

Social Listening Practices towards Social CRM and Customer Relationship Performance in the Fast-Food Industry in Sri Lanka

S. Gurunathasivam

University of Moratuwa, Sri Lanka

G. D. Samarasinghe

University of Moratuwa, Sri Lanka

G. N. Kuruppu

University of Moratuwa, Sri Lanka.

Abstract

This study is carried out to identify the impact of social listening practices on social CRM and customer relationship performance in the fast-food industry in Sri Lanka. The target population for this study included the internal stakeholders from the organizations in the fast-food industry located in the Colombo metropolitan area which uses social media. The data was obtained via a structured questionnaire using a sample of 150 registered organizations. The time horizon was cross-sectional, and data were analyzed through both descriptive and inferential analysis. Based on the Resource-Based View (RBV) and the Capabilities Based Perspective, especially the dynamic capabilities theories, the conceptual model of this research study was developed by expecting that, organizations in the fast-food industry in Sri Lanka can exploit capabilities which are social listening practices and social CRM capabilities and resources which are customer relationship orientation and social media technology usage to obtain higher customer relationship performance. Further, gain a competitive advantage over their competitors by effectively utilizing such resources. This is one of the few papers to exclusively focus on the impact of social listening practices on social CRM and customer relationship

Corresponding Author:

G. N. Kuruppu, University of Moratuwa, Sri Lanka, E-mail: gayithri@uom.lk

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performance in the fast-food industry in Sri Lanka. The findings of this study have important implications for the fast-food industry in Sri Lanka.

Keywords: *Customer Relationship Management (CRM); Customer Relationship Orientation (CRO); Customer Relationship Performance; Social Customer Relationship Management (Social CRM) capabilities; Social media technology; Fast-food industry*

Introduction

The food industry, shaped by diverse cultural influences, has undergone significant transformations worldwide in recent decades. Traditionally, people in Asian countries, including Sri Lanka, preferred home-cooked meals (Bandara et al., 2021). However, factors like increased educational opportunities, exposure to Western culture, longer working hours, a growing female workforce, and advancements in distribution networks have altered Sri Lankans' food consumption habits (Bandara et al., 2021; Devendra, 2015; Salwathura& Ahmed, 2023). These changes have shifted the preference from homemade meals to fast food. The rising demand for fast food (Permson, 2017) and the similarity of products leading to low or zero switching costs have intensified competition in the industry (Patabandige& Yapa, 2016). Coping with this competition while ensuring profitability, customer retention, and acquisition of new customers (Permson, 2017) presents a significant challenge for fast-food organizations. This challenge underscores the need for effective and unique Customer Relationship Management (CRM) practices (Ali et al., 2011) to attain sustainable competitive advantage (Eid & El-Gohary, 2014).

The digital age has transformed numerous aspects of business, including CRM, evolving it into Social CRM. Social CRM tools such as Facebook, YouTube, Twitter, and Instagram play a pivotal role in enhancing an organization's online presence and Customer Relationship Performance (Hassan et al., 2019). They enable organizations to bolster customer loyalty, increase brand visibility, and provide swift responses, all of which are vital for survival in the competitive market (Chau & Xu, 2012). Moreover, organizations can leverage social listening practices to enhance social CRM and Customer Relationship

Performance, as it serves as a crucial component of social CRM and is especially relevant in today's mediated society (Stewart et al., 2018).

Despite its significance, listening is an aspect often overlooked in studies examining the establishment and maintenance of organizational relationships (Brunner, 2008). Social listening, as a form of mediated communication, continually evolves in the communication landscape. Recognizing its growing importance, recent research has introduced and defined social listening as an emerging type of listening (Black, 2023; Stewart & Arnold, 2018). However, research on this topic remains limited (Tran, 2021). Consequently, there is a lack of literature addressing the impact of social listening practices on social CRM and Customer Relationship Performance in the fast-food industry, both globally and in the Sri Lankan context.

