Does social customer relationship management (SCRM) affect customers' happiness and retention? A service perspective

Muhammad Turki Alshurideh[a,b*], Barween Al Kurdi[c], Ahmad AlHamad[d], Samer Hamadneh[a], Haitham M. Alzoubi[e] and Ala'a Ahmad[d]

[a]Department of Marketing, School of Business, The University of Jordan, Amman 11942, Jordan
[b]Department of Management, College of Business, University of Sharjah, Sharjah 27272, United Arab Emirates
[c]Department of Marketing, Faculty of Economics and Administrative Sciences, The Hashemite University, Zarqa, P.O Box 330127, Zarqa 13133. Jordan
[d]University of Sharjah, United Arab Emirates
[e]School of Business, Skyline University College, United Arab Emirates

A B S T R A C T

The main aim of this study is to examine the effects of social customer relationship management (CRM) on customer happiness and customer retention. To achieve the study objectives, a quantitative research method is adopted in this study to examine the hypotheses by using a survey questionnaire for the purpose of data collection from the target sample of customers of telecommunication firms working in Jordan. The instrument is designed and customized to conduct this study and meet the research objectives. A total of 319 valid and reliable responses are returned and they are analyzed using the SEM approach through SmartPLS3 software to examine the hypotheses. The findings reveal significant and positive effects of the most social CRM elements studied on customer happiness and the customer happiness influenced customer retention. The study contributes to the respective research field with further better understanding of the role of social CRM to increase customer happiness and retain long term relationships with them.

1. Introduction

The concept of Customer Relationship Management (CRM) has been used to describe the approach used in order to manage the organizations' engagement with the existing and potential customers by creating a trustworthy long-term partnership with a focus on data analysis and evaluation of the history which help establishing a better relationship with key customers (Al-Azzam & Khasawneh, 2017; Alshurideh, 2022). However, the companies through this process particularly focus to enhance the customer retention and generally increase the positive financial and non-financial outcomes like revenues and reputation (Bagó & Voros, 2011; Alshurideh et al., 2020). The social CRM systems that compile approaches and information from many different communication channels like customers' phones, emails, and social media are considered as the primary aspects and pillars of the CRM systems and strategy (Soliman & Kamel, 2021). As the CRM methods and systems enable better understanding of fulfilling the needs of the target audiences, they also allow the business to interact effectively and independently with a relatively low cost with a variety of customer groups (Greenberg, 2010; Alshurideh, 2019). On the other hand, the organizations might involve individual customer experiences and then create some custom solutions to develop

* Corresponding author
E-mail address m.alshurideh@ju.edu.jo (M. T. Alshurideh)

mutually beneficial relationships (Alzoubi et al., 2020; Alwan & Alshurideh, 2022). Such systems improve the operational excellence of the companies' services or products and provide a greater ability to enhance the customer relations (Kumar, 2021; Awadhi et al., 2021). Therefore, the social CRM approach ultimately aims to provide the key customers with better benefits which enable building outstanding customer relations, thus it may allow monitoring the business engagement with the potential customers.

The ways that CRM can contribute to make the company's customers happier would be categorized among some approaches during changing times in the current complex era of digitalization (Al-Hazmi, 2021), for example, during unpredictable business environments, that wide usage and involvement of the technology in the businesses can make a great difference (Al Kurdi et al., 2020a; Alshurideh et al., 2020). As the expectations of the customers include greater level of services or product performance with positive experience and transactions with the organization, the CRM would help the customers address their changing demands (Adnan et al., 2021). Furthermore, social CRM is also seen as one of the critical fields of all business to business (B2C) activities. The assumption in the service, sales, and retailing businesses that stated the customers are the king, so it is very essential for all organizations in all sectors to take care of their customers and know the factors that can influence customers to be happy or not. Social CRM can be defined as adopting various tools like software, applications, and means to collect required data and information about all customers' social contacts for a purpose to enhance customers' service and offer customer support (Woodcock, Green, & Starkey, 2011). Based on the above discussion, the current study interestingly aims to address the role that CRM can influence customers' happiness and retention over the current severe business competition.

2. Literature Review & Hypothesis Development

With the social CRM method, contemporary organizations can collect important information about the customers from online sources like their experience and opinions on a particular product/service by using Social Media platforms (Gaur & Afaq, 2020). Afterward, filtering the customers' data and information can be assessed and viewed into the company's social CRM system to add and create proper customer profiles. Subsequently, the organizations through this system can respond to customer's complaints and review through social contacts such as emails and this indicates a responsive sense of the organization to the customer which will yield positive outcomes like satisfaction and happiness (Alt & Reinhold, 2020). Further, the company uses this information in order to personalize the customer communication so that they will receive good organizational interaction and meet their social communication expectation. The time considered in the process of customer service response indicates the average length of time and this based on the studies play a role to maintain long term good relationship with the customers (Yawised, Ellis, & Wong, 2018). The more familiar the organization's social CRM is with automotive response and the quicker it responds to meet the customers' demands in the moment, the more likely they will become a happy customer. Thus, the study would postulate the following hypothesis to examine the effect of CRM Emails and automotive responses on customers happiness.

H₁: *Emails and automotive responses positively affect customers' happiness.*

Frequently asked questions and FAQs are another effective method used by the companies to develop an approach that would improve their customer's experience and beautify the level of happiness and satisfaction. This way also allows the marketing department to provide in advance common questions frequently asked by the customer and provide comprehensive answers to these questions that are mainly linked to the key aspects or features of the service and products (Turban, Strauss, & Lai, 2016). However, the CRM through this way mostly handle with the issues related to customer concerns and make a prior response to the expected needs or interests about products aspects like price, post service, etc. and they are commonly surrounded the products or services, and this would stand with the marketing campaign to promote the product by making the customer well informed to make a good buying decision. On the other hand, there are some benefits to making FAQs on the company's website. The FAQs enable the companies to deal with many specific questions and queries which the customers have about the business. They represent another method to reach out and interact with the target audience (Sarmaniotis & Stefanou, 2005). FAQs may improve users' experience and journey with the products through addressing their needs and increase the levels of high-quality as well as improve site visit rates. Thus, the study would postulate the following hypothesis to examine the effect of FAQs on customers' happiness.

