. The complete output and modification indices are attached in appendix 4.

Table 4.43: Fit indices for Modified and Final Model

| Fit Indices	Measurement Model fit results	Threshold	Interpretation
$\chi 2$(df)	185.506 (124), p=.000	P is significant	good
CMIN/df	1.496	Between 1 and 3	Excellent
IFI	0.988	>0.95	Excellent
TLI	0.986	>0.95	Excellent
CFI	0.988	>0.95	Excellent
SRMR	0.0311	<0.08	Excellent
GFI	0.943	<0.95	Acceptable
NFI	0.966	>0.95	Excellent
RFI	0.958	>0.95	Excellent
PNFI	0.783	> 0.50	Excellent
PCLOSE	0.958	>0.05	Excellent
RMSEA	0.038	<0.05	Excellent
HOELTER	0.297	≥200	Excellent
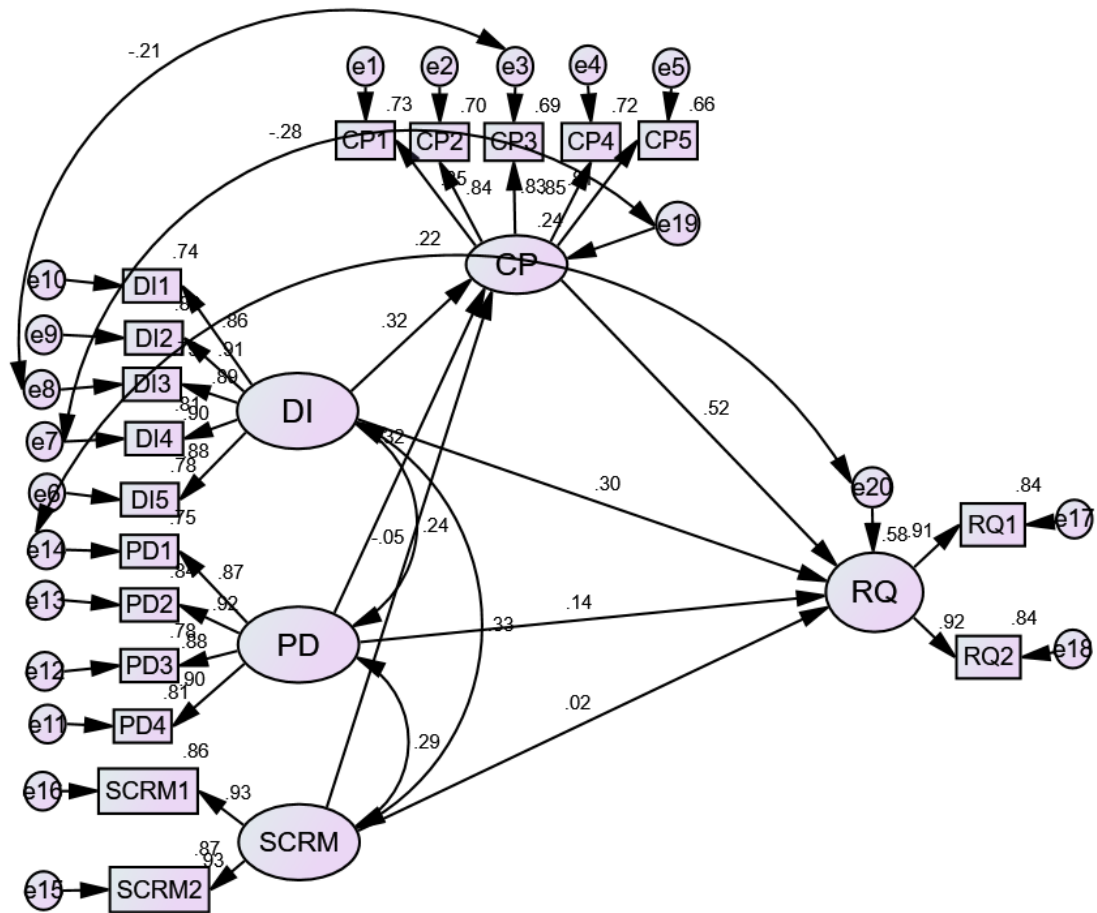
Figure 4.7: Modified And Final Model PLS-SEM for Mediating effect of Customer perceptions on social CRM dimensions and Relationship Quality of Hotels

The final modified model explained 58% ($R^2 = 0.58$) of total variance explained of Relationship Quality of Data and Information (DI) dimension, SCRM strategies dimensions, Process Dimension (PD), Customer Perceptions (CP), while Customer Perceptions accounted for 24% of the total variance of Social CRM (DI, SCRM, PD).

Ho₄: *Customer perceptions do not mediate the relationship between social CRM dimensions and relationship quality*

The above null hypothesis sought to measure the total mediation relationship of customer perception on relationship quality. When the mediator was introduced, the following were observed. Customer perception accounted for 52% ($\beta_4 = .515$, p<.05)

of the indirect relationship between social CRM dimensions and relationship quality and is significant thus null hypothesis (Ho_4) is rejected (as per table 4.44 and figure 4.7). Also, the direct relationship values of individual relationship of the direct model versus the modified final model were compared to evaluate the mediation. It was noted that in modified final model, when customer perception is introduced, the effect of data and information on relationship quality of hotels (the direct effect) is .301 (p=0.000<0.05) and is significant (the path coefficient from data and information to relationship quality of hotels). When this model is compared with the direct effect model without customer perceptions (M) as the mediator in fig 4.2, the direct effect reduces from .384 (p=0.000<0.05) to .301 in fig 4.7. Thus, the study infers that customer perceptions variable partially mediates the relationship between data and information on the relationship quality of hotels.

The direct effect of process dimension on the relationship quality of hotels in the modified final model, is .142 (p=0.000<0.05) (the path coefficient from process dimension to relationship quality of hotels) as shown in fig.4.7. In comparison with direct effect model in figure 4.2, the direct effect of process dimension is .274 (p=0.000<0.05) without the mediator variable (customer perceptions). Since the direct effects reduces from .274 to .142 the study infers that customer perceptions variable has a partial mediation effect on process dimension and relationship quality of hotels.

On social CRM strategies on relationship quality of hotels in the final model, the direct effect is. -.003 (p=0.707>0.05) (the path coefficient from social CRM strategies to relationship quality of hotels) as shown in fig.4.7. When compared with figure 4.2, the initial direct effect model was -.035 (p=0.349>0.05). Both models indicate insignificant direct effect of Social SCRM strategies on relationship quality of hotels,

an indication there was no mediation effect. Finally, with the introduction of the mediator, the final model predicted 58% and was significant (R^2= .58, p<0.05), from 39% (R^2= .39, p<0.05) as per direct relationship model without the mediator. This indicates that customer perception contributed to variation of 19% of the effect of social CRM dimensions on relationship quality. Based on the above results the null hypothesis was rejected (***Ho₄***) thus customer perception does mediate the relationship between social CRM dimensions on relationship quality.

Table 4.44: Regression Weights for Mediating effect of Customer perceptions on Social CRM And Relationship Quality of Hotels

	Standardized Estimate	Estimate	S.E.	C.R.	P
Mediating effect					
CP<--- DI	.322	.228	.041	5.604	***
CP<--- PD	.321	.228	.040	5.762	***
CP<--- SCRM	-.047	-.032	-.039	-.833	.405
RQ<--- CP	.515	.582	.057	10.174	***
Direct effect					
RQ<--- DI	.301	.241	.038	6.286	***
RQ<--- SCRM	.017	-.013	.035	.376	.707
RQ<--- PD	.142	.114	.038	2.984	.003

Key RQ = Relationship Quality; SCRM= SCRM strategy; DI= Data and Information; PD= Process Dimension; CP= Customer Perception

Source: (PLS-SEM Output, 2022)

Table 4.45: Total Effect, Direct Effect and Indirect Mediating effect of Customer perceptions on Data Information and Relationship Quality of Hotels

		SCRM	PD	DI	CP	RQ
Standardized Total Effects	CP	-.047	.321	.322	.000	.000
	RQ	-.007	.307	.468	.515	.000
Standardized Direct Effects	CP	-.047	.321	.322	.000	.000
	RQ	-.017	.142	.301	.515	.000
Standardized Indirect Effects	CP	.000	.000	.000	.000	.000
	RQ	-.024	.165	.166	.000	.000

Key RQ = Relationship Quality; SCRM= SCRM strategy; DI= Data and Information; PD= Process Dimension; CP= Customer Perception
Source: (PLS-SEM Output, 2022)

4.11 Summary of Hypothesis Testing

The study had four objectives and three sub-objectives derived from objective four. Null hypothesis that stipulated no significant effect were formulated and tested with the summary provided in table 4.46 below. The null hypothesis of data and information dimension $H0_1$ (β 0.301, p<0.05) and $H0_2$ process dimension (β 0.142, p<0.05) that measured direct effect on relationship quality were rejected. However, $H0_3$ SCRM strategy null hypothesis on direct effect relationship quality was accepted (β 0.017, p>0.05). In addition, the study aimed to look at the mediation effect of customer perception between social CRM dimensions and relationship quality using bootstrapping and interpreted according to Preacher & Hayes (2008) 5 steps to measure partial or full mediation.