Furthermore, the extent to which Sri Lankan industries harness the advantages of digitalization remains uncertain (Griffith Asia Institute, 2022). For instance, while 85% of SME owners have social media accounts, only 30% of them employ these accounts for social media marketing (Niranjala, 2020). Some businesses even possess social media accounts without a clear focus on improving marketing and social CRM (Niranjala, 2020). This raises questions about whether social listening can serve as a tool for gaining a competitive advantage in CRM, given the fierce competition in Sri Lanka's fast-food industry (Permson, 2017; Patabandige & Yapa, 2016). As a result, this study's primary objective is to explore the relationship between social listening practices, social CRM capabilities, customer relationship performance, customer relationship orientation, and social media technology usage.

The remainder of this paper is organized as follows: First, it reviews the literature and formulates hypotheses. Then, it presents the conceptual framework and research methodology. Following that, the paper discusses data analysis and findings. Finally, it concludes with implications and suggestions for future research.

Literature Review

The “Resource Based View (RBV) and Capabilities Based Perspective” support this research as the theoretical foundation, based on extant studies (Keramati et al., 2010; Rapp et al., 2010; Trainor, 2012; Trainor et al., 2014). Dynamic capabilities theory is obtained from RBV and this theory is suitable to describe how a raw resource, like social media, could be merged with the extant capabilities of the organization, like CRM, to achieve the competitive advantage over its competitors (Teece, 2018). Moreover, this theory indicates that an organization can create and renew its capabilities and thus create a competitive advantage over its competitors by combining social media with the unique organizational capabilities through social CRM (Harrigan et al., 2020). Therefore, the dynamic capabilities perspective is the most relevant theoretical framework for this study as social media is a dynamic variable (Choudhury & Harrigan, 2014; Eisenhardt & Martin, 2000; Maklan & Knox, 2009).

Social Listening and Customer Relationship Management (CRM)

Listening to customers on social media develops the relationship between customers and organizations. For example, in Carpenter Library exponentially started to focus highly on the users’ needs and problems after the implementation of the social listening. As a result, they were able to improve their Social Customer Relationship and Customer Relationship Performance which finally led to a highly reliable, approachable, and customer-friendly face at Carpenter library (Stewart et al., 2018).

Social CRM supports organizations to build and manage customer relationships by utilizing the information which is freely shared by the customers on their social media profiles (Cappuccio et al., 2012). Therefore, social CRM significantly increases the online presence and enhances the performance of organizations (Hassan et al., 2019).

Social customer relationship management (Social CRM) capabilities

CRM technology is more effective when they are combined with other processes, capabilities and resources (Jayachandran et al., 2005; Srinivasan & Moorman, 2005). Therefore, to generate sustainable competitive advantages and superior Customer Relationship Performance, organizations should merge CRM technologies with a resource like social media- Social CRM (Greenberg, 2010;

Heller & Parasnis, 2011)- and the capabilities like social CRM capabilities (Trainor, 2012). Social CRM capabilities refer to the competency of a firm in generating, integrating, and responding to information which is acquired from customer interaction which is facilitated by social media technology (Trainor et al., 2014).

Moreover, the majority of customers have started to use social media applications for connecting with their business counterparts and also for connecting with their peers (Berthon et al., 2012). Customers need to interact with the organization. Hence, organizations must utilize technologies and create capabilities which could meet this changing relationship expectation. Therefore, organizations need to enable more customer and organization interaction by deploying capabilities and new technologies (Trainor, 2012). Also, the resource-based view and the capabilities-based theory suggest organizations could achieve the best result and, in turn, competitive advantage if they are successful in utilizing their resources and transforming them into capabilities (Barney, 1991). Therefore, it is important to build social CRM capabilities for an organization to have a successful social CRM (Acker et al., 2011).

Hypotheses of the study

Based on the objectives of this study and the extant literature evidence, this study formulated a series of hypotheses according to the conceptual framework of this study.

Due to the social listening implementation in the Carpenter library, user engagement had increased on both Twitter and Facebook. Therefore, more meaningful interactions had taken place between customers and staff of the Library (Stewart et al., 2018). As a result, Carpenter Library was able to improve its social-customer relationship and customer relationship performance. In addition, social listening is used as a tool identify the present reputation of companies. This helps organizations to react to customer critical opinions quickly (Turban et al., 2018). Therefore, the first hypothesis of the study is,

H₁ -Social listening practices have a positive impact on customer relationship performance.