H₂: *FAQs positively affect customers' happiness.*

The revolution of ITC encourages the organizations to adopt new ways to keep in touch with customers with quick contacts for problems solutions and complaints management. Calling centers help the marketing efforts of the businesses which in turn lead to greater customer-relations results. Measuring the customer's happiness still needs more measurement integration, calling centers are resolved to be the first step the customers reached out to ask help. In general, if the customers have to take time out of a day to contact the company team, they look for a solution for a problem (Yano et al., 2015). Every time the customers must follow up on a problem, therefore the feelings of happiness fall off an edge. The social contacts with customers for resolutions provided through the communication don't give the customers a fast solution they need, it also gives them the fast interaction they like and deserve. Customer focus as a competitive advantage strategy motivates the companies to create several communication ways to maintain a reliable CRM to contribute to market survival and improve all customer service (Alferoff & Knights, 2008). The number of ways to keep customers happy and cheerful depend on some

factors including well-developed communication tools with friendly and effective social relationships with the key customers to ensure that the staff has a touch and generally engage with actions that could create cheerful emotions for the customers. Thus, the study would postulate the following hypothesis to examine the effect of calling centers on customer happiness.

H₃: *Calling centers positively affect customers' happiness.*

Ultimately, the importance of customer services imposes the organization to pay more attention to this issue which has a role to achieve the desirable organizational objectives like revenues and reputation. Simply developing good customer services in the organization also enables reaching out sustainable relations with customers and leads to significant favorable impressions with positive emotions and feelings towards the company (Seifbarghy, Rabieian, & Karimi, 2011). As the customer service includes many aspects of important policies, operations as well activities that govern how the organizations communicate with the customers, the modern businesses while interacting with their customers are well treated, experienced, and appreciated by the staff which indicate a quality of the customer service. The role of customer service centers in this setting needs to be overemphasized due to the nowadays growing needs of the customers to share their views and experience about service through different communication methods e.g., social media (Bae, 2021). Thus, the need to invest in the customer service to create stratified customers with a good level of happiness strive the business to focus on this aspect and enhance the relationship with the customers to create a positive image to the outsiders. Hence, the study would postulate the following hypothesis to examine the effect of customers' service centers on customers happiness.

H₄: *Customers' service centers positively affect customers' happiness.*

The factors that bring the companies to the need for customer happiness and retention are critical and lead the businesses to involve with new effective customer relations plans and programs that will help to reduce the cost of acquiring new customers or increase productivity and develop the overall provided services (Schulte, 2008). However, customer feedback and reviews given about services or products support the organizational strategies to understand the flaws or critical issues relating services success. Indeed, as stated in the relevant studies conducted to examine the role of customers' feedback on customers feelings or emotion e.g., happiness has revealed that acquiring new customer are expensive to five times than retaining the existing customers, and this make the plans to satisfy the customer to be more complicated and need more efforts (Kim, Choi, and Verma, 2017). Accordingly, the changes among customers reviews support the organization to respond to them and rethink to meet their expectation and handle the comments associated with their services based on the customers' feedback and carefully listen to them to ensure greater rates of retention through care with the customers' opinions (Bae, 2021). Definitely, the obtained customers' insights, wants and needs also will help the company to monitor the customer satisfaction metrics like happiness and can get feedback relating touch points and responding to their feedback. Thus, the study would postulate the following hypothesis to examine the effect of customers' automotive feedback on customers' happiness.

H₅: *Customers' automotive feedback positively affects customers' happiness.*

The rapid revolution of ITC through modern communication social channels like social media platforms, the organizations nowadays as a customer-focused corporation introduce the social media among the customer relationship policies and approach to present the disruptive forces that face the current businesses. The literature in this stream provided findings that indicate successful companies establish a social CRM approach to meet the customers' expectations and needs and become closer with them since this method is inexpensive and available for all (Jayasingh & Venkatesh, 2016). To achieve greater customer outcomes about the services, the companies are keenly aware of the role of this global social media phenomenon and feel some pressure to get with this action. The marketers have realized this issue and perceived the benefits would be gained of adopting this technique to increase customer happy experience with the services of the organization. Hence, they engage and believe the successful competition requires close reaching of the customers through the available communication platform such as social media and companies sites which provide good opportunities to be contacted with customers (Wibowo et al., 2020). Not surprisingly, a claim that social networking allows sharing ideas smoothly and freely and this would support the impact of social media on creating favorable attitudes among customers and act as an influential factor in the marketing area and replace the traditional marketing method. Thus, the study would postulate the following hypothesis to examine the effect of companies' social media sites on customers' happiness.

H₆: *Companies' social media sites positively affect customers' happiness.*

The most essential key business strategies for development and growth in the markets is to identify and select the proper determinants and factors which influence the happiness feeling of the customer's happiness. Reviewing the body of existing relevant literature presents that the customer satisfaction has gained wide concern and focus among the past and modern researchers as the customer is the most important object in the business success and survival, and success is highly dependent on the way to attract and retain customers and make them happy with maximum enjoyment for their experience (Kumar et al., 2021). The concept of customer retention further is driven by customer happiness while the services, products, or other social factors have a role in the marketing. They consider essential elements in the services sector where the customers maintain a regular touch with the service provider for performance and quality needs (Gong and Yi, 2018). Nowadays, the customers are requesting more demands with additional aspects and factors influencing their happiness and the businesses long term strategic maintaining a competitive edge in the business environment (Lin et al., 2020).

The literature of customer happiness and the potential factors that would influence this issue emphasized the significance of providing features within the service to retain greater levels of happiness. For example, Lyubomirsky et al. (2006) stated in their research that the happiness with a service has a major role while expressing the customer review and opinions. On other hand the studies determined the connection between happiness and loyalty of the customers and a suggestion that the customer happiness should be aware of the service to retain loyal customers (Agarwal, Mehrotra, & Misra, 2022). The relationship between happiness and customer retention in the services still with little attempt of the studies and a further examination of this relation more required for new insights. The studies addressed the length and feelings the customers have while frequent their experience with a service or product and this linking to the customer happiness would lead to retention and not thinking of quitting to another service provider (Thomas & Millar, 2013). Adding a rigorous understanding of the effect of customer happiness and retention, the empirical studies identified a correlation of the happiness with an individual's behavioral-related outcomes. In addition, the discussion of the facilities to make the customers with frequent different purchasing experiences and types also have an effect on customer happiness (Prentice, 2019).