Null hypothesis $H0_{4a}$ on mediation of customer perception between data and information dimension on relationship quality, was rejected as the indirect effect c'(.359*.571=.205 p<0.05) was significant and closer to zero and also was less than the direct effect (.205<.534). This led to the rejection of the null hypothesis indicating partial mediation with the proportion of mediation being .384. Null hypothesis $H0_{4b}$ was rejected also as the indirect effect (c'=.234) is different from zero and is

significant (**c' < 'a*b' p**<0.05) was less than standardized total effect (**c**), therefore partial mediation occurs with the proportion of mediation being .544. Also, null hypothesis **H0₄c** was rejected as the indirect effect (**c'**=.109 **p**<0.05) was closer to zero and significant, and was also less than **c** and accounted for .489 of mediation. The summary for hypothesis testing can be found in table 4.46 and 4.47 below. Subsequently, the null hypothesis **H0₄** is therefore rejected as the three sub-hypothesis indicate partial mediation when customer perception is introduced.

Table 4.46: Summary of Hypothesis testing

	Standardized Estimate	Estimate	S.E.	C.R.	P	Verdict
Indirect effect						
CP<--- DI	.322	.228	.041	5.604	***	rejected
CP<--- PD	.321	.228	.040	5.762	***	rejected
CP<--- SCRM	-.047	-.032	-.039	-.833	.405	Accepted
RQ<--- CP	.515	.582	.057	10.174	***	Rejected
Direct effect						
RQ<--- DI	.301	.241	.038	6.286	***	Rejected
RQ<--- SCRM	.017	-.013	.035	.376	.707	Accepted
RQ<--- PD	.142	.114	.038	2.984	.003	Rejected

Key RQ = Relationship Quality; SCRM= SCRM strategy; DI= Data and Information; PD= Process Dimension; CP= Customer Perception
Source: (PLS-SEM Output, 2022)

Table 4.47: Mediating Role of Customer Perceptions

	Direct effect (c')	Indirect effect ('a*b')	Standardized Total Effect (c)	variation	P	Verdict	Proportion of mediation 'a*b'/c
Mediating effect of Customer Perception							
RQ<--- DI	.329	.359*.571=.205	.534	.205<.534	***	Partial mediation	.384
RQ<--- PD	.196	.383*.610=.234	.430	.234<.430	***	Partial mediation	.544
RQ<--- SCRM	.114	164*.667=.109	.223	.109<.223	.004	Partial mediation	.489

Key RQ = Relationship Quality; SCRM= SCRM strategy; DI= Data and Information; PD= Process Dimension; CP= Customer Perception
Source: (PLS-SEM bootstrapping output, 2022)

CHAPTER FIVE

DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter presents the findings, conclusions, and recommendations of the study, which sought to examine the impact of Social Customer Relationship Management (SCRM) dimensions and customer perceptions on relationship quality in selected hotels in Kenya. The analysis of the research data collected was guided by specific research objectives and hypotheses. These results, along with the implications for future research in this area, are presented in this chapter.

5.1 Summary of the Findings

The purpose of this study was to examine the effect of data and information dimension, processes dimension, and Social CRM strategies dimension on customer perceptions and relationship quality in selected hotels in Nairobi, Kenya, as well as the potential mediating impact of customers' perceptions on the relationship between these Social CRM dimensions and relationship quality. To accomplish this, a survey was administered to customers from two five-star and one four-star hotel in Nairobi with questions regarding their perceptions of the relationship quality, satisfaction with the hotels' social media presence and responsiveness, and perceptions of service quality. Descriptive and inferential statistics, including the Structural Equation Model (SEM), were used to analyze the quantitative data, while qualitative data was analyzed using thematic analysis to identify the key determinants of relationship quality and customer satisfaction.

The study had four main specific objectives and three sub-objectives derived from the fourth objectives. Null hypotheses were derived from the specific objectives and

tested using PLS-SEM. The first objective sought to determine the effect of data and information dimension on relationship quality of five-star hotels in Nairobi Kenya. The results for testing the null hypothesis $H0_1$ derived from specific objective that postulated no significant effect was rejected ($\beta = 0.301$; t=6.286; p<0.05). The second objective was to establish the effect of process dimension on relationship quality of five-star hotels in Nairobi Kenya. The null hypothesis $H0_2$ was also rejected ($\beta = 0.142$; t=2.984; p<0.05) meaning that the process dimension significantly affects relationship quality. The third objective was to determine the effect of Social CRM strategy dimension on relationship quality of five-star hotels in Nairobi Kenya. Null hypothesis $H0_3$ was derived from the above and tested using SEM. The null hypothesis was accepted ($\beta = 0.017$; t=0.376; p>0.05) meaning that Social CRM strategy dimension did not significantly affect relationship quality. Further, the studies fourth objective $H0_4$ sought to find out the mediation effect of customer perception on Social CRM dimensions and relationship quality of five star hotels in Nairobi Kenya. This objective was split into three sub-objectives in order to measure it. The sub-objectives were converted to null hypothesis and analysed using bootstrapping techniques in AMOS SPSS and the results interpreted with reference to Preacher & Hayes, (2008) five rules of thumb (refer to section 4.10.2; pg 75) to measure full/complete mediation or partial mediation. Null hypothesis $H0_{4a}$ which postulated that customer perception does not mediate the relationship between data-information dimension and relationship quality was rejected as the indirect effect **'a*b'** (0.205; p<0.05) was closer to zero and significant and was also less than the total effect **c** meaning that there was partial mediation with a factor of (**'a*b'/c**) 0.384. The second sub-objective that sought to determine the mediation effect of process dimension on relationship quality was converted to null hypothesis $H0_{4b}$ was also rejected as indirect effect was

closer to zero and significant (**'a*b'**= 0.234; p <0.05) and was less than **c** (0.430) with the proportion of mediation being 0.544. The last null sub-hypothesis **H0$_{4c}$** which stated that no mediation of customer perception on social CRM and relationship quality was rejected (**'a*b'**= 0.109; p <0.05) indirect effect was closer to zero and significant and also less than the total effect (**c**=0.223) with a mediating factor of 0.489. Therefore, as all the null hypotheses under **H0$_4$** were rejected, we can therefore surmise that customer perception partially mediates the relationship between social CRM dimensions and relationship quality in five-star hotel in Nairobi Kenya.

In the analysis of the demographic data, age, gender, marital status and level of education were considered as they are important in providing insights into the types of customers impacting the establishment of relationship quality (Christia & Ard, 2016). From the analysis, age had the majority of customers (92.3%) below fifty years indicating diversity of customer based on age with those between 31 to 40 year (34.7%) and 41 to 50 years (30.9%) forming the majority. In regards to gender, majority of the respondents were female (56.4%) with most of the customers being married (56.4%). On level of education 98.8% had secondary education (21.7%) , collage (35.6%) and university (41.5%). These demographics characteristics can help the hotels in development and packaging of their products as dictated to by the insights such as honeymoon package, children play areas, choice of entertainment and music etc. The level of education indicate that the hotel customers are knowledgeable and therefore able to easily assess information on quality from different cues in the social media platforms and also physically when consuming a service. However, it should be noted that demographic data shouldn't be used as a basis to stereotype customers as demographic characteristics were found to be not significantly related to perception of service quality by customers (Rahim, 2018). Customers were found to frequently use the internet (occasionally 46.3%; everyday 36.8%) and mostly used the internet for both business and personal (53.7%) matters with majority using

smartphones (all the time=60.2%) followed by laptops (many times=37.4%). This has implications on hotels to tailor their social media sites to fit both smartphones and laptops with ease. In addition, WhatsApp (97.6%), Facebook (92.3%), X (formerly known as Twitter) (94.4%) and Instagram (92%) were the most common social media tools used to connect with friends (WhatsApp 38.6%), family (Facebook 29.1%) local businesses (X (formerly known as Twitter) 43.3%; Instagram 37.4%). These figures provide insight on what platform customers place emphasis on therefore can help hotels tailor make their communications to each platform.