Social listening allowed Carpenter library to identify both negative and positive feedback, and these social CRM capabilities gave opportunities to identify and respond to disappointed customers and to show appreciation for the positive comments of the customers. This approach turned potentially negative experiences into positive experiences (Stewart et al., 2018). Further, social listening can attain interpersonal information and social intelligence which can help to build relationships and influence others (Stewart & Arnold, 2018). Therefore, the second hypothesis of the study is,

H₂ - Social listening practices have a positive impact on Social CRM capabilities.

Extant studies indicated that social CRM (Greenberg, 2010; Trainor, 2012) contributes to the new concept development called social CRM capabilities (Trainor et al., 2014) which develop of very strong customer relationship (Hooley et al., 2005; Rapp et al., 2010; Trainor et al., 2014). Thus, positively influence Customer Relationship Performance of the organization's (Trainor et al., 2014). Therefore, the third hypothesis of the study is,

H₃- Social CRM capabilities have a positive impact on customer relationship performance.

The Carpenter Library succeeded in utilizing its resources and transforming those resources into capabilities (Stewart et al., 2018). This indicates that social listening practices improve Social Customer Relationship Management Capabilities, and Social Customer Relationship Management Capabilities positively influence Customer Relationship Performance. Further, many companies now identify the importance of developing their capabilities to engage in social listening. As more capabilities will help to hear large audience, attract new customers, expand to new markets, etc. In contrast, any company do not possess the right capabilities, bad reviews will destroy the company reputation (Rosenblatt et al., 2018). Therefore, it can be argued that Social Customer Relationship Management Capabilities mediate the relationship between social listening practices and Customer Relationship Performance. Therefore, the fourth hypothesis of the study is,

H₄ - Social CRM capabilities mediate the relationship between social listening practices and customer relationship performance.

Customer-orientated culture in an organization directs the organization's attitude towards both the development of core capabilities and strong customer relationships (Rapp et al., 2010). Hence, customer orientation as a resource positively influences the marketing capabilities development (Hooley et al., 2005) such as Social CRM Capabilities. Furthermore, extant studies indicate that technology alone is not sufficient for adding value to the organizations. Therefore, to be mostly valuable, these technologies must be combined with other resources and abilities of the organization (Jayachandran et al., 2005). Therefore, by merging social media usage with customer relationship orientation, organizations could create superior marketing capabilities, called social customer relationship management capabilities (Chierici et al., 2018), which are mostly effective for engaging with customer in more collaborative conversation and increasing customer relationship (Trainor et al., 2014). Therefore, in this research study, Customer Relationship Orientation is considered as an independent variable of Social CRM capabilities and further considered that this changes the strength between social listening and Social CRM Capabilities as a moderating variable. Therefore, the fifth hypothesis of the study is,

H₅ - Customer relationship orientation moderates the relationship between social listening practices and social CRM capabilities.

Organizations which use social media activity can enhance awareness and emphasize their intention to involve their customer through interactive dialogues, that should enhance the influence of their Social Customer Relationship Management Capability (Kim & Wang, 2019). Also, social media technology use will influence the social customer relationship management capabilities of the organization which is regarding the engagement with customers in more collaborative conversation and increasing the customer relationship (Trainor et al., 2014). Therefore, social media technology usage can be considered as an independent variable of Social CRM Capabilities and further considered that this changes the strength between the social listening and social CRM capabilities as a moderating variable. Therefore, the sixth hypothesis of the study is,

H₆ - Social media technology usage moderates the relationship between social listening practices and social CRM capabilities.

Conceptual Framework

In this study, social listening practice is considered an independent variable and Customer Relationship Performance is considered a dependent variable (Chierici et al., 2018; Trainor et al., 2014). Furthermore, social CRM capabilities are performing as mediating variable (Chierici et al., 2018; Trainor et al., 2014). And Customer Relationship Orientation (Chierici et al., 2018) and social media technologies usage (Trainor et al., 2014) are performing as moderating variables.

