The interaction of social CRM between CRM performance and marketing performance in hotels

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CHRONICLE	ABSTRACT

In recent times, there has been a significant decline in hotel occupancy rates, and this is primarily due to marketing performance. Hoteliers and the decision-makers are thus seeking new strategies to increase occupancy rates by enhancing marketing performance. The present work examined the relationship between customer relationship management performance and marketing performance by considering the moderating role of social customer relationship management on this relationship. In this work, both the "Resource-Based View Theory" and "Social Exchange Theory" were employed. Data from hotel managers in Jordan were collected, with 139 responses being collected and analyzed altogether. "Smart Partial Least Squares" were used for the analysis process, which showed that customer relationship management performance positively impacted marketing performance, and that Social customer relationship management also had a positive effect on marketing performance. Moreover, the relationship between customer relationship management performance and marketing performance is enhanced through social customer relationship management. These findings can be used by hoteliers to develop effective marketing strategies using new technology and communication tools.

1. Introduction

Hospitality as a concept is associated with warmth and respect. In some cases, it can even be associated with safety and protection. What is more, hospitality can generate cultural appreciation and understanding (Sharar & Yousef, 2018). Statistics show that Jordan had a population of approximately 9.5million in 2018, which is relatively small. The country shares a border with Israel, Saudi Arabia and Iraq, and is home to various natural resources. Tourism is one of the most important industries in the country, with hoteliers having made a significant contribution of 10%-14% to the national gross domestic product over the last ten years. What is more, this industry employs the most individuals in the private sector and is the second-highest industry bringing in foreign currency (Muhtaseb & Daoud, 2018). Unlike their neighboring countries, Jordan is heavily dependent on external sources for meeting its energy requirements. Moreover, Alshourah et al. (2018) describe the country as being small and possessing limited natural resources, which makes it extremely susceptible to external distresses. Jordan is ranked 73rd on the Global Competitiveness Index, primarily due to the influx of refugees seeking refuge in the country as a

result of the conflict in other countries within the region. Their economic growth fell from an average of 5.4% between 2000–2012 to a mere 1.9% in 2015, which marks a record low (Ghazal, 2018).

Now, the hotel sector is encountering a significant number of challenges, especially in terms of marketing performance and customer perception (Magno, Cassia & Bruni, 2017; Huang, Ho & Chen, 2016; Maroofi, 2015). It is thus crucial that hotel managers consider guest satisfaction when implementing strategies for enhancing product promotion, brand value and marketing performance. Although marketing performance and branding have been recognized as key factors in hotel management, standard operating procedures and market performance in Jordan's star-rated hotels still require substantial development (Shaaban and Ghoneim, 2017).

Tourism is fundamental for the economy, not only in Jordan but throughout the world. Several researchers (Alshourah et al., 2018; Rababah, 2012; Al-Momani and Noor, 2009) have found that the hotel industry in Jordan is fiercely competitive. What's more, Al-Azzam (2016) has pointed out that occupancy rates have been fluctuating and declining in Jordan since 2012. Dissatisfaction amongst hotel guests was one of the key reasons for this decline, which ultimately caused insufficient customer retention and market share, and a significant drop in profitability. In turn, this has generated a decline in marketing performance amongst hotels in Jordan (Al-Adamat, 2015; Al-Laymoun, 2016; Waskito, 2018). What's more, researchers (Talabi, 2015; Al-Adamat, 2015; Yadav & Singh, 2014; and Alshourah et al., 2018) have highlighted the need for Jordanian hotels to enhance their business and marketing performances, as is also the case for hotels in many countries. To achieve this, they must develop long-term relationships with customers through the implementation of different strategies such as special offers. They also need to effectively implement different information technologies to enhance their CRM performance.

In previous research, marketing performance has been found to be significantly and positively impacted by CRM performance. For example, Soliman (2011) identified a positive relationship between CRM and marketing performance. They found that, in financial institutions, marketing performance and CRM dimensions are positively related. Moreover, both Shaaban and Ghoneim (2017) and Fernando & Karunanithy (2015) found that CRM performance significantly influences a company's marketing performance. However, other researchers including Reinartz, Krafft & Hoyer (2004), Ernst (2011 and Nasution (2018) found a negative, non-significant relationship between CRM and the variables of company performance and marketing performance, which indicates the presence of an oscillating relationship between CRM performance and marketing performance. What is more, a number of researchers (Wang & Kim, 2017; Chubing, Shenghao & Na, 2019) have revealed that Social CRM can improve company performance. Similarly, other researchers have found that social CRM can impact CRM performance (Zaker, 2017; Marolt et al., 2020). Therefore, the present paper aims to investigate the impact of CRM on marketing performance, the impact of social CRM on marketing performance, and the moderating role of social CRM in the relationship between CRM performance and marketing performance.