Ltifi and Gharbi (2015) examined the role of logistics services in the retail industry and the impact on customer happiness. The dimensions and relationship between the happiness were discussed and tested to show whether there is a positive correlation and explain how the happiness can be developed to achieve positive customer relationship. The customer relationship management concentrates on the long-term relations between the companies and its consumers to enhance the enduring success and identify the influencing factors that would facilitate the sustainable consumption and customer happiness (Dragnea & Mihăiță, 2020). The literature in this setting was justified to add to the existing literature in order to find out the key drivers and factors of the customer happiness within the service organizations in today's intense competitive environment. The sustainable drivers of customer happiness create retention among the customers which in turn lead to loyal customers and this would strengthen the business long term sustainability (Renjitha, 2019). The customer would stay with the company for a long time only through the most surrounded services factors where they associate a joyful experience with the product and service experience, and this would improve the positive customer relations e.g., retention.

Over the empirical studies, the authors considered some factors that are influencing the customers' happiness which could help to retain the customer at the current service provider or manufacture. During the main communication with the company's employees for example, the findings emphasized the marketing efforts were observed due to some factors, the customers do not decide to repeat an experience with little level of happiness, and they think to quit and seek another alternative (Al Kurdi et al., 2020b, 2020c). Furthermore, it is very important for the companies to dig up the reasons behind this scene, and a more discussion of this issue particularly in the context of services in the developing industry would be helpful and provide a broad explanation for the concept of happiness (Barrow, 1980). The retention is conceptualized in the conceptual frameworks and seen as a subjective phenomenon which states objective factors influenced by customer happiness (Alshamsi et al., 2020; Alsharari & Alshurideh, 2020). Happiness on other hand, as given in the findings had a strong emotional and cognitive component so that it is based on the interactions between motivation as well as subjective explanation (Mahavidyalaya, 2013). The factor of customer retention has a strong association with customer satisfaction and loyalty, hence the customer as an important asset for all businesses, the retention indicates to the number of customers who will sustain and stay with the current organization in the courses of the length of period, and the customer retention management is becoming a major aims and objective for organizations (Alshurideh et al., 2012; Alshurideh, 2014, 2016; Alkitbi et al., 2020a&b). Thus, the study would postulate the following hypothesis to examine the effect of customers happiness on customer retention.

H7: *Customers' happiness positively affects customers' retention.*

3. Method

Quantitative based research is the method used in this study to achieve the stated research objectives which is a common research approach used in this type of studies. Based on the above discussed literature and proposed developed hypotheses, the conceptual framework of this study as illustrated in Fig. 1, was developed. The framework presents that the independent construct (social CRM) which is assumed to have a positive effect and predicts the dependent variable (customer happiness) as well as the customer happiness variable as an independent construct predict the customer retention. Moreover, customer happiness was not postulated to significantly mediate the effect of social CRM on customer retention. The study sample of the current study was the customers of the mobile telecommunication firms in Jordan which were being targeted to be involved in this study due to the importance of this sector and the unique characteristics of this service sector which result in critical perceptions about the reasons that influence customer retention and happiness with this service. The approach used in this study in the data collection was a convenience sampling method which enables the researchers to select the sample at the hand which this save time and effort (Emerson, 2015), since the population of this study is infinite and the most of Jordan population consider a convenience sample and can be a participant of this study.

The study was to select respondents that were representative of a variety of ages and geographical places and income levels that served both the business and customers markets. The survey assured the participants that the individual responses remain confidential, and which only aggregate the findings would be reported. The participants were received over a three-week time frame. A total of sample comprised 384 customers were selected conveniently to collect the required data through a survey questionnaire that was designed with the measurements widely used among the previous similar studies examined the

same concepts and variable involved in this study (e.g., Yawised, 2018; Wibowo et al., 2020; Soliman & Kamel, 2021; Mahavidyalaya, 2013). The study checked the content validity of the measurements through screening the items from a panel of experts and professionals in the area of social marketing to ensure understandability and relevance of the statements to measure the respective variable. The study has made some amendments based on the feedback from the point of view of the experts such as delete items, rewrite another, and add some examples to make the idea clear.

Out of the distributed survey questionnaires, 335 questionnaires were returned, and the numbers were considered for further analysis around 319 valid responses after skipping the incomplete and careless responses who didn't show a seriousness while fulfilling the questionnaire items. The measurements of the social CRM were measured using six dimensions namely: Emails and automotive responses, FAQs, Calling centers, Customers' service centers, Customers' automotive feedback, and Companies' social media sites. All dimensions were measured by several adopted and adapted measuring statements with a total number of the used measurements items to measure the social CRM was 24 items. Customer happiness and customer retention were measured by using 5 items for each, and they were measured related to the extent to which the services matched to their expectations, the overall happiness and retention of the customer compared to the company's service to the ideal situation. Social CRM, customer happiness and customer retention were measured based on a five-point Likert scale which ranked as (1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree and 5 = strongly agree) and the respondents were asked to indicate their agreement or not with the stated measuring items in the study instrument. Pre-tests were conducted in order to find out any possible nonresponse bias by comparing the early to late responses over all study variables and demographics (Creswell & Creswell, 2017).

Selecting the method of Partial least squares structural equation modeling (PLS-SEM) through the SmartPLS3 software for data analysis purposes was the decision made by the researcher to use the method of structural equation modeling to conduct this study. This method provides sets of benefits that allow the studies to examine various constructs at the same time and handle complex models with several main and sub-dimensions. The high recommendation among the contemporary studies in the business studies to use this method are due to the valid and reliable results provided and results of this approach. The evidence supports the trends of research avenues during evaluation and compares this modern statistical analysis with the traditional one which mainly depends on single-construct research framework analysis with a lack of developed mechanisms in the analysis processes (Wong, 2013). Furthermore, the validity and reliability tests in the PLS-SEM technique help the study examine these important aspects of the constructs which indicate the ability of the measurements to measure what the study wants to measure. However, the study also provides two types of analyzing models called measurement model and structural model, the former tests the model validity (e.g., convergent and discriminant) and the latter examines the hypothesized research model and statements.
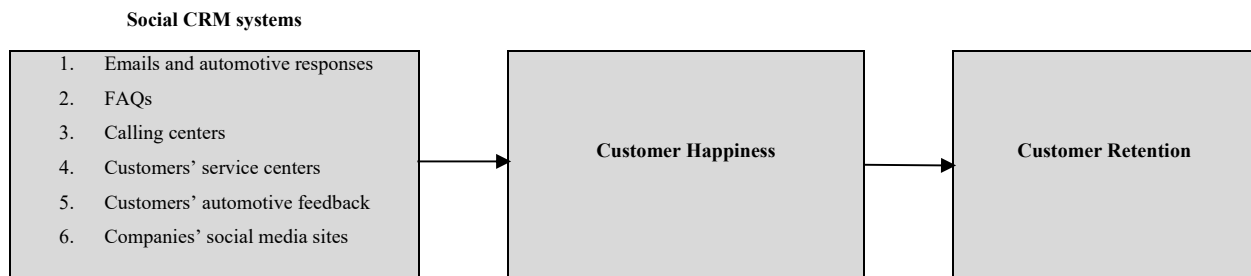
Fig. 1. Research Conceptual Framework