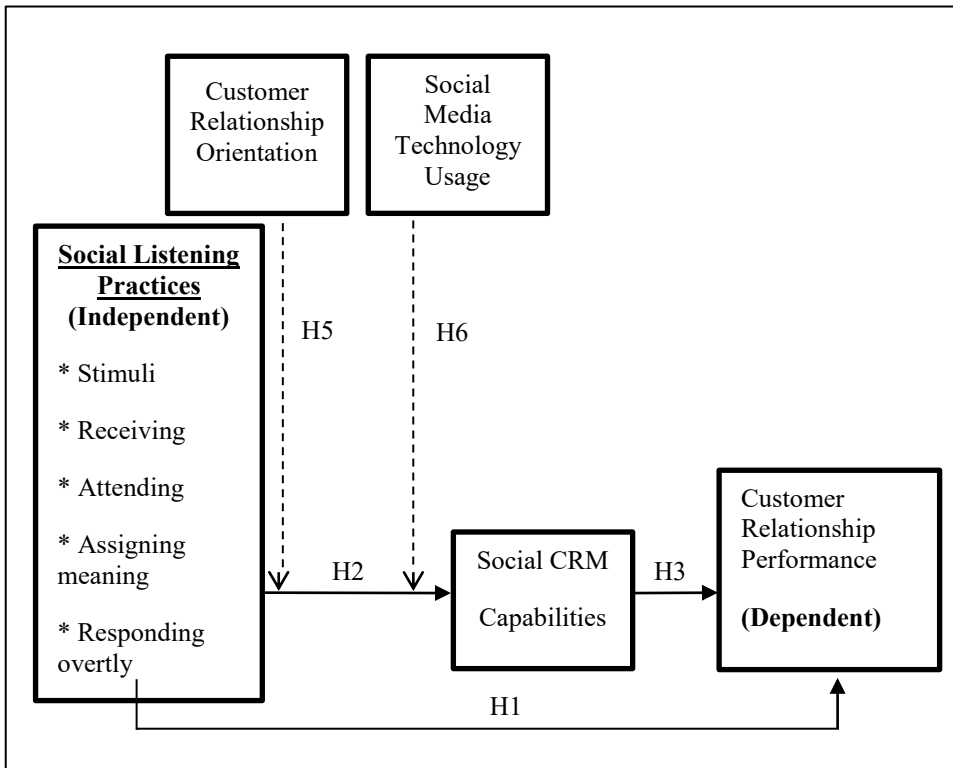


Figure 1: Conceptual Framework

Source: Author designed based on Literature Review

Operationalization

All the constructs of this study were measured using a 5-point Likert scale, with responses ranging from 1 – strongly disagree to 5 – strongly agree. Social listening practices were measured through stimuli, receiving, attending, assigning meaning, and responding overtly (Stewart & Arnold, 2018). Social CRM capabilities are measured through information generation, information dissemination and responsiveness (Trainor et al., 2014). Customer Relationship Orientation was measured through the culture of the organization (Jayachandran et al., 2005). Social media technology use was measured through the type of social media technology used and the functions of social media technology (Hennig-Thurau et al., 2010; Choudhury & Harrigan, 2014; Trainor et al., 2014). Finally, Customer Relationship Performance was measured through the Customer Relationship Performance of the organization (Trainor et al., 2014).

Methodology

Population and sample

The target population for this study included the owners, marketing managers, sales managers, customer relationship managers, sales executives, and sales representatives from registered SMEs, large organizations, and foreign franchised organizations in the fast-food industry located in Colombo metropolitan area which uses social media in its organization's name. The target population was selected from the Colombo metropolitan area as fast-food outlets are very famous among the people who live in the urban areas like the Colombo metropolitan area and also penetration of foreign franchised organizations into the urban areas like Colombo metropolitan area is higher when comparing with other rural areas in Sri Lanka (Nirmani et al., 2017). Using convenience sampling, 320 companies were used to collect data. Out of 320 organizations, only 168 responses (52.5% response rate) were received. Out of 168 responses, 18 responses (10.71%) were rejected, and 150 responses (89.29%) were selected for analysis.

This sample size was determined based on the following rules of thumb proposed by Roscoe (1975) (as cited in Sekaran & Bougie, 2016). As per the conceptual model of this research study, it has five variables for investigation and as per the third rule of thumb proposed by Roscoe (1975), the sample size becomes 50. However, this study considers a sample size of 150 organizations.