5.2 Discussion of Findings

5.2.1 Data and information dimension

The results on data and information dimension revealed that customers can book the hotel from the hotels' website and from the hotels' social media pages or utilize the conveniently located check in kiosk in the hotel lobby. Moreover, the hotel offers a personalized website for repeat customers, ensuring that each visitor is recognized as soon as they enter the premises. Additionally, members are required to login to access personalized service and offers. To further enhance the customer experience, the hotel implements customer surveys such as questionnaires and maintains records of each customer's past visits, allowing them to have a more personalized visit each time.

Additionally, the customers follow the hotel's social media accounts to stay up to date on the latest news and updates. The hotel's social media sites also provide useful information such as local attractions/activities and have virtual tours of the hotel facilities. Furthermore, the hotel will send customers helpful information to organize their holiday, as well as giving customers the chance to give feedback on their social media. Besides, the hotel sends special deals and personalized emails with helpful information for the customer's next visit, as well as special benefits for repeat

customers. The hotel also provides very useful destination information available on their website and even offers customizing customers' experience according to their needs basing on the information from past visits. Moreover, the hotel has a social media group for members where they can exchange ideas and tips. Finally, the hotel organizes various events through their social media, such as competitions and giveaways, which keeps customers engaged.

The study found that there is a positive significant relationship between data and information dimension and relationship quality in selected hotels in Nairobi, Kenya. This relationship was determined to be statistically significant, as the null hypothesis (which states that there is no relationship between data and information dimension and relationship quality) was rejected. The study suggests that the use of data and information can improve the quality of relationships in hotels.

This finding conforms with Ibrahim, *et al.,* (2021) that Social CRM increases the amount of data available to CRM software and provides marketers with a new channel to connect with consumers more efficiently hence improving their relationship. The positive relationship can be explained by Sigala (2018) argument that social CRM document and analyze customer information and data in getting a better and broader understanding of customer value and possibility of future behavior, that improves interaction through social media so that the process of documenting customer information was done quickly (Ibrahim, 2022). The findings were also supported by interviewees (GRM) who were asked to explain data and information procedure in Social SCRM and how it helps in improving relationship quality. GRM 3 answered *"we use X (formerly known as Twitter) and Facebook, to collect customer's information and views which improves our*

relationship with customers" while GRM 9 answered *"we have WhatsApp group which has been very beneficial on how we relate with our customers because customers gives information on their preferences and needs"* This findings also agrees with Wang, *et al.,* (2022) that using social CRM has been more effective in collecting data in knowing what the customers want and need through their active participation in collaborative discussions resulting to improved relationships with customers. Similarly, Gamage, Gnanapala & Ashill (2021) indicated that Social CRM improves relationship quality by allowing companies to get customer data and increase customer knowledge which can also be used to increase competitive power.

5.2.2 Processes Dimension

The customers consistently praised the hotel staff for making them feel special and providing helpful information regarding their next visit via regular communication. Furthermore, the hotel's social media staff demonstrate an admirable professionalism and are well-informed about hotel operations and customer service issues. Moreover, customer care staff members have been equipped with the resources necessary to easily address any customer inquiries. In addition, the hotel managers and supervisors have proven to be invaluable assets in responding to customer issues promptly. Further, the hotel website has been designed with a clear, friendly user interface and a robust, professional aesthetic.

Also, the hotels reply to social media posts they have been tagged in and closely monitors the online posts that mention them. In addition, the hotel social media has an online assistant chat available 24/7 for any enquiries or feedback. Furthermore, the hotel social media experience is dependable and lays out content in an easy to

navigate format. The layout of products on the hotel website is user-friendly and the information in the social media of the hotel is accurate and up to date.

Moreover, the hotels constantly create new and engaging content to keep their followers engaged. They also repost user-generated content to boost engagement and recognition. Furthermore, the hotels hold special promotions and giveaways for those who post about their experiences in the hotel. This helps the customers feel valued and encourages them to share more content, resulting in higher engagement and more views. Additionally, the hotels actively monitor their social media accounts and respond to comments and questions in a timely manner, creating a strong connection with their customers.

However, the processes dimension had a significant effect on the relationship quality of the selected hotels in Nairobi, Kenya. The evidence presented in the study supported the hypothesis two (Ho2), which suggests that processes dimension does have a significant impact on the relationship quality of the hotels. This research was further supported by the insights from the interviews with the hotel staff, which revealed that processes dimension played a role in determining the relationship quality between the hotels and their customers.

These findings are supported by one of the interviewed managers who said that *"We ensure our social media platforms have skilled personnel who keep regular communication with our customers, however, there still some customers who respond negatively to our communications, some are so rude and they might encourage others".* The findings are contrary to Kamboj *et al.,* (2016) that social SCRM ensure continues engagement with customers which positively lead to customer satisfaction. Also, the findings agree with Letchumannan *et al.*, (2022) suggestion that process

dimension of SCRM enable organizations to build more effective and productive customer relationships to gain more customer information and more effective responses to the demands. Similarly, Urban and Maphathe (2021) Charoensukmongkol and Sasatanun (2017) and Gamage, Gnanapala, & Ashill (2021) indicated social CRM increase level of customer engagement such as regular communication with customers and prompt response to customer queries improves relationship with customers. The insignificant effect of social CRM process on relationship quality found in this study contradicts Diffley *et al.* (2018) and Zhang and Harjan (2021) results that social CRM process improve interactions between customers and hotels hence impacting positively on their relationship. Interviews response from hotel management also disagrees with these findings except for few who supported the results. For instance, GRM 5 said *"We have online questionnaire form which is provided to our customers after their stay with us"* GRM 3 reported that *"No all our customers we respond to react positively"* while GRM 7 responded that "*We usually reply to all customers quarries in our entire social media platform"*

5.2.3 Social CRM strategies dimension

The findings indicated that the hotels recognize the most important social media users by rank system and prominently display favorable reviews prominently on their social media pages. They also engage their customers on ideas on improvements of their products such as renovation ideas, mobilizing them to contribute to worthy causes such as tree planting, charity, and community service through social media. The hotels invite their customers' feedback on new products, features stories about their staff and their service provision on social media, and post pictures and videos of their working station. The hotels strive to create an interactive experience for their

customers by utilizing social media, encouraging engagement and loyalty through contests, surveys, and other engaging activities.

Further findings indicated that the hotels post virtual videos of their premise and their services, as well as providing helpful tips such as cooking recipes. They also reward active participants with points such as platinum and gold badges. To engage customers, the hotels post special events such as cultural shows for children, using relevant trending hash tags to generate content related to hospitality products. Additionally, the hotels frequently post discounts on their products across all their social media accounts, making it easy for followers to take advantage of these deals.

Additionally, the results of the study indicated that there is not a statistically significant positive effect of Social CRM strategies on the relationship quality of selected hotels in Nairobi, Kenya, thereby accepting the null hypothesis (Ho3). Even though the null hypothesis was accepted, and was in support of Farook & Abeysekara, (2016) who found out that customer engagement in research tends to be difficult to predict as it's a psychological process. However, customer engagement especially co-creation can not be ingored as delighted, valued customers who experience reciprocity, organisational incentives, solicited feedback can realy help in service recovery scenarios (Zhang, Lu, Torres, & Chen, 2018) and avoid instances of co-destruction that can be caused by service failure, technological hitches, inadequate handling of customer complaints among other. This suggests that hotels which effectively employ Social CRM strategies of customer engagement and value fusion can expect to experience an improvement in the quality of their customer relationships as value can be embedded in the personalized experiences (Payne, Storbacka, & Frow, 2007). This is similar to GRMs who observed that "*We use our social media*

platforms especially X (formerly known as Twitter) in engaging our customers in products or service improvement which improves our relationship with our customers" (GRM 9) "*Through our social media platforms, we mobilize our customers and staff for tree planting and other social responsibilities*" (GRM 1). "*We use social platforms in featuring hotel stories through videos about our staff, services, Special events etc.*" (GRM 6)

5.2.4 Mediating effect of Customer Perception on relationship between Social CRM and relationship quality

The findings revealed that not only is the hotel staff well dressed, neat, and courteous, but the physical facilities are also aesthetically pleasing. Furthermore, the hotel has modern equipment, visually appealing stationery, and professional materials. Moreover, the hotel staff were found to be eager to help customers with whatever they needed and provided flawlessly executed services with their first attempt. Additionally, the hotels ensured that their records were up-to-date, accurate, and error-free. Besides, the hotels consistently delivered on their promises and went above and beyond in their quality of service.