2. Literature Review

2.1 Underlying Theories

In marketing, information systems and IT-related research, "Resource-Based View Theory" has become increasingly popular. The theory is employed to identify specific resources and skills that are needed to enhance company performance. This is crucial because strategies that focus solely on technological resources are insufficient for acquiring competitive advantage (Coltman, 2007). Another important theory here is "Social Exchange Theory" because social media users rely on content provided by others. Thus, understanding why individuals partake in social media activities is crucial. Emerson (1976) explains that the social exchange theory is rooted in sociology studies that investigated exchanges that took place between individuals or small groups. This theory is based on a cost-benefit framework, in which various alternatives are compared in order to explain human communications, relationships, bonds and the development of communities through communication exchanges (Homans 1958). The theory is based on the assumption that people engage in activities that they consider to be enjoyable and rewarding, whilst also avoiding activities that may be costly to them. Thus, all social behaviors are determined by an individual's subjective assessment of the cost-benefit of partaking in social exchange (Pan & Crotts, 2012). The present work thus employs the Resource-Based View Theory to enhance company performance by improving their technological capabilities. The Social Exchange Theory is also used to determine how technology can be socialized to enhance company performance.

2.2 CRM Performance

Customer relationship management (CRM) has been defined as a process involving many different systems, such as marketing information systems, transaction support systems, decision support systems, database marketing, and call centre management. Various processes associated with business and technology may also be involved in CRM (Mu, Xiao & Gebray, 2015) Thejaswarup, 2017; Lis & Szczepanska-Woszczyna, 2015). What is more, CRM is based on an organizational approach that enables companies to identify, attract, and retain customers by upholding long-term relationships with them (Alwahaishi & Amine, 2018). CRM is considered a key business strategy from a strategic, analytical, and operational perspective, which can be combined with technology to control the customer life cycle. In terms of business operations, CRM is also used to automate most company operations. Moreover, from an analytical perspective, CRM is primarily focused on stimulating sales and

developing marketing campaigns based on customer data (Talón-Ballestero et al., 2018). CRM can also be used to ensure that tasks are assigned to the right people who are sufficiently capable of addressing them. Alananzeh et al. (2018) point out that customer problems can be effectively and efficiently solved through proactive customer support.

Several different approaches and measurement tools have been proposed in CRM literature, including CRM practices, success factors and performance. There are four key factors related to CRM practices, namely customer orientations, knowledge management, technology, and CRM organisation. Nandeesha and Venkatesh (2019) have identified the following factors as being crucial in CRM success: knowledge management (KM) skills, technological readiness, top management support, change-process readiness, data-sharing readiness, CRM strategy communication, cultural changes, customer orientation and system integration skills. Moreover, Wang and Feng (2008), alongside Alshourah (2012) have defined customer relationship management performance as a company's capacity to maintain strong relations with their customers, as well as a company's marketing efficiency and sales effectiveness after CRM technology has been implemented. There are four main factors involved in customer relationship management performance, namely customer focus, knowledge management, CRM organization, CRM-based technology. CRM technology is considered suitable and effective for use in the service sector, and particularly in hotels and hospitality as it focuses heavily on customer profitability. What is more, as CRM must be measured (Al-Momani & Mohd Noor, 2009; Dalla Pozza, Goetz & Sahut, 2018), CRM performance factors were used in the present work (Alshourah, 2012; Wang & Feng 2008).

2.3 Social CRM

In the relevant literature, three unique but related factors that have influenced the success of CRM initiatives have been identified. Firstly, Gummesson (2006) highlights the CRM initiative's one-to-one focus as being the key reason behind the failures and challenges faced by different companies. However, this one-to-one (dyadic) perspective does not consider the broader view of relationships that tend to involve multiple customers or companies, thus generating a network (or many-to-many) perspective (Gummesson & Mele, 2010). Secondly, conventional CRM technologies are lacking interactivity, which ultimately creates one-way monologues. Rapp, Trainor & Agnihotri (2012) points out that this has largely hindered companies' capacities to engage with customers' networked relationships.

Rapp, Trainor & Agnihotri (2012) defines "Social CRM" as the collaboration of conventional customer-orientated activities (including systems, technologies, and processes) with social media platforms in order to interact with customers and improve customer relations. Social technologies give companies opportunities to engage in high-level company-customer relationships, which ultimately means that they can co-create value with customers. This gives them a more profound insight into the needs and desires of customers and their networks. Social CRM technologies can effectively identify the nature of customer relationships in a way that was not previously possible with conventional CRM technologies. Thus, Social CRM gives companies an opportunity to implement collaborative activities that enhance customer relationships by involving them in company processes (Greenberg, 2010; Diffley & McCole, 2015). In the present research, information reciprocity, information integration, information capture, information use, information access and value co-creation will all be assessed to measure Social CRM.