4. Results

The study to present the key results has used the technique of the Partial Least Squares (PLS-SEM) which provide many required statistical results and enable the study to present insightful perspectives about the findings of the study. Therefore, the studies have recommended this type of analysis approach because of the ability of this analysis to offer greater view about the data processing and validity analysis as well hypothesis testing process particularly for the models of mediation or moderation causal effects. Sarstedt et al. (2016) supported this assumption thorough address the capacity of the PLS-SEM to handle the complex theoretical frameworks that involving various types of latent variables. As this method can handle the dataset which has no normal distribution this would give an advantage and promote it to widely adopted within the studies that have an issue with the data distribution (Hair et al., 2017). Further, the approach of PLS also can testing the research hypotheses by using different method of bootstrapping which support the researchers aims to make a judgment about these hypotheses in terms of accept or reject them based on an agreed statistical result. In general, there are two types of models in this setting namely measurement and structural model that commonly used to evaluate the validity of measurements validity and testing the hypotheses.

Measurement model assessment

The measurement model has been assessed which is characterized by the proposed conceptual framework. The key tests of this evaluation involved sets of important required tests that were suggested by Hair et al. (2017). For example, the factor loadings of the measurements or indicators of all latent constructs involved in the conceptual framework is one of these tests which indicate how these indicators are capable of measuring the latent constructs. Moreover, the test of reliability for these constructs was assessed by using a common procedure conducted in this process called Average Variance Extracted AVE and Composite Reliability CR as well Cronbach's Alpha. The justifications of utilizing these required procedures among the analysis process are traced to the need to have reliable measurements to ensure reliable and valid findings and support the proposed assumptions of a research study (Afthanorhan, Awang, & Aimran, 2020). Examining the construct's reliability considers an important feature of validity assessment for the model variables which usually namely internal consistency. To conduct this issue, the study ran this type of analysis to check the reliability issues through the available procedures existing in the PLS-SEM such as Average Variance Extracted AVE and Composite Reliability (CR). The results have been presented in Table 1 which provide these tests which mostly achieved the satisfactory levels and exceed the cut-off ranges. For example, the first type of validity which is called convergent validity was assessed through AVE and CR to evaluate this validity and have a clear decision about the measurement model. The results further mostly exceed the good acceptable ranges of >0.50 and >0.60 respectively of the convergent validity (Fornell & Larcker, 1981). Thus, the measurement model of the current study has met a satisfactory result linked to the constructs' reliability and validity. The initial run of the measurement model showed only one poor indicator lower factor loading (Q25=<0.60) which may influence the results, therefore a suggestion to remove this indicator is considered to avoid problematic issues. So, the study to improve the convergent validity through AVE and CR removes the poor lower factor loadings items (<0.60) and keeps the remaining items without more item deletion.

Table 1

Descriptive Statistics, Validity, & Reliability

Constructs	Items	Mean	SD	FL	VIF	CR	Alpha	AVE
Emails & automotive responses	Q1	3.72	0.73	0.742	1.57			
	Q2	3.64	0.79	0.752	1.59			
	Q3	3.66	0.76	0.798	1.57	0.857	0.780	0.600
	Q4	3.61	0.80	0.804	1.50			
FAQs	Q5	3.74	0.66	0.697	1.26			
	Q6	3.51	0.72	0.632	1.21			
	Q7	3.53	0.62	0.752	1.36	0.800	0.671	0.501
	Q8	3.62	0.68	0.745	1.23			
Calling centers	Q9	3.63	0.67	0.681	1.19			
	Q10	3.60	0.69	0.793	1.45			
	Q11	3.70	0.73	0.746	1.39	0.707	0.819	0.532
	Q12	3.60	0.75	0.692	1.38			
Customers' service centers	Q13	3.60	0.72	0.687	1.25			
	Q14	3.61	0.73	0.718	1.36			
	Q15	3.56	0.72	0.640	1.27	0.793	0.661	0.500
	Q16	3.63	0.74	0.749	1.17			
Customers' automotive feedback	Q17	3.53	0.76	0.696	1.29			
	Q18	3.52	0.73	0.786	1.62			
	Q19	3.57	0.72	0.765	1.59	0.846	0.759	0.580
	Q20	3.66	0.70	0.796	1.44			
Companies' social media sites	Q21	3.52	0.75	0.791	1.53			
	Q22	3.51	0.77	0.784	1.59			
	Q23	3.61	0.74	0.801	1.67	0.866	0.794	0.617
	Q24	3.59	0.78	0.767	1.55			
Customer happiness	Q25			Deleted <0.60				
	Q26	3.76	0.73	0.704	1.38			
	Q27	3.69	0.76	0.814	1.79	0.821	0.729	0.500
	Q28	3.74	0.70	0.816	1.71			
	Q29	3.84	0.79	0.734	1.47			
Customer retention	Q30	3.63	0.72	0.738	1.54			
	Q31	3.63	0.75	0.800	1.82			
	Q32	3.67	0.83	0.818	2.02	0.897	0.856	0.635
	Q33	3.64	0.76	0.813	1.99			
	Q34	3.65	0.84	0.813	1.97			

FL: Factor loading; SD: Standard deviation; VIF: Variance inflation factor

The study has also assessed another kind of the research validity called discriminant validity. As suggested by Henseler et al. (2015) the procedure of assessing this analysis through cross-loadings in order to check discriminant validity, the current work has provided the different outputs of this analysis such as Fornell-Larcker criterion and Heterotrait-Monotrait (HTMT) which they mostly involved in this type of analysis to evaluate the variables correlation as given in Table 2 and Table 3. The results revealed that these tests that were calculated through the square root the AVE and they as given in the bold off-diagonal cells were larger than the variables correlations itself as presented in the respective tables (Fornell & Larcker, 1981). Furthermore, the measurement model confirmed the good acceptable results of the discriminant validity. Moreover, the study

has also involved within another important analysis procedure to address the discriminant validity by using the HTMT approach. The results illustrated in Table 3 demonstrated that the HTMT got good threshold (≤ 0.90). This finding achieves the analysis of HTMT ≤ 0.90 (Kline, 2015), and also meet a satisfactory indication of the discriminant validity for all present research study variables.