Furthermore, this sample size is statistically sufficient for this analysis based on KMO and Bartlett's test which is 0.673. According to KMO and Bartlett's test, if Kaiser-Meyer-Olkin measure of sample adequacy is between 0.6 and 0.7, is mediocre (Kaiser, 1974). Therefore, as this study has 0.673 as Kaiser-Meyer-Olkin measure of sample adequacy and this test shows a significant value (P-value) of less than 0.000 which is less than 0.05, this study has a sufficient sample for the analysis for predictive purposes. Hence, to generalize to the population this study has a sufficient sample. Therefore, these 150 cases are sufficient for the analysis of the variables and relationships.

Data gathering

The data was gathered by distributing self-administered structured questionnaires to the sample. At the same time, some responses were collected via telephone calls. Once the questionnaire is created, a pilot study was carried out to test the clarity, interpretation, and appropriateness of the questions in the questionnaire from ten respondents. Based on the feedback received, several revisions to the original questionnaire were made and some questions were eliminated.

Data analysis

The data was analyzed using the Statistical Package for Social Sciences (IBM SPSS Statistics 28.0) software. We employed SPSS package for data analysis due to the limited sample size (less than 250) that did not warrant for adopting covariance based SEM software. Further, SPSS package still offers the required functionalities for the present analysis as per the methodological literature. Descriptive statistics were used to analyze the characteristics of the sample. After checking the validity and reliability, regression analysis was carried out to explore the relationships among the variables. The mediating effect of social CRM capabilities and the moderating effect of Customer Relationship Orientation and social media technology usage were analyzed using multiple regression techniques.

Findings and Discussion

Characteristics of the sample

Out of 150 organizations, 30 are sole proprietorship organizations (20%), 30 are partnership organizations (20%), 38 are limited liability companies (25.33%), 32 are public limited companies (21.33%), and 20 are foreign franchised organizations (13.33%). Furthermore, based on the number of employees and size of capital investment these five types of organizations are further categorized into SMEs, large organizations, and foreign franchised organizations. Out of 150 organizations, 70 are SMEs (46.67%), 60 are large organizations (40%) and 20 are foreign franchised organizations (13.33%). Moreover, responded organizations' age is categorized into five groups and most of the organizations are operating for 6 to 15 years. Additionally, most of the organizations have 11 to 300 employees in their organization.

Reliability and Validity analysis

To test the reliability Cronbach's Alpha values was used and for the validity of collected data factor analysis was carried out. According to the findings of this study, Cronbach's Alpha value of all the constructs were greater than 0.7 and hence reliability of the variable was satisfied (Sekaran & Bougie, 2016). Factor analysis results have shown factor loadings greater than 0.4 for all elements. Measures with less than 0.4-factor loadings were considered invalid measures and removed for further analysis (Hair et al., 2011). Further, it was reasonable to assume that all variables have face validity and construct validity as they were adapted from well-established measures in literature (Sekaran & Bougie, 2016).

Descriptive Statistical Analysis

Based on the descriptive statistics shown in Table 1, the Customer Relationship Performance - the dependent variable shows the highest mean and lowest standard deviation among other variables. This implies that most of the responses are within 3.87 ± 0.36 (3.51 – 4.23 of the Likert scale). Hence, out of five, responses of Customer Relationship Performance are just about the agreed value and more towards strongly agree value. Therefore, organizations in this fast-food industry have a high level of Customer Relationship Performance.

Social CRM capabilities have the lowest mean and highest standard deviation among other variables. Therefore, most of the responses are within 3.03 ± 0.52 (2.51 – 3.55 of the Likert scale). Out of five, responses for social CRM capabilities are just about the neutral value as it is more towards agree and not strongly agree. This implies that there is a certain level of social CRM capabilities in this fast-food industry.