2.4 Marketing Performance

Bonoma and Clark (1988) argue there may be no other concept in the history of marketing that has been so resistant to development, definition, and application as marketing performance. This may be the research for which researchers in strategic (Chakravarthy, 1986; Morgan and Strong, 2003) and marketing fields (Clark, 2000; Clark and Ambler, 2001; Morgan et al., 2002; Vorhies and Morgan, 2003) agree that marketing performance is an inherently multidimensional process (GAO, 2010; Sampaio et al., 2011).

There are several factors involved in analyzing marketing performance, including effectiveness, efficiency, and adaptability. In this regard, efficiency refers to the evaluation of the relationship between marketing inputs and outputs and inputs. Moreover, the key objective of efficiency is maximizing output whilst simultaneously reducing input. The second factor, effectiveness, refers to the expected outcome of marketing initiatives. On the other hand, adaptability can be defined as an assessment of performance based on the company's external setting. A company must adapt to the environment in which it finds itself. This means it is significantly impacted by the actions of competitors and general changes that occur within the company environment, including changes to guidelines, customer preferences and marketing partners (such as suppliers, service companies and distribution channel members). These factors must thus be considered when developing marketing initiatives (Clark, 2000).

In recent years, several different measures to assess company performance have been put forward. These range from financial measures (e.g., sales growth, revenues, etc.) to non-financial measures (such as market share, customer satisfaction, customer retention, customer loyalty, adaptability, and brand equity). Moreover, they can be one-dimensional or multi-dimensional (effectiveness, efficiency, marketing audits, marketing assessments, marketing implementation, etc.) (Ambler, Kokkinaki & Puntoni, 2004; Clark, 1999; Alghasawneh et al., 2021). In this research, the following factors will be used to assess company

performance, as recommended by (Homburg, Artz, & Wieseke, 2012; Gebeyehu, 2014; Al-Bakri, 2014; Tarigan & Widjaja, 2011; Christine, Devie & Tarigan, 2015; Ewnetu, 2015): customer retention, customer satisfaction and company market share. All dimensions measured in this research are interrelated. In other words, any changes in one will lead to changes in another. All such factors are vital in assessing marketing performance in the hotel industry, as satisfied customers are likely to return and use the same company again. Thus, company profits will increase, and this will ultimately increase the company's market share.

2.5 CRM Performance and Marketing Performance

Previous studies investigating CRM have shown that companies that use CRM achieve better performance (Alshourah, 2012; Akroush et al., 2011; Boateng, 2014). Moreover, it has been found that customers are more loyal to a company if they have a strong relationship with them. They are also more likely to remain in a mutually beneficial relationship (Henczel, 2016; Sendjaya, 2016). It was revealed by Benedettini, Swink & Neely (2017) that loyal customers are happy to purchase the products from the same company repeatedly. Additionally, Sayani (2015) highlights the importance of improving customer loyalty, stating that the costs of serving loyal customers are less than attracting new ones. Thus, improving customer loyalty and retention would save the company money in terms of marketing. To address this, Qasem and Abukhadijeh (2016) investigated the effects that CRM had on customer retention and market share for bank customers in Jordan. They discovered that CRM has a positive, significant relationship with customer attitudes. Similarly, Nasution & Rafiki (2018) revealed a negative correlation between CRM and company performance through top management support, and between CRM implementation and customer retention. Soliman (2011) and Al-Bakri (2014) highlight customer retention as a key dimension of marketing performance. However, neither Reinartz et al. (2004) was able to find a significant relationship between CRM implementation and company performance. Nonetheless, several researchers, including Soliman (2011) have found that CRM performance and marketing performance are significantly and positively related. Moreover, Shaaban and Ghoneim (2017) also found that CRM performance affects a company's marketing performance. As a result, criteria for marketing performance and growth have been established. Research conducted by Nwokah (2015) and Al-Bakri (2014) also found that CRM performance positively affects marketing performance. Similar findings were also revealed by Ewnetu (2015). The following hypothesis has thus been developed in the present work, based on the findings of prior research.