Table 2
Fornell-Larcker Criterion

	Constructs	1	2	3	4	5	6	7	8
1	Emails & automotive responses	**0.774**							
2	FAQs	0.602	**0.708**						
3	Calling centers	0.581	0.680	**0.729**					
4	Companies' social media sites	0.500	0.510	0.556	**0.786**				
5	Customers service centers	0.471	0.618	0.658	0.599	**0.700**			
6	Customers' automotive feedback	0.437	0.535	0.614	0.536	0.632	**0.762**		
7	Customer happiness	0.552	0.545	0.556	0.562	0.474	0.518	**0.704**	
8	Customer retention	0.449	0.521	0.521	0.443	0.419	0.473	0.705	**0.797**

Table 3
Heterotrait-Monotrait (HTMT) Ratio

	Constructs	1	2	3	4	5	6	7	8
1	Emails & automotive responses								
2	FAQs	0.823							
3	Calling centers	0.763	0.890						
4	Companies' social media sites	0.624	0.698	0.744					
5	Customers service centers	0.636	0.889	0.739	0.822				
6	Customers' automotive feedback	0.555	0.733	0.829	0.688	0.891			
7	Customer happiness	0.702	0.737	0.746	0.736	0.630	0.665		
8	Customer retention	0.540	0.672	0.657	0.537	0.545	0.579	0.900	

Structural model assessment

The following phases of the PLS-SEM analysis is examining the structural model after analyzing the overall measurement. The process of structural model assessment is widely in the modern related studies to hypotheses testing through this assessment. As indicated by Hair (2017), there are some critical analytical procedures to obtain the key related results and they were checked in order to make a clear perception of the goodness of the model through addressing path estimates, the corresponding t-value and p-value that they commonly involved in the studies by using the approach of bootstrapping as presented in Figure 1. The results given in Table 4 showed that the most of social CRM systems had a positive and significant effects on the customer happiness ($p < 0.05$), therefore, the respective results supported the hypotheses of H1, H2, H3, H4, and H6, but only H5 was not supported ($\beta = 0.060$, $t = 1.067$, $p > 0.05$). Similarly, the results also indicated that customer happiness had a positive and significant effect on customer retention ($\beta = 0.745$, $t = 20.136$, $p < 0.05$). Thus, the results supported the most stated research hypotheses.

Table 4
Hypotheses Testing

|	Hypotheses	Beta	T-value	P-value	Result
H1	Emails & automotive responses → customer happiness	0.220	3.905	0.000	Supported
H2	FAQs → customer happiness	0.145	2.368	0.018	Supported
H3	Calling centers → customer happiness	0.123	1.978	0.048	Supported
H4	Company's social media sites → customer happiness	0.254	4.627	0.000	Supported
H5	Customer service centers → customer happiness	0.060	1.067	0.287	Not Supported
H6	Customers automotive feedback → customer happiness	0.170	2.805	0.000	Supported
H7	Customers happiness → customer retention	0.745	20.136	0.000	Supported
	R^2 for customer happiness			0.472	
	R^2 for customer retention			0.555	
	Q^2 for customer happiness			0.220	
	Q^2 for customer retention			0.347	
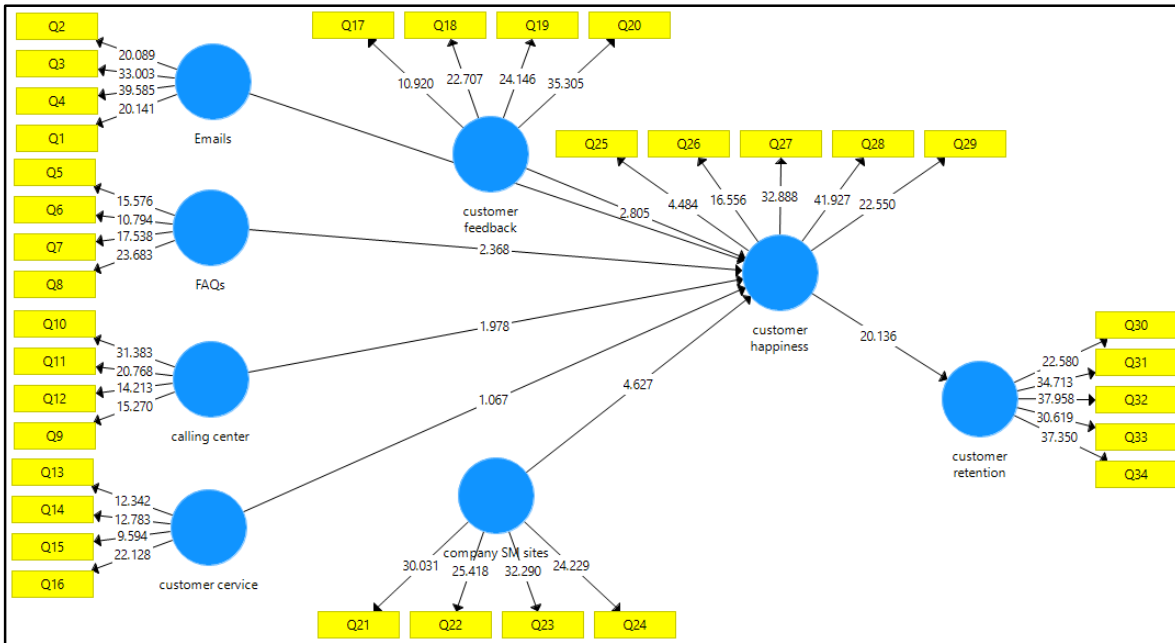
Fig. 1. Structural Research Model

Further, Hair et al. (2017) indicated that the coefficient of determination of that symbol (R^2) and the cross-validated redundancy (Q^2) importantly to be checked and presented in order to assess the quality of the model for predictions. The respective results of the structural model explained 47.2% and 55.5% of the variance in customer happiness and customer retention respectively. Because the results had ranged from 0 to 1, the structural model data suggested a good explanatory power (Shmueli et al., 2019). Additionally, to confirm the goodness of the model predictability, the values of Q^2 for the dependent (endogenous) variables should be more than zero as given in Table 4, so the values of Q^2 of the current study confirmed this assumption with more than zero level.