Table 1: Descriptive Statistics of new variable

		Social Listening	SM Technology Use	CRO	SCRM Capabilities	CR Performance
N	Valid	150	150	150	150	150
	Missing	0	0	0	0	0
Mean		3.2243	3.2077	3.826	3.0281	3.8667
Median		3.2353	3.2632	4.000	3.1111	4.0000
Mode		3.24	3.47	4.00	3.33	4.00
Std. Dev.		.39276	.47342	.3798	.51912	.36021
Minimum		2.35	1.84	3.00	2.00	3.00
Maximum		4.00	4.26	4.33	4.00	5.00

Customer Relationship Orientation has a mean value of 3.83 and a standard deviation of 0.38. This suggests that the responses are within 3.83 ± 0.38 (3.45 - 4.21 Likert scale). Hence, responses of Customer Relationship Orientation are just about the agree value and more towards strongly agree value. Hence, Customer Relationship Orientation in the organizations in this fast-food industry is high. Furthermore, Social listening practice, which is the independent variable, has a mean value of 3.22 and a standard deviation of 0.39. These responses are within 3.22 ± 0.38 (2.83 –3.61 Likert scale). Responses social listening practice is just about the neutral value as it is more towards agree and not strongly agree. This indicates that most of them use their social media to listen to their customers' needs and problems.

Finally, Social media technology use has a mean value of 3.21 and a standard deviation of 0.48. These responses are within 3.21 ± 0.38 (2.73 –3.69 Likert scale). Out of five, responses for social media technology use are just about the

neutral value as it is more towards agree and not strongly agree. Therefore, there is a certain level of social media technology used in this industry.

Inferential Analysis

Table 2 shows the relationship between the independent variables and dependent variables of this study. Bivariate Pearson correlation is used for the entire dependent and independent variables, measured on an interval scale and this Bivariate Correlation is related to a two-tailed test of significance.

Table 2: Correlation Matrix

		Social Listen ing	SM Techno logy Use	CRO	SCRM Capabilit ies	CR Performan ce
Social Listening	Correl ation		.603**	.194*	.624**	.087
	Sig.		<.001	.018	<.001	.288
SM Technology Use	Correl ation			.203*	.683**	-.002
	Sig.			.013	<.001	.979
CRO	Correl ation				.262**	.337**
	Sig.				.001	<.001
SCRM Capabilities	Correl ation					.060
	Sig.					.465

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Pearson correlation for social listening practices and Customer Relationship Performance is 0.087 which is closer to zero and the p-value is 0.288 ($p > 0.05$) which is statistically insignificant. Therefore, there is no significant relationship between social listening practices and Customer Relationship Performance.

Social listening practices and social CRM capabilities score Pearson Correlation of 0.624 which indicates a moderate positive correlation, and the p-value is 0.001 ($p < 0.05$), statistically significant. Thus, there is evidence of an association between social listening practices and social CRM capabilities in

this fast-food industry. Therefore, social listening practices have a moderate positive impact on social CRM capabilities.

Pearson correlation for social CRM capabilities and Customer Relationship Performance is 0.060, which is closer to zero. The p-value is 0.465 ($p > 0.05$), statistically insignificant. This results in no significant relationship between social CRM capabilities and Customer Relationship Performance.

The relationship between social listening practices and customer relationship performance

As per Table 3, Social listening practice, which is the independent variable and customer relationship performance which is the dependent variable has an Adjusted R^2 of 0.001 which is very poor. Therefore, there is no impact of social listening practices on customer relationship performance. Furthermore, in Table 4, the ANOVA model is also not significant since it shows a significant value of 0.288. Moreover, as per Table 5, the coefficient is not significant due to it showing a Beta value of 0.8 which is very closer to zero and a significance value of 0.288. Therefore, there is no significant impact of social listening practices on customer relationship performance in this fast-food industry. As a result, hypothesis H_1 : social listening practices have a positive impact on customer relationship performance is rejected.

Table 3: Model Summary of relationship between social listing practices and customer relationship performance