H₁: *CRM performance positively impacts marketing performance.*

2.6 Moderating Effect of Social CRM

Rapp, Trainor & Agnihotri (2012) explains that the implementation of conventional customer-orientated activities such as technologies, systems and processes, alongside new social media applications, can be crucial in interacting with customers and improving customer relationships. What is more, a number of researchers including (Wang & Kim, 2017; Chubing, Shenghao & Na, 2019) have found that a company's performance can be enhanced through the implementation of social CRM, whilst other researchers (Zaker, 2017; Marolt et al., 2020) found that Social CRM implementation impacts CRM performance. Moreover, various researchers have investigated the impacts that CRM has on marketing performance, with Soliman (2011), and Shaaban and Ghoneim (2017) identifying a positive relationship between CRM performance and marketing performance. However, neither Reinart et al. (2004) nor Ernst et al. (2011) was able to find a significant relationship between CRM implementation and company performance. On the other hand, Foltean et al. (2019) and Josiassen et al. (2014) found inconsistent, polemic results regarding the relationship between CRM performance and marketing performance. The moderation influence refers to the extent to which a moderator variable impacts the relationship between the independent and dependent variables (Baron & Kenny, 1986). Several researchers (e.g., Al-Gasawneh & Al-Adamat, 2020; Baron & Kenny, 1986; Bibi et al., 2016) have shown that a moderator variable is required if an inconsistent relationship is identified between dependent and independent variables. Prior research has revealed that social CRM does indeed impact CRM performance and marketing performance. Social CRM was thus used in the present work to serve as a moderator variable for the relationship between CRM and marketing performance. The following hypothesis is thus proposed:

H₂: *Social CRM positively impacts marketing performance.*

H₃: *Social CRM moderates the relationship between CRM performance and marketing performance.*

3. Methodology

In the present study, surveys were used to collect data pertaining to CRM performance, social CRM, and marketing performance at 1-5 starred hotels in Jordan. In addition to demographic information, the questionnaire contained 40 items divided into three main sections. In the first section, four key aspects of CRM were addressed, namely Key Customer Focus, CRM Knowledge Management, CRM Organization, and CRM Based Technology. A total of 20 items were included in this section, all of which were related to CRM performance based on recommendations made by other researchers (Alshourah, 2012; Wang & Feng 2008). In the second section, social CRM was addressed through six main dimensions, namely Information Reciprocity, Information Capture, Information Integration, Information Access, Information Use, and Value Co-Creation. A total of 24 items were included in this section. These items were taken and modified from (Diffley & McCole, 2015). In the final

section, marketing performance was addressed through five key dimensions, namely Customer Satisfaction, Customer Retention, Market Share, and Profitability. This section consisted of 20 items related to marketing performance, which were taken and adapted from (Al-Bakri, 2014; Tarigan & Widjaja, 2011; Christine, Devie & Tarigan, 2015; Ewnetu, 2015). Face validity of the measurement items have been conducted by three university researchers who were expected in the field. Modifications were made based on the feedback provided by these researchers. Subsequently, interviews were held with thirty general managers to understand the suitability, accuracy, and clarity of the measurement items. The comments made by the participants were considered. The measurement items were then sent to academic professors to ensure that all items were objective. Next, exploratory factor analysis was conducted to determine the exact number of items that were required to accurately represent the data. Based on the findings, a cutoff point of 0.6 was established with no deletion. Moreover, Cronbach's Alpha was performed to test the internal consistency (Cronbach's alpha) of the constructs, with all of them being higher than 0.70. Likert scale was implemented to measure each item on the survey. Such scales are often used in market research (Sekaran, U. Bougie. 2016). There is no set rule regarding how many points should be used when implementing a Likert scale. However, a five-point scale was considered appropriate in the present study. Star-rated hotels in Jordan will form the research population sample in the present work. Altogether, 236 hotels were included. Moreover, hotel general managers were used to collect data following the key informant methodology. This is because general managers of hotels are high-level respondents who would have the knowledge and experience to address the items presented in the questionnaire (Alshourah, 2012; Lo, Stalcup & Lee, 2010). About sample size, the G-power method was used in the present work to determine the minimum sample size. When using this method, several predictors are applied (Ngah et al., 2021). The minimal sample size used in the presented work was calculated to be 74, and this ensured that enough responses would be acquired. When carrying out this process, the researcher considered the fact that the survey method generally has a weak response rate. However, at least 100 completed questionnaires must be received to perform an effective analysis (Hair et al., 2006). Thus, 236 questionnaires were administered to general managers through emails using the purposive sampling technique. Moreover, PLS version 3.0 was used for data analysis purposes in this work.

4. Results

Altogether, 180 responses were collected in this work. However, 41 were eliminated due to providing low-quality data (i.e., brief answers and partial data). This left 139 valid responses for analysis.