5. Discussion

This study provides some empirical contributions to the existing area of social CRM literature and offers some practice and managerial insights associated with the efficacy of various systems of CRM through modern ways like social media. This study considers the first empirical research in the social CRM as a company-marketing level system in the business sector in Jordan with focusing on its role on customer happiness and the latter contribution to the customer retention. The theoretical ground and conceptualization of the measurements of the social CRM systems also provide a support for the arguments that the customers feedback and social media technology usage have been viewed as a vital resource which positively influence the customer relationship performance though the company's marketing capabilities. This finding is in line with extant marketing literature which assumes that quality alone may not be enough to gain a strategic long term customer relation (Arora et al., 2021). Instead, the social CRM systems could facilitate the companies' capacity which allows them to sufficiently meet the growing customers' needs. Additional important discussion provided by this research is the investigation of the interactive effects of customer happiness on customer retention. The study findings lend support for the idea of the complementarity that occurs between social CRM systems and customer attitudes and behaviors like retention. Through the finding, it could be inferred that the companies that have high social CRM applications implemented in conjunction with the customer-centric management.

The study indicated that well developed social CRM systems and capabilities than counterparts of poor integration of the various social CRM will lead to low customer behavioral interaction. Thus, it is possible that the companies adopt the technology through social media and websites to retain customers by involving customers' feedback and automotive responses to their review about the services provided. The findings support the debates that coupling modern marketing approach and technologies with customer-centric relations management are an opportunity to further improve the performance. An interesting and unexpected result is given by the lack of support of the customer service center of the telecommunication firms in Jordan with low effect on the customer happiness that indicates the failure of this aspect in the business to enhance this issue. It is counterintuitive that the companies with customer service centers exhibit lower social CRM systems. Drawing from the customer relationships literature it could be debated that the discussions are indicators that the telecommunication companies' capabilities (e.g., social media communication deployment) have a positive significant effect when incorporated with the marketing strategies.

Based on this debate, it is obvious that the social CRM systems are considered as a strategic approach for firms in general. For telecommunication firms which are greater CRM systems and capabilities win with a higher customer-centric management system in general, it is logic that the customers business approaches and support the operations that are mainly entrenched within these companies and, as a finding, focusing and developing new systems that change these operations might be challenging. Such companies would, thus, likely have greater social CRM systems than their lower systems counterparts, the difference between B2B and business to customer (B2C) companies shown in the PLS-SEM analysis represent another contribution of this research. The results suggest that the direct effect of the mentioned social CRM systems is significant for B2C companies. This arguable result of the nature of B2B relations indicates a diminished importance placed by companies on customer relations systems and their capabilities. It is more likely the other contingent factors which have not within this study scope will impact customer positive attitudes through outstanding development of social CRM systems.

The implications for practice would be provided by this study as evidence that the investment in social media and technological tools would provide a competitive edge with a substantial customer relationship benefit. Moreover, this finding looks to support the claim made by the contemporary marketers that the emerging social CRM is a panacea for effectively managing the customer relations. On the contrary, the study findings suggest that customer service centers alone do not have a significant effect on customer relationships. Instead, the findings showed that the company's interest with the customer feedback and Frequently Asked Questions FAQs approaches to improve the systems that allow the companies to better serve their customers. So, not only do company's websites and automotive responses develop a company's social CRM system, but the companies with customer-relations systems are also well-established to provide advantage of the given rich information through social media platforms and company's website. The effect of social CRM systems is magnified that subsequently improves the customer behavioral and relations performance. This research also suggests that the marketing managers in the telecommunication sector consider the social CRM should also focus on how the role of modern social communication technologies to be integrated with the existing systems to support the company-customer relations.

6. Conclusion

This study attempts to examine how social CRM systems influence customer happiness and how customer happiness influences customer retention. The main aim of conducting this work is to address the role of social CRM systems associated with the customer's positive attitudes such as happiness and retention in order to understand this causal effect among the respective variables involved in the suggested current framework. After reviewing comprehensively, the existing related literature in the interested research domain and discussing the concepts of this study, the study suggests a cohesive theoretical framework would merge CRM systems or capabilities effectively with different ways could develop social CRM which contribute to produce customer retention which is an essential element to achieve greater business performance. The conceptual model has been tested and supported the most hypotheses statements and showed a positive effect. The study findings have been derived from the earlier studies after pursuing the research gap in the founding literature and this study has recognized that the social CRM systems are a vital approach to maintain the positive customer relationship.

As implications for marketers, the study may help them explore the numerous features and concepts of social CRM and to focus on valid sound strategies for close strategic customer relationships. The study provided additional research knowledge over the issue of relationship marketing through emerging the customer-attitudinal approach and included many different systems of social CRM as key influencing factors in the marketing strategies. Because of the development of modern marketing methods and ways to retain customer and sustain positive relations with them, social CRM has emphasized the useful role of the social media and online technology tools for retaining customers over social communication channels, and further the significant effect of the stated relationship of this study add to the current knowledge debated this topic and generated critical findings would expand this issue as an provide better understanding the topic being examined in this study. This finding of customer relationship management will support the attempts in terms increasing the customer happiness and retention in the long run.