Additionally, the hotel staff provide customers with progress of service and are always concerned of customers' satisfaction of their service. Besides, the hotel staff always greet customers as soon as possible and always give them prompt service. Moreover, the hotel staff are efficient in solving customers' complaints. Also, the hotel staff are well-informed, trustworthy, polite, and kind. They are also experienced in anticipating guests' needs and providing personalized treatment and individualized attention. In addition, they put great effort into their work, respect their customers,

address customers by name, and are flexible to customers' needs. All these qualities ensure that customers have an enjoyable and relatable experience.

Further, the study demonstrates that customer perceptions partially mediate the relationship between data and information and relationship quality in the hotel industry. The findings support the hypothesis Ho4a, which was proposed to explain that customer perceptions partially mediate the relationship between data and information and relationship quality in the hotel industry. This suggests that customer perceptions play a vital role in strengthening the relationship between data and information and relationship quality.

As well, customer perceptions are a partial mediator in the relationship between process dimensions and relationship quality of hotels. The introduction of the mediator variable results in a significant partial mediation effect, rejecting hypothesis Ho4b. Specifically, the findings suggest that customer perceptions partially mediate the relationship between process dimensions and relationship quality of hotels.

Besides, customer perceptions play a mediating role in the relationship between social Customer Relationship Management (CRM) strategies and relationship quality of hotels. Specifically, the higher the level of customer perceptions considered in hotels, the greater the mediation effect of social CRM strategies on the relationship quality of hotels.

Additionally, the customer perceptions partially mediate the effect of data and information on the quality of hotel relationships, as customer perceptions and perceptions can influence how a customer evaluates the quality of the relationship with a hotel. Finally, customer perceptions have a significant mediating effect on the

process dimension and relationship quality of hotels, influencing the customer experience in terms of the quality of service provided and their overall satisfaction.

5.3 Conclusion

Customer perceptions partially mediate the relationship between data and information and relationship quality in the selected hotels in Nairobi, Kenya. The hotels have implemented a variety of strategies that utilize data and information to improve the relationship quality with their customers. These strategies include providing various channels for customers to book and access personalized services, maintaining records of past visits, offering destination information and special deals, and engaging with customers through social media. These efforts appear to be effective in enhancing the customer experience and fostering positive relationships with customers.

The implementation of these strategies suggests that the hotels recognize the value of utilizing data and information to improve relationship quality, and the positive impact of these efforts on customer relationships supports the existence of a significant positive relationship between the data and information dimension and relationship quality. However, it is also likely that customer perceptions play a role in this relationship. Customers likely have certain perceptions regarding the availability and quality of data and information from hotels, and the extent to which these perceptions are met can impact their overall relationship with the hotel. For example, if a customer expects to be able to easily access personalized information and services through the hotel's website, but is unable to do so, this may negatively impact their relationship with the hotel. On the other hand, if the hotel can meet or exceed these perceptions, it is likely to improve the relationship. Therefore, it can be concluded that

customer perceptions partially mediate the relationship between data and information and relationship quality in the selected hotels in Nairobi, Kenya.

The hotels prioritize customer care and engage with their customers regularly via effective communication channels. This is evident in their well-trained staff, user-friendly website and social media platforms, and the use of promotions and giveaways to engage with their followers. These efforts partially mediate the relationship between the process dimension and relationship quality, as customers have come to expect high levels of care and engagement from these hotels. As a result, the hotels have been able to maintain a high level of relationship quality with their customers.

Customer perceptions partially mediate the relationship between Social CRM strategies and relationship quality in the selected hotels in Nairobi, Kenya. The hotels in this study have utilized social media to create an interactive experience for their customers and to engage and build loyalty among their followers. This has included posting virtual tours, showcasing their staff and services, and inviting customer feedback and engagement through contests, surveys, and other activities. As a result, customers have likely come to expect a high level of engagement and interactive experiences from these hotels, which has in turn enhanced the overall relationship quality. However, it is also possible that the relationship between Social CRM strategies and relationship quality is influenced by other factors not addressed in this study.

5.4 Recommendations

Considering that data and information positively to improved relationship quality, hotels looking to improve their customer relationships should not only take advantage of various channels, such as websites, and social media, to provide data and

information to customers, but also strive to create an engaging and personalized experience. Records of past visits should be kept and used to provide tailored services and special deals to returning customers, while engaging with customers on social media and other online platforms, as well as providing helpful destination content and resources on their website, will strengthen customer relationships. Additionally, customer perceptions should be monitored and evaluated periodically, and hotels should make a concerted effort to not only meet, but exceed these expectations in order to create positive experiences and lasting relationships. This can be achieved by regular customer centered programs such as customer 360.

With reference to the process dimension, hotels should prioritize customer care and proactively strive to provide the best possible service in order to build strong relationships with customers. These relationships should be developed and maintained through user-friendly websites and social media platforms, where customers can engage with the hotels. Hotels should take advantage of promotional strategies, such as giveaways and incentives, to create unique experiences and encourage customer interaction. To ensure a satisfactory experience, hotels should continuously monitor and respond to customer feedback, while tracking customer satisfaction and overall experience. Through these holistic efforts, hotels can create positive customer experiences that lead to long-term loyalty and bonds.

Regarding Social CRM strategies, it is recommended that hotels in Nairobi, Kenya continue to utilize Social CRM strategies to enhance their relationship quality with customers. This can include prominently displaying favorable reviews on social media pages, inviting customer feedback, and engaging with them through contests, surveys, and other activities, and utilizing virtual tours and other interactive

experiences to build loyalty and engagement. Additionally, it is recommended that hotels recognize the importance of rewarding active participants with badges and other rewards, as this can further enhance the relationship quality. Furthermore, it may be beneficial for hotels to regularly evaluate and monitor their Social CRM strategies to identify areas for improvement and ensure that they are effectively meeting customer expectations.

5.4.1 Managerial Implications

The findings of this study have several managerial implications for hotels in Nairobi, Kenya. To start with, the use of Social CRM strategies can be an effective way to enhance relationship quality with customers. As such, hotels should prioritize the implementation and ongoing management of these strategies, in order to build and maintain positive relationships with their customers. This may include activities such as prominently displaying favorable reviews, inviting customer feedback and engagement, and utilizing virtual tours and other interactive experiences. Additionally, hotels should recognize the importance of rewarding active participants with badges and other rewards, as this can further enhance the relationship quality.

Also, the findings of this study highlight the importance of regularly evaluating and monitoring Social CRM strategies in order to identify areas for improvement and ensure that they are effectively meeting customer expectations. This may involve conducting surveys and other forms of research to gather feedback from customers, as well as analyzing data on customer engagement and satisfaction. By regularly evaluating and monitoring their Social CRM strategies, hotels can ensure that they are effectively meeting the needs and expectations of their customers and make any necessary adjustments to improve the overall relationship quality.

Finally, hotel managers should focus on customer care and engagement in order to improve the relationship quality between customers and hotels. This requires investing in staff training, user-friendly websites and social media platforms, introducing promotions and giveaways, and closely monitoring and responding to customer feedback. Such initiatives will help to improve overall customer satisfaction and will help hotels to create long-term relationships with customers.

5.4.2 Theoretical Implications

Malthouse social CRM house model

The findings of this study have implications for the Malthouse social CRM house model. The model proposes that customer relationship management (CRM) is a continuous process that involves four main components: acquiring customers, retaining customers, enhancing customer relationships, and creating customer value. The findings of this study suggest that hotels that prioritize customer care and engage with customers regularly via effective communication channels are able to maintain a high level of relationship quality with their customers. This aligns with the Malthouse social CRM house model, and improves on it in the process dimension where the indicators of e-culture, employee skills and management support were consolidated to organization e-structures and support. Social CRM house emphasizes the importance of acquiring and retaining customers, as well as enhancing customer relationships and creating value for them. Hotels that adopt this approach are likely to see improvements in their CRM efforts and be better able to manage their relationships with customers.