4.1 Moderating Analysis Approach

To analyze the data, the partial least square method was employed. This enables the researcher to analyze the moderator variable using a product indicator approach consisting of a reflective-reflective construct. This two-stage approach involves formative indicators but lacks substantial statistical power (Fassott, Henseler & Coelho, 2016). When the key objective of a study is to evaluate the moderator effect, is it better to use the latter approach, irrespective of whether the constructs used are formative or reflective (Chin, 2010; Hair et al., 2017). In the present work, the moderator effect was analyzed using a two-stage approach containing current reflective-reflective constructs. This addressed any issues pertaining to the inferior statistical power of the product indicator approach. To start the process, convergent and discriminant validity were evaluated, whilst the interaction term was not considered. Secondly, the specifications of the structural model were determined, and the product indicator determination was used to identify the interaction term and the predictor and moderator variables (Hair et al., 2017).

4.2 Measurement Model

CRM performance, social CRM and marketing performance served as the primary variables in the present work and were employed as a second-order reflective-reflective construct. To assess CRM performance, factors such as customer focus, CRM organization, knowledge management and CRM technology were measured. On the other hand, to assess marketing performance, market share, customer retention, profitability and customer satisfaction were measured. To analyze social CRM, the variables of information reciprocity, information integration, information capture, information access, information use, and value co-creation were measured. CRM performance, social CRM and marketing performance were employed as second-order elements in order to generate a profound insight into the relevant conceptual and consensus features. Moreover, Hair et al. (2016) recommends using the second-order to reduce the amount of relationships and hypotheses that must be tested using the structural model. In other words, it simplifies the PLS path model and the process of interpretation. Additionally, Becker et al. (2012) recommended using a two-stage approach. In the first stage, a repeated indicator approach should be used to gather scores for first-order constructs. In the second stage, the CR.AVE of the second-order constructs can be established using the first-order variable weightings. The following measures were calculated in the present work, based on recommendations made by Hair et al. (2017): Cronbach's Alpha (CA), factor loadings, Composite Reliability (CR), and Average Variance Extracted (AVE). The purpose of this was to calculate convergent validity. The findings revealed that each factor had a loading more than 0.5, which was the recommended value (Table 1 – Fig. 1). Moreover, each construct had CA and CR values more than 0.7, whilst the AVE values were all higher than 0.5. This was in line with the guidelines put forward by Hair et al. (2017). Convergent validity was confirmed in the present work.