The limitations and future research constrain this research study which shed light on the existing research opportunities for future research. For example, the study target sample was restricted to only broad and diverse of telecommunication firms' customers in Jordan, thus it is not possible generalize the research results across other different industries such as banking, the causal effects or relationships may be less applicable to particular sectors and populations which might not view as much possible or customer demands for social CRM systems. Discussing this issue, the differences of the customer perceptions towards these systems would differ between B2B and B2C companies, especially in the customer relationship with the companies. While the results explanation for this study is outside the scope of the current research work and it can only provide predictions on what the possible drivers of this finding, this is ultimately an interesting research avenue for future works. The future research can explore the applicability of these results into different sectors, contexts, and research methods and it is certainly recommended and encouraged. For instance, the study did not involve other contingent variables like the competitive business environments or even the company market positioning in the respective industry. It is suggested to capture conceivably the effects that are only applicable to the companies that have sufficient initiatives that can support their customer focus strategies. The findings may, hence, be less applicable to the companies that are starting to adopt some social

CRM or have top management teams that are less knowledgeable or experienced with the developed technological tools such as social media marketing campaigns.

References

Adnan, M., Yaseen, M., Khan, A. U., & Ahmad, E. (2021). Customer Relationship Management (CRM) And Brand Image Encourage Customer Retention; A Mediating Role Of Customer Engagement. *Webology (ISSN: 1735-188X)*, *18*(6).

Afthanorhan, A., Awang, Z., & Aimran, N. (2020). An extensive comparison of CB-SEM and PLS-SEM for reliability and validity. *International Journal of Data and Network Science*, *4*(4), 357-364.

Agarwal, R., Mehrotra, A., & Misra, D. (2022). Customer happiness as a function of perceived loyalty program benefits-A quantile regression approach. *Journal of Retailing and Consumer Services*, *64*, 102770.

Al-Azzam, A., & Khasawneh, R. T. (2017). Social customer relationship management (SCRM): a strategy for customer engagement. In *Strategic Uses of Social Media for Improved Customer Retention* (pp. 45-58). IGI Global.

Alferoff, C., & Knights, D. (2008). Customer relationship management in call centers: The uneasy process of re (form) ing the subject through the 'people-by-numbers' approach. *Information and Organization*, *18*(1), 29-50.

Al-Hazmi, N. (2021). The impact of customer relationship management on customer retention in travel and tourism organizations. *Management Science Letters*, *11*(1), 247-252.

Alketbi, S., Alshurideh, M., Al Kurdi, B. (2020a), The Influence of Service Quality on Customers' Retention and Loyalty in the UAE Hotel Sector with Respect to the Impact of Customer' satisfaction, Trust, and Commitment: A Qualitative Study. *International Journal of Innovation, Creativity and Change*, 14(7), 734-754.

Alkitbi, S. S., Alshurideh, M., Al Kurdi, B., & Salloum, S. A. (2020b). Factors affect customer retention: A systematic review. *In International Conference on Advanced Intelligent Systems and Informatics*, (pp. 656-667). Springer, Cham.

Al Kurdi, B., & Alshurideh, M., Al afaishat, T. (2020a). Employee retention and organizational performance: Evidence from banking industry. *Management Science Letters*, *10*(16), 3981-3990.

Al Kurdi, B., Alshurideh, M., & Alnaser, A. (2020b). The impact of employee satisfaction on customer satisfaction: Theoretical and empirical underpinning. *Management Science Letters*, *10*(15), 3561-3570.

Al Kurdi, B., Alshurideh, M., Salloum, S., Obeidat, Z., & Al-dweeri, R. (2020c). An empirical investigation into examination of factors influencing university students' behavior towards elearning acceptance using SEM approach. *International Journal of Interactive Mobile Technologies*, *14*(2), 19-4.

Alshamsi, A., Alshurideh, M., Al Kurdi, B., & Salloum, S. A. (2020, October). The influence of service quality on customer retention: a systematic review in the higher education. In International Conference on Advanced Intelligent Systems and Informatics (pp. 404-416). Springer, Cham.

Alsharari, N. M., & Alshurideh, M. T. (2020). Student retention in higher education: the role of creativity, emotional intelligence and learner autonomy. International Journal of Educational Management. *International Journal of Educational Management*, *35*(1), 233-247.

Alshurideh, D. M. (2019). Do electronic loyalty programs still drive customer choice and repeat purchase behaviour?. *International Journal of Electronic Customer Relationship Management*, *12*(1), 40-57.

Alshurideh, M. (2016). Scope of customer retention problem in the mobile phone sector: a theoretical perspective. *Journal of Marketing and Consumer Research*, *20*(2), 64-69.

Alshurideh, M. (2022). Does electronic customer relationship management (E-CRM) affect service quality at private hospitals in Jordan?. *Uncertain Supply Chain Management*, *10*(2), 325-332.

Alshurideh, M. T. (2014). A qualitative analysis of customer repeat purchase behaviour in the UK mobile phone market. *Journal of Management Research*, *6*(1), 109-125.

Alshurideh, M., Al Kurdi, B., Salloum, S. A., Arpaci, I., & Al-Emran, M. (2020). Predicting the actual use of m-learning systems: a comparative approach using PLS-SEM and machine learning algorithms. *Interactive Learning Environments*, 1-15.

Alshurideh, M., Gasaymeh, A., Ahmed, G., Alzoubi, H., & Kurd, B. (2020). Loyalty program effectiveness: Theoretical reviews and practical proofs. *Uncertain Supply Chain Management*, *8*(3), 599-612.

Alshurideh, M., Nicholson, M., & Xiao, S. (2012). The effect of previous experience on mobile subscribers' repeat purchase behaviour. *European Journal of Social Sciences*, *30*(3), 366-376.

Alwan, M., & Alshurideh, M. (2022) The effect of digital marketing on purchase intention: Moderating effect of brand equity, *International Journal of Data and Network Science*, *10*(3), 837–848.

Alt, R., & Reinhold, O. (2020). Social CRM: Tools and Functionalities. In *Social Customer Relationship Management,* (pp. 57-80). Springer, Cham.

Alzoubi, H. M., & Alshurideh, M., Al Kurdi, B., Inairat, M. (2020). Do perceived service value, quality, price fairness and service recovery shape customer satisfaction and delight? A practical study in the service telecommunication context. *Uncertain Supply Chain Management*, *8*(3), 579-588.

Arora, L., Singh, P., Bhatt, V., & Sharma, B. (2021). Understanding and managing customer engagement through social customer relationship management. *Journal of Decision Systems*, *30*(2-3), 215-234.