Relationship Marketing

The findings of this study have implications for relationship marketing theory which has indicators of customer satisfaction, trust and commitment. From the findings of factor analysis, it was found out that customer satisfaction and trust were perceived not to be different from each other. The researcher proposes trust-based satisfaction as an indicator that captures the two previous indicators Relationship marketing is a marketing approach that focuses on building long-term relationships with customers in order to create value and achieve mutual benefits. The findings of this study suggest that hotels that prioritize customer care and engage with customers regularly via effective communication channels are able to maintain a high level of relationship quality with their customers. This aligns with the principles of relationship marketing, which emphasize the importance of building strong, long-term relationships with customers in order to create value for both the customer and the business. Hotels that adopt this approach are likely to see improvements in their relationship marketing efforts and be better able to manage their relationships with customers.

Also, the results have implications for the practice of relationship marketing in the hotel industry. The findings of this study suggest that the use of Social CRM strategies, such as posting virtual tours, inviting customer feedback and engagement, and rewarding active participants, can be effective in enhancing the relationship quality of hotels in Nairobi, Kenya. This aligns with the principles of relationship marketing, which emphasizes the importance of building positive relationships with customers and creating value for both the customer and the organization. As such, the findings of this study suggest that hotels can effectively utilize Social CRM strategies to enhance their relationship marketing efforts and achieve competitive advantage.

Expectancy Disconfirmation theory

The findings of this study have implications for the expectancy disconfirmation theory. This theory proposes that customer satisfaction is determined by the degree to which a product or service meets or exceeds customer expectations. The findings of this study suggest that hotels that prioritize customer care and engage with customers regularly via effective communication channels are able to maintain a high level of relationship quality with their customers. This aligns with the expectancy disconfirmation theory, as hotels that provide high levels of customer care and engage with customers regularly are likely to meet or exceed customer expectations, leading to high levels of satisfaction. Hotels that adopt this approach are likely to see improvements in customer satisfaction and be better able to manage their relationships with customers.

Additionally, the theory argues that people form expectations based on their past experiences and information from various sources, and these expectations influence their behavior and attitudes towards products and services. When the products or services do not meet these expectations, it can lead to disconfirmation, which can result in negative attitudes and behaviors. The study findings suggest that the hotels are utilizing social media to create an interactive experience for their customers and to engage and build loyalty among their followers. This has included posting virtual tours, showcasing their staff and services, and inviting customer feedback and engagement through contests, surveys, and other activities. As a result, customers have likely come to expect a high level of engagement and interactive experiences from these hotels. If the hotels fail to meet these expectations, it could lead to disconfirmation and negative attitudes and behaviors from customers. Therefore, it is important for hotels to regularly evaluate and monitor their Social CRM strategies in

order to ensure that they are effectively meeting customer expectations and avoid disconfirmation.

5.5 Further Research Recommendations

Further studies on the relationship between data and information, Social CRM strategies, and relationship quality in the hotel industry could focus on several areas. First, additional research could be conducted to explore the role of employee training and support in implementing and utilizing data and information, Social CRM strategies, and relationship quality.

Second, future studies could also investigate the impact of other factors on the relationship between data and information, Social CRM strategies, and relationship quality. This could include examining the role of hotel characteristics, such as location, size, and type, as well as the impact of external factors, such as competition, industry trends, and economic conditions.

Third, further research could also focus on the effectiveness of different strategies for utilizing data and information, Social CRM strategies, and relationship quality in the hotel industry. This could include comparing the impact of various techniques, such as personalized services, data analysis, and social media engagement, on customer relationships, and examining the factors that contribute to the success or failure of these strategies.

Overall, future studies on this topic could provide valuable insights into the complex relationship between data and information, Social CRM strategies, and relationship quality in the hotel industry, and could help hotel managers to develop more effective strategies for enhancing customer relationships and improving overall performance.

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APPENDICES

Appendix I- Customer Questionnaire

QUESTIONNAIRE ON EFFECTS OF SOCIAL CRM DIMENSIONS ON RELATIONSHIP QUALITY 2021

Dear respondent,

I am a Doctor of Philosophy student in Hospitality Management, Moi University, Kenya. As part of my studies, I am researching "EFFECTS OF SOCIAL CUSTOMER RELATIONSHIP MANAGEMENT DIMENSIONS AND CUSTOMER EXPECTATIONS ON RELATIONSHIP QUALITY IN SELECTED HOTELS IN NAIROBI, KENYA." You have been chosen to participate in the named research as a respondent.

Any information you give is purely intended for academic purposes and will be handled with the utmost confidentiality. Your contribution, participation, and co-operation will be highly appreciated. Thank you.

Yours Faithfully,

Muraya Moses.

mosemk12@gmail.com

SECTION A: GENERAL INFORMATION – PLEASE TICK OR CIRCLE THE NUMBERS AS APPROPRIATE

1. Age:

   [01]Below 20 yrs ( )   [02]21-30yrs ( )   [03]31-40 yrs ( )   [04]41-50yrs ( )
[05]Above 50 yrs ( )

2. Gender: [01]Male ( )   [02]Female ( )

3. Marital status:

   [01]Married ( )   [02]Single ( )   [03]Widowed ( )   [04]Divorced ( )   [05]Separated ( )

4. Highest level of education attained:

   [01]Primary school ( ) [02] secondary school ( ) [03] College ( )   [04] University ( )

   If College or University, Specify area of specialization_____

5. How often do you use the internet?

   [01] never ( )   [02]rarely ( )   [03]occasionally ( )   [04]everyday ( )

6. What purposes do you typically use the Internet for?

   [01]personal (   )   [02]business (   )   [03]both (   )

7. What device do you use to access internet from?

	Internet device	Never	Few Times	Many Times	All the Time
A	Laptop	1	2	3	4
B	Smart phone	1	2	3	4
C	Tablet Computer	1	2	3	4
D	Desktop computer	1	2	3	4
	Any other device state below				
E		1	2	3	4

8. Indicate the frequency which social media networks you use, how often you use them and who do you connect with using them.

Key: Friends (FRD), Family (FAM), Groups with Similar Interests (GSI), Brands (BR) and Local Business (LB))

		Have it		If YES – how often do you use it				Who do you connect with				
	Social media	NO	YES	Never	Few Times	Many Times,	All the Time	FRD	FAM	GSI	BR	LB
1	WhatsApp	N	Y	1	2	3	4	1	2	3	4	5
2	Facebook	N	Y	1	2	3	4	1	2	3	4	5
3	X (formerly known as Twitter)	N	Y	1	2	3	4	1	2	3	4	5
4	Instagram	N	Y	1	2	3	4	1	2	3	4	5
5	blogs	N	Y	1	2	3	4	1	2	3	4	5
6	Wikis	N	Y	1	2	3	4	1	2	3	4	5
7	TripAdvisor	N	Y	1	2	3	4	1	2	3	4	5
8	LinkedIn	N	Y	1	2	3	4	1	2	3	4	5
9	Google+	N	Y	1	2	3	4	1	2	3	4	5
1	flicker	N	Y	1	2	3	4	1	2	3	4	5
1	TravelPedia	N	Y	1	2	3	4	1	2	3	4	5
	Any others state below											
1		N	Y	1	2	3	4	1	2	3	4	5

TRAVEL BEHAVIOUR
10. How often do you travel for holiday
Never ( )   occasionally ( )   sometimes ( )   often ( )   always ( )

11. Have you visited any destination(s) twice or more times in the past five years?
Once ( )   twice ( )   thrice ( )   four ( )   more than four ( )

SECTION B: RELATIONSHIP QUALITY

12. Indicate the frequency with which you agree with the following statements: Key:1-Never, 2-Rarely, 3-Few times, 4-Often, 5-Always