Table 1
Measurement Model

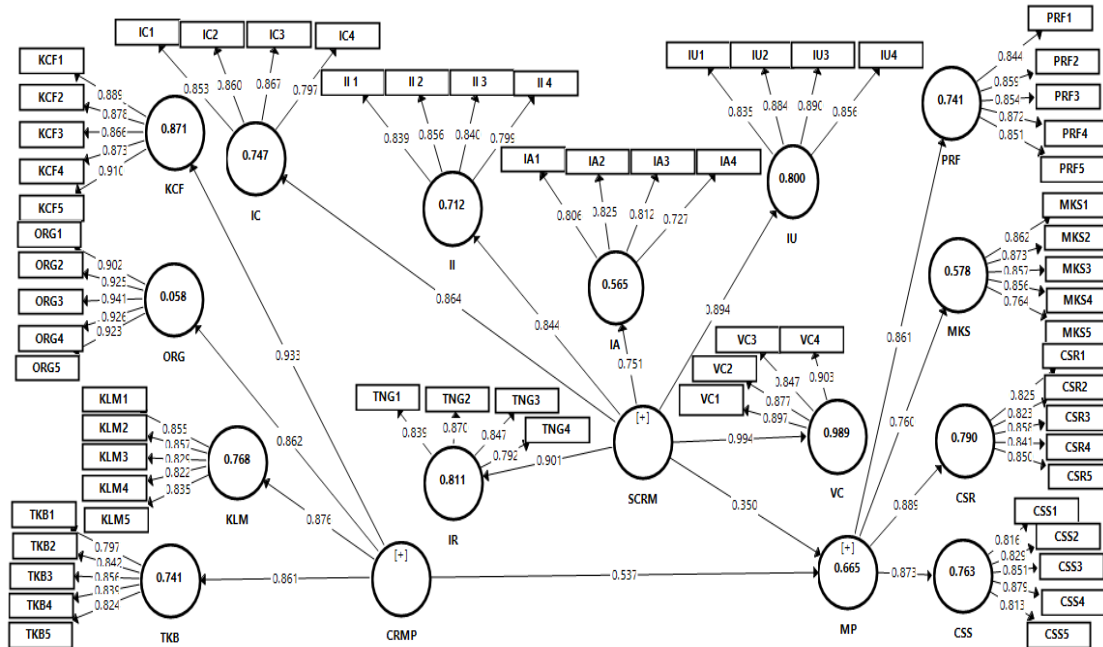| First order Construct	Items	Factor loading	CR	AVE
Key customer focus (KCF)	KCF 1	0.889	0.947	0.780
	KCF 2	0.878		
	KCF 3	0.886		
	KCF 4	0.873		
	KCF 5	0.910		
CRM organization (ORG)	ORG 1	0.902	0.967	0.853
	ORG 2	0.925		
	ORG 3	0.941		
	ORG 4	0. 926		
	ORG 5	0.923		
CRM knowledge management (KLM)	KLM 1	0.855	0.923	0.705
	KLM 2	0.857		
	KLM 3	0.829		
	KLM 4	0.822		
	KLM 5	0.835		
CRM technology-based (TKB)	TKB 1	0.797	0.918	0.692
	TKB 2	0.842		
	TKB 3	0.856		
	TKB 4	0.836		
	TKB 5	0.824		
Information Reciprocity (IR)	IR 1	0.835	0.904	0.702
	IR 2	0.870		
	IR 3	0.847		
	IR 4	0.792		
Information Capture (IC)	IC 1	0.853	0.909	0.714
	IC 2	0.860		
	IC 3	0.867		
	IC 4	0.797		
Information Integration (II)	II 1	0.839	0.901	0.695
	II 2	0.856		
	II 3	0.840		
	II 4	0.799		
Information Access (I A)	I A 1	0.808	0.872	0.630
	I A 2	0.825		
	I A 3	0.812		
	I A 4	0.727		
Information Use (IU)	IU 1	0.834	0.923	0.750
	IU 2	0.884		
	IU 3	0.890		
	IU 4	0.856		
value co-creation (VC)	VC 1	0.897	0.933	0.776
	VC 2	0.877		
	VC 3	0.847		
	VC 4	0.903		
Customer Satisfaction (CSS)	CSS 1	0.816	0.922	0.702
	CSS 2	0.829		
	CSS 3	0.851		
	CSS 4	0.879		
	CSS 5	0.813		
Market Share (MKS)	MKS 1	0.862	0.925	0.711
	MKS 2	0.873		
	MKS 3	0.857		
	MKS 4	0.856		
	MKS 5	0.764		
Profitability (PRF)	PRF 1	0.844	0.932	0.733
	PRF 2	0.855		
	PRF 3	0.854		
	PRF 4	0.872		
	PRF 5	0.851		
Customer Retention (CSR)	CSR 1	0.825	0.923	0.705
	CSR 2	0.823		
	CSR 3	0.856		
	CSR 4	0.841		
	CSR 5	0.850		
Second Order Constructs				
CRM performance (CRMP)	KCF	0.933	0.933	0.776
	ORG	0.862		
	KLM	0.876		
	TKB	0.861		
Social CRM (SCRM)	IR	0.901	0.952	0.770
	IC	0.864		
	II	0.844		
	I A	0.751		
	IU	0.894		
	VC	0.994		
Marketing Performance (MP)	CSS	0.873	0.910	0.716
	MKS	0.760		
	PRF	0.861		
	CSR	0.885		

Fig. 1. The Measurement Model

What is more, to measure discriminant validity in this work, the Heterotrait-Monotrait (HTMT) criteria were employed. The resulting HTMT values were all below 0.90, which is considered to prove discriminant validity according to (Henseler, Ringle & Sarstedt, 2015). Table 2 presents more details regarding discriminant validity in the present work.

Table 2
Discriminant Validity (HTMT)

	CRMP	CSR	CSS	IA	IC	II	IR	IU	KCF	KLM	MKS	MP	ORG	PRF	SCRM	TKB	VC
CRMP																	
CSR	0.686																
CSS	0.787	0.811															
IA	0.621	0.520	0.545														
IC	0.619	0.568	0.705	0.642													
II	0.546	0.563	0.558	0.722	0.748												
IR	0.659	0.622	0.679	0.761	0.821	0.807											
IU	0.631	0.573	0.687	0.719	0.828	0.752	0.871										
KCF	0.763	0.685	0.789	0.640	0.618	0.511	0.683	0.660									
KLM	0.889	0.630	0.723	0.593	0.607	0.540	0.636	0.628	0.821								
MKS	0.549	0.626	0.607	0.550	0.572	0.506	0.558	0.607	0.579	0.566							
MP	0.776	0.509	0.809	0.644	0.689	0.635	0.714	0.695	0.792	0.735	0.840						
ORG	0.515	0.088	0.157	0.076	0.079	0.062	0.091	0.062	0.228	0.080	0.052	0.103					
PRF	0.675	0.779	0.734	0.619	0.551	0.580	0.620	0.550	0.697	0.636	0.572	0.876	0.061				
SCRM	0.677	0.631	0.706	0.871	0.789	0.785	0.743	0.801	0.686	0.663	0.617	0.747	0.078	0.641			
TKB	0.886	0.693	0.727	0.586	0.587	0.561	0.599	0.577	0.789	0.706	0.479	0.739	0.100	0.670	0.641		
VC	0.679	0.648	0.732	0.793	0.671	0.711	0.659	0.888	0.690	0.672	0.625	0.761	0.066	0.641	0.604	0.648	

Tables 1 and 2 present the analysis results for the constructs in the current study, including convergent validity and discriminant validity. Moreover, the measurement scale employed can be considered both suitable and accurate based on the measurement model.