Awadhi, J., Obeidat, B., & Alshurideh, M. (2021). The impact of customer service digitalization on customer satisfaction: Evidence from telecommunication industry. *International Journal of Data and Network Science*, *5*(4), 815-830.

Bae, B.R. (2021). Effects of service authenticity, customer participation and customer-perceived service climate on customers' service evaluation. *Asia Pacific Journal of Marketing and Logistics*, *33*(5), 1239-1254.

Bagó, P., & Voros, P. (2011). Social customer relationship management. *Act Sci Soc*, *33*, 61-75.

Creswell, J. W., & Creswell, J. D. (2017). *Research design: Qualitative, quantitative, and mixed methods approaches*. Sage publications.

Dragnea, M., & Mihăiță, N. V. (2020). Customer Retention, Behavior and Emotions. *VISION*, 1283-1290.

Emerson, R. W. (2015). Convenience sampling, random sampling, and snowball sampling: How does sampling affect the validity of research?. *Journal of Visual Impairment & Blindness*, *109*(2), 164-168.

Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of marketing research*, *18*(1), 39-50.

Gaur, L., & Afaq, A. (2020). Metamorphosis of CRM: Incorporation of Social Media to Customer Relationship Management in the Hospitality Industry. In *Handbook of Research on Engineering Innovations and Technology Management in Organizations* (pp. 1-23). IGI Global.

Gong, T., & Yi, Y. (2018). The effect of service quality on customer satisfaction, loyalty, and happiness in five Asian countries. *Psychology & Marketing*, *35*(6), 427-442.

Greenberg, P. (2010). *CRM at the speed of light: Social CRM strategies, tools, and techniques*. New York: McGraw-Hill.

Hair Jr, J. F., Matthews, L. M., Matthews, R. L., & Sarstedt, M. (2017). PLS-SEM or CB-SEM: updated guidelines on which method to use. *International Journal of Multivariate Data Analysis*, *1*(2), 107-123.

Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the academy of marketing science*, *43*(1), 115-135.

Jayasingh, S., & Venkatesh, R. (2016). Determinants of customer brand engagement in social media sites: A conceptual framework. *International Business Management*, *10*(15), 2802-2807.

Kim, S., Choi, S., & Verma, R. (2017). Providing feedback to service customers: The effect of the presentation order and repetition of feedback types. *Journal of Service Management*, *28*(2), 389-416.

Kline, R. B. (2015). *Principles and practice of structural equation modeling*. Guilford publications.

Kumar, A. (2021). Analysing the drivers of customer happiness at authorized workshops and improving retention. *Journal of Retailing and Consumer Services*, *62*, 102619.

Kumar, A., Paul, J., & Starčević, S. (2021). Do brands make consumers happy?-A masstige theory perspective. *Journal of Retailing and Consumer Services*, *58*, 102318.

Lin, H., Gursoy, D., & Zhang, M. (2020). Impact of customer-to-customer interactions on overall service experience: A social service scape perspective. *International Journal of Hospitality Management*, *87*, 102376.

Lyubomirsky, S., Tkach, C., & DiMatteo, M. R. (2006). What are the differences between happiness and self-esteem. *Social indicators research*, *78*(3), 363-404.

Mahavidyalaya, A. (2013). The Role of Consumer Happiness in Relationship Marketing. *Global Journal of Management and Business Studies*, *3*(4), 407-412.

Prentice, C. (2019). Managing service encounters with emotional intelligence. *Journal of Retailing and Consumer Services*, *51*, 344-351.

Renjitha R. (2019). Linking Corporate Social Responsibility with Customer Happiness and Retention in Print Media. *UGC Journal*, *6*(11).

Sarmaniotis, C., & Stefanou, C. J. (2005, July). A framework of CRM development phases and key success factors. In *Proceedings of the 2nd International Conference on Enterprise Systems and Accounting* (pp. 477-495).

Sarstedt, M., Hair, J. F., Ringle, C. M., Thiele, K. O., & Gudergan, S. P. (2016). Estimation issues with PLS and CBSEM: Where the bias lies!. *Journal of Business Research*, *69*(10), 3998-4010.

Schulte, S. (2008). Customer centric PLM: integrating customers' feedback into product data and lifecycle processes. *International Journal of Product Lifecycle Management*, *3*(4), 295-307.

Seifbarghy, M., Rabieian, R., & Karimi, F. (2011). Locating service centers optimizing customers' perspective criteria. *The International Journal of Advanced Manufacturing Technology*, *54*(5), 811-819.

Shmueli, G., Sarstedt, M., Hair, J. F., Cheah, J. H., Ting, H., Vaithilingam, S., & Ringle, C. M. (2019). Predictive model assessment in PLS-SEM: guidelines for using PLSpredict. *European journal of marketing*.

Soliman, S., & J Kamel, N. (2021). Impact of Customer Relationship Management on Customer Retention in Hotels. *Journal of Association of Arab Universities for Tourism and Hospitality*, *21*(3), 152-161.

Thomas, R., & Millar, M. (2013). The effects of material and experiential discretionary purchases on consumer happiness: Moderators and mediators. *The Journal of psychology*, *147*(4), 345-356.

Turban, E., Strauss, J., & Lai, L. (2016). Social Customer Service and CRM. In *Social Commerce* (pp. 155-178). Springer, Cham.

Wibowo, A., Chen, S. C., Wiangin, U., Ma, Y., & Ruangkanjanases, A. (2020). Customer behavior as an outcome of social media marketing: The role of social media marketing activity and customer experience. *Sustainability*, *13*(1), 189.

Wong, K. K. K. (2013). Partial least squares structural equation modeling (PLS-SEM) techniques using SmartPLS. *Marketing Bulletin*, *24*(1), 1-32.

Woodcock, N., Green, A., & Starkey, M. (2011). Social CRM as a business strategy. *Journal of Database Marketing & Customer Strategy Management*, *18*(1), 50-64.

Yano, K., Akitomi, T., Ara, K., Watanabe, J., Tsuji, S., Sato, N., ... & Moriwaki, N. (2015). Measuring happiness using wearable technology. *Hitachi Review*, *64*(8), 97-104.

Yawised, K., Ellis, L., & Wong, M. C. (2018). A framework for the adoption of social customer relationship management (scrm) by private sector. *Asian Journal of Science and Technology*, *9*(4), 7844-7851.