	STATEMENT	N	R	FT	O	A
Y1	I am always delighted with the hotel's service	1	2	3	4	5
	My choice to use this hotel was a wise one	1	2	3	4	5
	Overall, I am satisfied with the service provided	1	2	3	4	5
	I feel good about using this hotel	1	2	3	4	5
	I did the right thing when I decided to use this hotel	1	2	3	4	5
	I feel that my experience with this hotel has been enjoyable	1	2	3	4	5
	My relationship with this hotel is very important to me	1	2	3	4	5
	My relationship with this hotel is something I really care about	1	2	3	4	5
Y2	This hotel can be trusted	1	2	3	4	5
	This hotel can be counted on to do what is right	1	2	3	4	5
	This hotel keeps its promises	1	2	3	4	5
	This hotel has high integrity	1	2	3	4	5
	This hotel is trustworthy	1	2	3	4	5
Y3	My relationship with this hotel is something that I am committed to	1	2	3	4	5
	I believe the hotel and I are both committed to the relationship	1	2	3	4	5
	I have a strong sense of loyalty to this hotel	1	2	3	4	5
	This hotel is prepared to make short-term sacrifices to maintain our relationship	1	2	3	4	5
	I believe the hotel and I view our relationship as a long-term partnership	1	2	3	4	5
	I will share my satisfaction with this hotel with friends and family	1	2	3	4	5
	I highly recommend others to make use of the services provided at this hotel	1	2	3	4	5
	I will continue to bring my business to this hotel even if I had to pay more for a service or products.	1	2	3	4	5
	I will pay a higher price than competitors charge for the benefits I currently receive from this hotel	1	2	3	4	5
	I will defend this hotel to critics	1	2	3	4	5
	I will recommend this hotel's services to a friend	1	2	3	4	5
	I will use social media platforms to express how satisfied I am about this hotel	1	2	3	4	5

SECTION C: DATA AND INFORMATION

13. Indicate the frequency with which you agree with the following statements: Key:1-Never, 2-Rarely, 3-Few times, 4-Often, 5-Always

	STATEMENT	N	R	FT	O	A
X1	I can book the hotel from the hotels' website	1	2	3	4	5
	I can book the hotel from its social media pages	1	2	3	4	5
	The hotel provides a check in kiosk in its hotel lobby.	1	2	3	4	5
	The hotel provides self-check in on its website.	1	2	3	4	5

X2	The hotel provides a personalised website for repeat customers	1	2	3	4	5
	When I visit the hotel, they immediately recognize me as a repeat customer	1	2	3	4	5
	The hotel requires members to login for personalized service and offers	1	2	3	4	5
	The hotel offers Customer surveys e.g. questionnaires	1	2	3	4	5
	The hotel has Loyalty cards and other reward programs for repeat customers	1	2	3	4	5
	The hotel keeps a record of information relevant to enable make my visit better	1	2	3	4	5
X3	The hotel has social media accounts which am a follower	1	2	3	4	5
	The hotel social media sites provide useful information about the hotel.	1	2	3	4	5
	The hotel has virtual tours on its social media site	1	2	3	4	5
X4	The hotel frequently updates its product changes and offering on social media	1	2	3	4	5
	The hotel sends me helpful information to organise your holiday	1	2	3	4	5
	The hotel allows customers to give feedback on social media	1	2	3	4	5
	The hotel contributes to opinions and sentiments in social media	1	2	3	4	5
	The hotels send special deals for the next visit	1	2	3	4	5
	The hotel sends me Personalised emails with helpful information for your next visit	1	2	3	4	5
	The hotel provides very useful destination information available on their website i.e. local attractions to visit.	1	2	3	4	5
X5	The hotel allows special benefits for repeat customers (e.g. being able to request a room number if available)	1	2	3	4	5
	Using the information from past visits the hotel customizes my experience according to my needs	1	2	3	4	5
X6	The hotel has a social media group for members where they share their ideas	1	2	3	4	5
	The hotel social media sites review help in making my decision to purchase	1	2	3	4	5
	The hotel organises events for their social media	1	2	3	4	5

SECTION D: PROCESS DIMENSION

14. Indicate the frequency with which you agree with the following statements.
Key: 1-Strongly Disagree (SD), 2-Disagree (D), 3- Moderately Agree (MA), 4-Agree (A), 5-Strongly Agree (SA).

	Statement	SD	D	MA	A	SA
X7	the hotel Staff make you feel special	1	2	3	4	5
	customer service is excellent	1	2	3	4	5
	The hotel replies to social media posts in a very short time	1	2	3	4	5
	Interest is shown in my feedback when I finish my stay (e.g. questionnaires)	1	2	3	4	5
X8	The hotel provides regular communication with helpful information for our next visit	1	2	3	4	5

	The hotel social media staff are very professional	1	2	3	4	5
	The hotel social media customer care is well informed about hotel operations and addresses issues well	1	2	3	4	5
	The customer care staff have easy access to my information necessary to help me	1	2	3	4	5
	The hotel social media staff have great customer handling skills	1	2	3	4	5
X9	The hotel managers and supervisors contribute to issues raised about the hotel	1	2	3	4	5
	The hotel website has a very friendly user interface.	1	2	3	4	5
	The website of the hotel looks very good and professionally built.	1	2	3	4	5
	The hotel managers frequently communicate about the future of the hotel and its products.	1	2	3	4	5
	The hotel provides support in social media	1	2	3	4	5
X10	The hotel replies to social media posts they have been tagged in.	1	2	3	4	5
	The hotel monitors the online on posts that mention it	1	2	3	4	5
	The hotel social media has an online assistant chat for any enquiries	1	2	3	4	5
	The hotel website has an online assistant chat for any enquiries	1	2	3	4	5
X11	The hotel social media experience is dependable	1	2	3	4	5
	The layout of product on hotel website is easy and useful	1	2	3	4	5
	The information in the social media of the hotel is reliable	1	2	3	4	5
X12	The hotel encourages its followers to post trending social media challenge shot within their hotels	1	2	3	4	5
	Posts on hotel social media receive many views	1	2	3	4	5
	Many people like social media posts on the hotel accounts					
	The hotel comments on posts of its customers they have been tagged	1	2	3	4	5
	The hotel posts contests to its customers on its social media accounts	1	2	3	4	5
	The hotel posts regularly on its social media pages.	1	2	3	4	5

SECTION E: Social CRM STRATEGIES

15. Indicate the frequency with which you agree with the following statements. Key: 1-Never (N), 2-Rarely ®, 3-Few Times (FT), 4-Often (O), 5-Always (A)

	Statement	N	R	FT	O	A
X13	The hotel recognises its most important social media users by rank system	1	2	3	4	5
	The hotel prominently displays favourable reviews prominently on their social media pages.	1	2	3	4	5
	The hotel engages their social media customers on ideas on improvements of their products i.e. renovation ideas	1	2	3	4	5
	The hotel mobilises its customer for worthy causes through social media (e.g. community service, tree planting, charity etc)	1	2	3	4	5
X14	The hotel engages social media customers on input to new	1	2	3	4	5

	products being introduced.					
	The hotel features stories about their staff in their natural setup of service provision on their social media/website.	1	2	3	4	5
	The hotel features stories from customers experience about their experience.	1	2	3	4	5
	The hotel staff posts pictures and videos of their working station.	1	2	3	4	5
	The hotel posts virtual video of the hotel and its services	1	2	3	4	5
	The hotel has a channel where they post tips for example cooking recipes	1	2	3	4	5
X15	The hotel reward active participants with points (e.g. platinum, gold badges)	1	2	3	4	5
	The hotel posts Special events (e.g. cultural shows, for children)	1	2	3	4	5
	The hotel uses relevant trending hash tags to generate content related to hospitality products.	1	2	3	4	5
	The hotel posts discounts on their products on social media accounts.	1	2	3	4	5

SECTION F: CUSTOMER PERCEPTIONS

16. Indicate the frequency with which you agree with the following statements. Key: 1-Never (N), 2-Rarely ®, 3-Few Times (FT), 4-Often (O), 5-Always (A)

	Statement	N	R	FT	O	A
M1 tangibles	The hotel staff are well dressed and neat	1	2	3	4	5
	The hotel has modern looking equipment	1	2	3	4	5
	The hotels physical facilities are visually appealing	1	2	3	4	5
	The hotels stationery are visually appealing	1	2	3	4	5
	The hotels professional materials look professional	1	2	3	4	5
	The hotel staff exhibit good manners	1	2	3	4	5
	The hotel staff are enthusiastic at work	1	2	3	4	5
	The hotel staff are not offensive at work	1	2	3	4	5
	The hotel staff smile at work	1	2	3	4	5
M2 reliability	The hotel staff are supportive whenever am in need	1	2	3	4	5
	The hotel staff performs the service right the first time	1	2	3	4	5
	The hotel provides its services the way they promise	1	2	3	4	5
	The hotel staff are dependable	1	2	3	4	5
	The hotel claims its records are error free	1	2	3	4	5
	The hotel staff provide service when promised	1	2	3	4	5
M3 responsiveness	The hotel staff are helpful even when they are busy	1	2	3	4	5
	The hotel staff provides me with progress of service	1	2	3	4	5
	The staff are concerned of my satisfaction of service	1	2	3	4	5