4.3 Structural Model

It has been suggested by Hair et al. (2017) that R^2, beta, t-values via bootstrapping with a 1,000 resample and predictive relevance analysis (Q^2) should be conducted when evaluating a structural model. Thus, (VIF) was performed in this study. Using the second-order construct, online review interactions and digital coupon sales promotion interactions were evaluated (see Fig. 2).
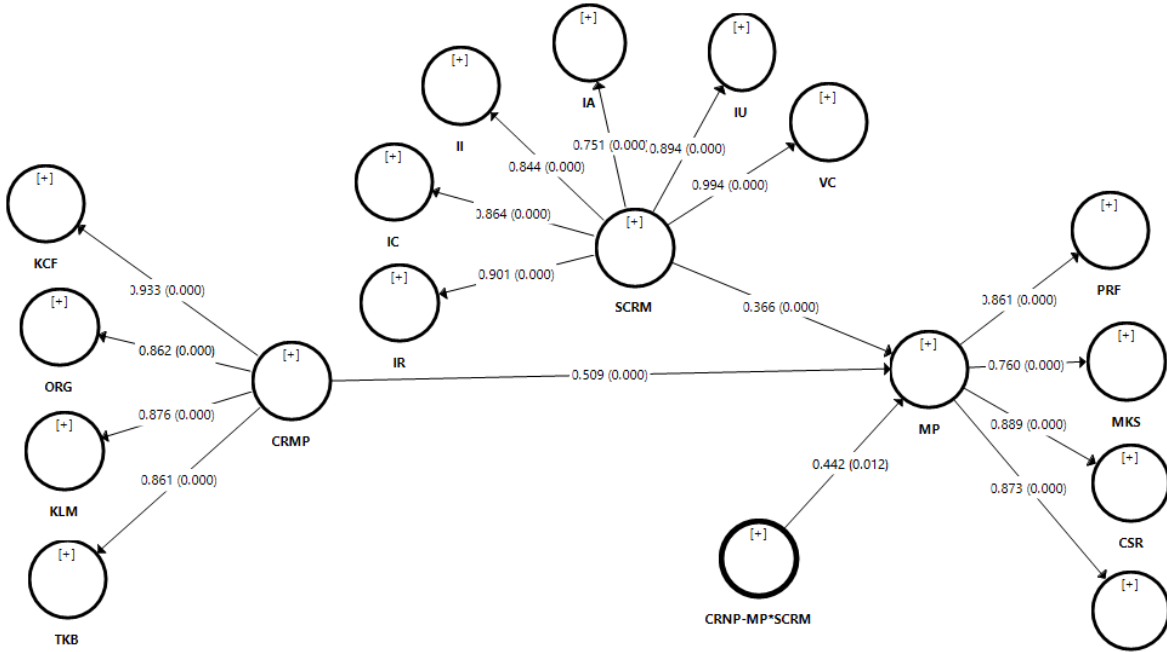
Fig. 2. Path Model

Table 3
Hypothesis Testing

		S. B	S. D	R2	Q2	VIF	F2	T-value	P- Values
H1	CRMP > MP	0.509	0.176	0.665	0.270	2.341	0.052	2.892	0.000
H2	SCRM > MP	0.366	0.133			2.220	0.048	2.751	0.000
H3	CRMP-MP*SCRM	0.442	0.169	0.789		1.765	0.056	2.615	0.012
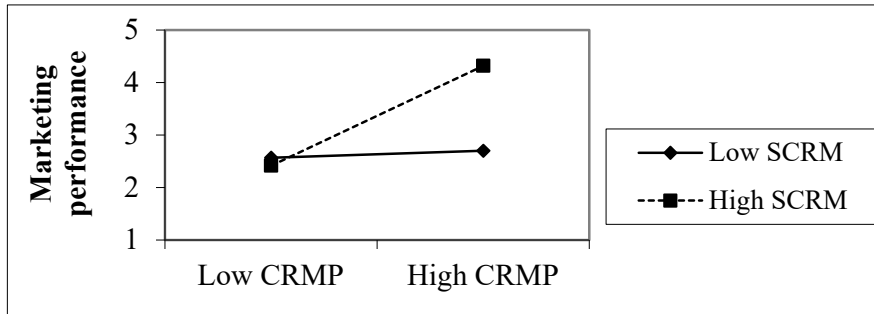
Fig. 3. SCRM Moderator Plot