	The hotel staff greet me as soon as possible	1	2	3	4	5
	The hotel staff give me prompt service	1	2	3	4	5
	The hotel staff are prompt in solving my complaints	1	2	3	4	5
	The hotel staff are well informed about the services they provide	1	2	3	4	5
M4 assurance	The hotel staff are trustworthy	1	2	3	4	5
	The hotel staff are polite to guests	1	2	3	4	5
	The hotel staff are kind and cordial to me	1	2	3	4	5
	The hotel staff offer assistance to undecided guests when making decisions	1	2	3	4	5
	The hotel staff are very knowledgeable about the services they offer	1	2	3	4	5
M5 empathy	The hotel staff offer personalized treatment	1	2	3	4	5
	The hotel staff anticipate guest needs	1	2	3	4	5
	The hotel staff are careful with their work	1	2	3	4	5
	The hotel staff put great effort in their work	1	2	3	4	5
	The hotel staff respect their customers	1	2	3	4	5
	The hotel staff address me by name	1	2	3	4	5
	The hotel staff offer individualized attention.	1	2	3	4	5
	The hotel has are flexible to my needs	1	2	3	4	5

END OF QUESTIONNAIRE

Thank You for taking your time to fill in the questionnaire

Appendix 2: Guest Relation Manager Interview Questionnaire

1. How have you integrated your social media accounts to your CRM systems? Are there policies that support the seamless integration?

2. Kindly explain how insights from Social CRM are treated in your organisations?

3. What is the social media policy in place that guides the use of social media in the hotel to engage with customers?

    a. Does the hotel link information captured from social media channels to CRM and if so, how is this information used?

    b. Does the hotel encourage its employees to engage in social media?

    c. Does the hotel conduct any training its staff on using social media and if so which areas?

4. Do you think that once you adopted social media, it changed the quality of relationships with your customers?

Appendix 3: Research Permit 2021

Ref No: 762976

Date of Issue: **04/February/2021**

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Appendix 5: Mahalanobis Output

Multivariate outliers distribution table

CASE	MAH D2	P value	CASE	MAH D2	P value	CASE	MAH D2	P value	CASE	MAH D2	P value
1.	6.72356	0.1512	40.	6.17487	0.1865	79.	1.08865	0.8961	118.	1.14462	0.8871
2.	6.60809	0.1581	41.	15.3591	0.004	80.	1.25068	0.8697	119.	0.91761	0.922
3.	3.83716	0.4285	42.	1.32166	0.8577	81.	0.13933	0.9977	120.	0.60314	0.9627
4.	1.30426	0.8607	43.	13.5893	0.0087	82.	7.58423	0.1081	121.	0.0693	0.9994
5.	0.1794	0.9962	44.	3.13552	0.5354	83.	8.51444	0.0745	122.	1.17352	0.8824
6.	0.47977	0.9754	45.	0.65726	0.9565	84.	18.263	0.0011	123.	0.24189	0.9933
7.	0.68705	0.9529	46.	0.25712	0.9924	85.	13.594	0.0087	124.	0.79664	0.9389
8.	1.53373	0.8206	47.	0.51376	0.9721	86.	0.63196	0.9594	125.	1.56264	0.8155
9.	0.79197	0.9395	48.	8.60897	0.0717	87.	1.0095	0.9084	126.	1.44013	0.8372
10.	11.2331	0.0241	49.	0.2814	0.991	88.	21.8524	0.0002	127.	1.92943	0.7487
11.	0.31275	0.989	50.	0.41669	0.9811	89.	13.6791	0.0084	128.	11.2817	0.0236
12.	12.6077	0.0134	51.	0.54657	0.9688	90.	0.76216	0.9434	129.	0.70023	0.9513
13.	0.46456	0.9769	52.	0.14758	0.9974	91.	10.7709	0.0293	130.	0.6856	0.9531
14.	0.15909	0.997	53.	2.35681	0.6704	92.	14.6542	0.0055	131.	0.22873	0.9939
15.	8.54395	0.0736	54.	0.40944	0.9817	93.	32.7733	0	132.	0.56883	0.9665
16.	0.73248	0.9473	55.	0.12793	0.998	94.	0.16832	0.9967	133.	0.68142	0.9536
17.	9.08538	0.059	56.	0.14258	0.9976	95.	0.36829	0.985	134.	0.43974	0.9791
18.	1.51485	0.824	57.	0.36786	0.985	96.	0.269	0.9917	135.	5.45935	0.2433
19.	34.3706	0	58.	1.68713	0.7931	97.	0.38747	0.9835	136.	3.19118	0.5264
20.	30.5757	0	59.	0.16261	0.9969	98.	0.64843	0.9575	137.	4.89926	0.2978
21.	0.63753	0.9588	60.	2.11513	0.7146	99.	0.83902	0.9331	138.	3.52496	0.4741
22.	1.41575	0.8415	61.	17.4735	0.0016	100.	1.51691	0.8236	139.	10.7747	0.0292
23.	20.1725	0.0005	62.	0.48114	0.9753	101.	0.61826	0.961	140.	0.1724	0.9965
24.	25.5839	0	63.	11.8856	0.0182	102.	0.06265	0.9995	141.	1.01506	0.9075
25.	0.45317	0.9779	64.	0.25656	0.9924	103.	0.22219	0.9943	142.	9.20256	0.0562
26.	3.13598	0.5353	65.	0.45276	0.9779	104.	0.62626	0.9601	143.	0.1504	0.9973
27.	0.38913	0.9834	66.	2.62857	0.6218	105.	0.3924	0.9831	144.	2.78442	0.5945
28.	6.68543	0.1535	67.	0.6533	0.957	106.	0.53105	0.9704	145.	11.0261	0.0263
29.	1.17486	0.8822	68.	0.28349	0.9909	107.	0.76216	0.9434	146.	2.43782	0.6558
30.	0.222	0.9943	69.	0.79908	0.9386	108.	0.9342	0.9196	147.	1.7156	0.7879
31.	0.29001	0.9905	70.	4.24763	0.3735	109.	0.66476	0.9556	148.	4.96613	0.2908
32.	2.12956	0.7119	71.	0.28217	0.9909	110.	0.62339	0.9604	149.	0.57754	0.9655