Table 3 shows the direct impacts that CRM performance (CRMP) has on marketing performance based on the structural model (H1). Additionally, the impacts that social CRM (SCRM) has on marketing performance were investigated (H2). Finally, the moderating effect exerted by social CRM (SCRM) on the relationship between CRM and marketing performance was explored (H3). The significance level was set at 0.05 in this work (one-tailed). The following hypotheses were put forward in this work: In (H1), it was postulated that CRM performance (CRMP) significantly and positively influences marketing performance (T-value = 2.892, St, B = 0.509, p-value = 0.000). In hypothesis 2 (H2), it was suggested that social CRM (SCRM) would have a significant impact on marketing performance (T-value =2.751, St, B = 0.366, p-value = 0.000, one-tailed). Finally, the third hypothesis (H3) postulated that social CRM (SCRM) would have a moderating effect on the relationship between CRM and marketing performance (T-value = 2.615, St, B = 0.442, p-value = 0.012, one-tailed). Furthermore, the R^2 values for marketing performance can be seen in table 3, alongside the moderator effect value (0.665). This indicates that around 66.5 % of the variance in marketing performance could be explained by the variables under investigation. What's more, the findings revealed that the R^2 values reached the 0.19 threshold value that has been recommended by Chin (1998). The F^2 values for all three predictor variables were as follows: CRMP (0.052), SCRM 0.048) and interaction effect (0.056). This represents the degree to which the predictor variables could explain marketing performance. The Q^2 value for marketing performance was found to be 0.270, which is over 0. Chin (2010) explains that this indicates predictive relevance within the model. However, although the level of fitness was found to be reasonable for the model and predictive relevance was high, VIF values varied between 1.765 to 2.341 for the inner models. These values are below 5 (Hair et al., 2017). Given the results of the study,

hypothesis 1 and 2 were supported and could thus be accepted. Hypothesis 3 could also be accepted because p-value < 0.05, the lines in the plot were not parallel (see Fig. 3) and the R2 value increased once the moderator variable was introduced. Thus, it appeared that CRM had a strong, moderating effect on the relationship between CRM and marketing performance.

5. Discussion and Conclusion

The current decline in occupancy rates at hotels in Jordan motivated the researcher to perform the present research. This decline ultimately indicates a decline in the marketing performance of the hotels. Thus, the current study investigated the factors impacting this problem. Three hypotheses were developed and proposed in this work, and the research aimed to test them. The results showed that marketing performance can be enhanced by improving customer relationship management performance, since this result agrees with the results of Soliman (2011) and Nwokah (2015). Similarly, it was revealed that social CRM activities (including traditional processes and systems) can be combined with new, innovative social media to enhance marketing performance, also, this result agrees with the results Wang & Kim (2017) and Chubing, Shenghao & Na (2019). Moreover, the findings of this work suggest that social CRM can moderate and strengthen the relationship between CRM and marketing performance, with the integrative activities of social CRM technologies being able to enhance customer relationships and involve customers in company processes instead of simply managing them. This means that using social media to enhance customer relationship management will ultimately enhance hotels' marketing performance. Additionally, it will give them the capacity to manage vast numbers of customers. This helps them to attract new customers as well as retain old ones. It also gives hotel management teams a deep insight into customer needs and desires. Therefore, enhancing customer satisfaction can increase customer retention and a hotel's market share, which ultimately generates increased company profits.

To summarize, this study has provided important data that supports the theoretical and practical basis of the hospitality sector. It thus serves as a valuable contribution to research exploring the relationship between CRM performance and marketing performance and enriches knowledge regarding the moderating role played by social CRM in the relationship between CRM and marketing performance. Moreover, resource-based theories and social exchange theories have been combined in this paper to enhance hotels' marketing performance through social CRM. In terms of practical applications, the present study can be used by hotel managers to implement necessary measures in their companies to improve customer relationships. This paper expands upon traditional CRM and adds social media as a new dimension in customer relationship management to enhance hotels' marketing performances.

6. Recommendations for Future Research

In this study, a quantitative approach was adopted to meet the research objectives. However, the use of such an approach can have limitations. For example, the analysis method is limited to only hotel managers. Moreover, the effects of CRM on marketing performance were investigated alongside the moderating role played by social CRM in the relationship between CRM and marketing performance. The following recommendations are proposed for future research: Firstly, qualitative and quantitative methods should both be used in the same study to investigate the topic, as this would generate a more profound insight into hotels' marketing performances. Furthermore, future researchers may wish to investigate a different factor to determine which has a moderating role in the relationship between CRM and marketing performance. Finally, researchers should explore the effects of social CRM and CRM performance on the customers' intentions to stay at the hotel.

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