33.	1.51952	0.8232	**72.**	4.29047	0.3681	**111.**	21.3222	0.0003	**150.**	0.67245	0.9547
34.	1.08865	0.8961	**73.**	0.68303	0.9534	**112.**	0.60384	0.9626	**151.**	0.96011	0.9158
35.	13.3754	0.0096	**74.**	1.25773	0.8685	**113.**	0.33115	0.9877	**152.**	1.13582	0.8885
36.	7.03188	0.1342	**75.**	1.08485	0.8967	**114.**	16.8892	0.002	**153.**	0.23496	0.9936
37.	0.97854	0.913	**76.**	0.3045	0.9895	**115.**	0.89362	0.9255	**154.**	0.67442	0.9544
38.	4.20376	0.3791	**77.**	0.45053	0.9781	**116.**	5.63654	0.228	**155.**	0.87409	0.9282
39.	1.78482	0.7753	**78.**	1.00386	0.9092	**117.**	0.57474	0.9658	**156.**	16.3307	0.0026
157.	0.57754	0.9655	**201.**	0.33141	0.9877	**245.**	19.99579	0.0005	**289.**	5.07096	0.2801
158.	15.41099	0.0039	**202.**	0.41871	0.9809	**246.**	0.61581	0.9613	**290.**	1.52865	0.8216
159.	6.73675	0.1505	**203.**	0.37294	0.9846	**247.**	0.49986	0.9735	**291.**	21.38171	0.0003
160.	1.02282	0.9063	**204.**	0.65441	0.9568	**248.**	0.93771	0.9191	**292.**	0.33141	0.9877
161.	0.27317	0.9915	**205.**	0.80318	0.938	**249.**	0.11067	0.9985	**293.**	0.41871	0.9809
162.	1.20621	0.8771	**206.**	0.8861	0.9265	**250.**	0.10613	0.9986	**294.**	0.37294	0.9846
163.	1.06001	0.9006	**207.**	1.23472	0.8724	**251.**	1.26708	0.8669	**295.**	0.65441	0.9568
164.	0.36692	0.9851	**208.**	0.35674	0.9859	**252.**	0.40446	0.9821	**296.**	21.7755	0.0002
165.	0.83168	0.9342	**209.**	0.64086	0.9584	**253.**	1.61433	0.8062	**297.**	10.69682	0.0302
166.	0.32539	0.9881	**210.**	0.27295	0.9915	**254.**	1.19574	0.8788	**298.**	16.77854	0.0021
167.	0.47015	0.9763	**211.**	0.47688	0.9757	**255.**	1.05802	0.9009	**299.**	0.35674	0.9859
168.	0.99684	0.9103	**212.**	0.27063	0.9916	**256.**	1.00036	0.9097	**300.**	0.27295	0.9915
169.	1.00123	0.9096	**213.**	0.45876	0.9774	**257.**	0.97672	0.9133	**301.**	0.47688	0.9757
170.	13.14311	0.0106	**214.**	1.00474	0.9091	**258.**	1.56169	0.8157	**302.**	0.27063	0.9916
171.	14.85063	0.005	**215.**	10.31096	0.0355	**259.**	1.35968	0.8512	**303.**	0.45876	0.9774
172.	0.80832	0.9373	**216.**	13.68473	0.0084	**260.**	0.28176	0.991	**304.**	0.40109	0.9824
173.	0.36692	0.9851	**217.**	1.43114	0.8388	**261.**	1.46994	0.832	**305.**	17.43289	0.0016
174.	39.39134	0	**218.**	0.12944	0.998	**262.**	0.98422	0.9122	**306.**	20.85262	0.0003
175.	7.09835	0.1308	**219.**	13.59396	0.0087	**263.**	0.33141	0.9877	**307.**	0.31574	0.9888
176.	18.29854	0.0011	**220.**	0.48201	0.9752	**264.**	0.41871	0.9809	**308.**	0.32507	0.9881
177.	28.86395	0	**221.**	0.19353	0.9956	**265.**	0.37294	0.9846	**309.**	18.36822	0.001
178.	0.69701	0.9517	**222.**	1.68157	0.7941	**266.**	0.65441	0.9568	**310.**	0.42662	0.9802
179.	0.53537	0.97	**223.**	19.58717	0.0006	**267.**	0.80318	0.938	**311.**	1.02852	0.9054
180.	0.29001	0.9905	**224.**	0.67836	0.954	**268.**	0.8861	0.9265	**312.**	0.80517	0.9378
181.	15.96372	0.0031	**225.**	0.41805	0.981	**269.**	1.23472	0.8724	**313.**	0.30792	0.9893
182.	7.09835	0.1308	**226.**	0.9263	0.9208	**270.**	0.35674	0.9859	**314.**	0.41871	0.9809
183.	0.49986	0.9735	**227.**	1.18399	0.8807	**271.**	0.64086	0.9584	**315.**	0.37294	0.9846
184.	0.93771	0.9191	**228.**	0.47715	0.9757	**272.**	0.27295	0.9915	**316.**	0.65441	0.9568
185.	0.1228	0.9982	**229.**	0.23814	0.9934	**273.**	0.47688	0.9757	**317.**	0.80318	0.938
186.	0.12039	0.9983	**230.**	0.40109	0.9824	**274.**	0.27063	0.9916	**318.**	0.8861	0.9265

187.	1.26708	0.8669	**231.**	0.5389	0.9696	**275.**	0.45876	0.9774	**319.**	1.23472	0.8724
188.	0.40446	0.9821	**232.**	3.76652	0.4385	**276.**	0.40109	0.9824	**320.**	0.35674	0.9859
189.	1.68161	0.7941	**233.**	0.31574	0.9888	**277.**	0.5389	0.9696	**321.**	0.64086	0.9584
190.	1.19574	0.8788	**234.**	0.32507	0.9881	**278.**	0.65441	0.9568	**322.**	0.27295	0.9915
191.	1.05802	0.9009	**235.**	3.76652	0.4385	**279.**	0.31574	0.9888	**323.**	0.47688	0.9757
192.	1.00036	0.9097	**236.**	0.42662	0.9802	**280.**	0.32507	0.9881	**324.**	0.27063	0.9916
193.	0.97672	0.9133	**237.**	1.02852	0.9054	**281.**	18.23938	0.0011	**325.**	0.45876	0.9774
194.	1.56169	0.8157	**238.**	0.80517	0.9378	**282.**	0.42662	0.9802	**326.**	0.40109	0.9824
195.	1.35968	0.8512	**239.**	0.30792	0.9893	**283.**	1.02852	0.9054	**327.**	0.5389	0.9696
196.	0.28176	0.991	**240.**	1.36435	0.8504	**284.**	0.80517	0.9378	**328.**	0.80517	0.9378
197.	1.46994	0.832	**241.**	1.39111	0.8457	**285.**	0.30792	0.9893	**329.**	0.30792	0.9893
198.	0.98422	0.9122	**242.**	1.18319	0.8809	**286.**	1.36435	0.8504	**330.**	1.36435	0.8504
199.	0.3406	0.987	**243.**	17.17865	0.0018	**287.**	14.85843	0.005	**331.**	10.6602	0.0307
200.	1.16043	0.8846	**244.**	0.29001	0.9905	**288.**	1.18319	0.8809	**332.**	5.07096	0.2801
333.	1.18319	0.8809	**334.**	1.46994	0.832	**335.**	0.98422	0.9122	**336.**	0.33141	0.9877
337.	0.41871	0.9809	**338.**	0.37294	0.9846	**339.**	0.65441	0.9568	**340.**	0.80318	0.938
341.	0.6856	0.9531	**342.**	1.23472	0.8724	**343.**	0.35674	0.9859	**344.**	0.27295	0.9915

Appendix 6: Qualitative Data Analysis Output

Hierarchy chart
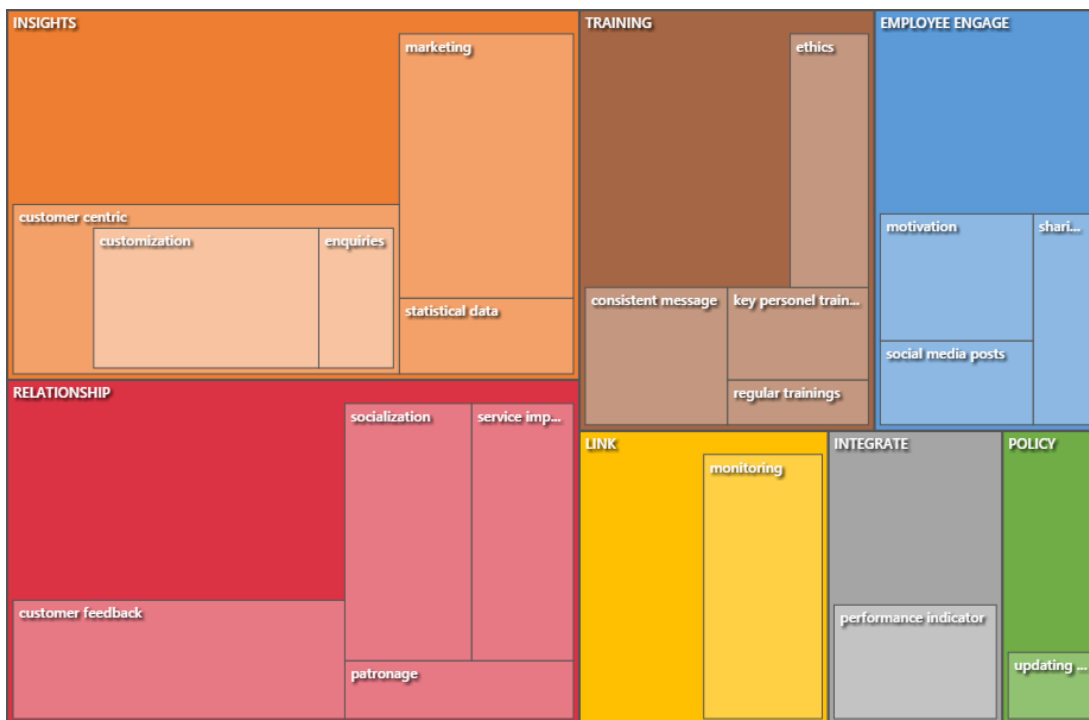
Word cloud

Tree map

customers

especially

hotel

media

make

social

services

posts

staff

keep

platforms

like

respond

reviews

improve

stated

information

experience

feedback

encourage

employees

needs

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