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.087 ^a	.008	.001		.36005

a. Predictors: (Constant), New Social Listening

Table 4: ANOVA for relationship between social listing practices and customer relationship performance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.147	1	.147	1.135	.288 ^b
	Residual	19.186	148	.130		
	Total	19.333	149			

a. Dependent Variable: New CR Performance

b. Predictors: (Constant), New Social Listening

Table 5: Coefficients for the relationship between social listening practices and customer relationship performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error				Beta	Tolerance
1	(Constant)	3.609	.244		14.794	<.001		
	Social Listening	.080	.075	.087	1.065	.288	1.000	1.000

a. Dependent Variable: New CR Performance

The relationship between social listening practices and social CRM capabilities

Social listening practices which are the independent variable and social CRM capabilities which are the dependent variable have an Adjusted R² of 0.385 as per Table 6. This indicates that social listening practices explain 38.5% of the variance of social CRM capabilities. Furthermore, as per Table 7, the ANOVA model is significant as it shows a significant value of <0.001. Table 8 shows social listening practices have a Beta value of 0.624 which shows there is a positive relationship between these variables. This is statistical significance as it shows a significance value of <0.001. Therefore, hypothesis H₂: social listening practices have a positive impact on Social CRM capabilities is accepted. This indicates that there is a positive relationship between social listening practices and social CRM capabilities in this fast-food industry.

Table 6: Model Summary of relationship between social listening practices and social CRM capabilities

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.624 ^a	.389	.385	.40714	1.345

a. Predictors: (Constant), New Social Listening

b. Dependent Variable: New SCRM Capabilities

Table 7: ANOVA for relationship between social listening practices and social CRM capabilities

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15.620	1	15.620	94.235	<.001 ^b
	Residual	24.532	148	.166		
	Total	40.153	149			

a. Dependent Variable: New SCRM Capabilities

b. Predictors: (Constant), New Social Listening

Table 8: Coefficients for the relationship between social listening practices and social CRM capabilities

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.370	.276		1.342	.182
	Social Listening	.824	.085	.624	9.707	<.001

a. Dependent Variable: New SCRM Capabilities

The relationship between social CRM capabilities and customer relationship performance

Social CRM capabilities, which are the independent variable and customer relationship performance which is the dependent variable have an Adjusted R² of -0.003 which is very poor, as per Table 9. Therefore, there is no impact of social CRM capabilities on customer relationship performance. Table 10 indicates that the ANOVA model is also not significant due to it showing a significant value of 0.465. Moreover, the coefficient is not significant due to it

showing a Beta value of 0.060 which is very closer to zero and a significance value of 0.465 as per Table 11. Therefore, there is no significant impact of social CRM capabilities on customer relationship performance in this fast-food industry. As a result, hypothesis H₃: Social CRM capabilities have a positive impact on customer relationship performance is rejected.

Table 9: Model Summary of relationship between social CRM capabilities and customer relationship performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.060 ^a	.004	-.003	.36078	1.627

a. Predictors: (Constant), New SCRM Capabilities

b. Dependent Variable: New CR Performance

Table 10: ANOVA for relationship between social CRM capabilities and customer relationship performance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.070	1	.070	.536	.465 ^b
	Residual	19.264	148	.130		
	Total	19.333	149			

a. Dependent Variable: New CR Performance

b. Predictors: (Constant), New SCRM Capabilities

Table 11: Coefficients for relationship between social CRM capabilities and customer relationship performance

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	3.740	.175		21.385	<.001
	SCRM Capabilities	.042	.057	.060	.732	.465

a. Dependent Variable: New CR Performance

Mediating effect of Social CRM capabilities between social listening practices and customer relationship performance

To check the mediating effect of social CRM capabilities between social listening practices and customer relationship performance, there should be a relationship between social CRM capabilities and customer relationship performance. As there is no significant impact of social CRM capabilities on customer relationship performance in this fast-food industry, the research hypothesis H₃: Social CRM capabilities have a positive impact on customer relationship performance was rejected. Therefore, there is no mediation.

As per Baron and Kenny's (1986) guidelines, the third hypothesis should be accepted to test mediation using multiple linear regression. As a result, the fourth hypothesis H₄: Social CRM capabilities mediate the relationship between social listening practices and customer relationship performance cannot be tested using multiple linear regression. Even though social listening practices positively affect the social CRM capabilities based on the second hypothesis H₂ while social CRM capabilities do not affect customer relationship performance in this fast-food industry.

Moderating effect of customer relationship orientation between social listening practices and social CRM capabilities

According to Table 12, moderating effect of customer relationship orientation between social listening practices and social CRM capabilities shows an Adjusted R² of 0.402. Therefore, all three independent variables explain that significant variance is there. Furthermore, Table 13 indicates that the ANOVA model is significant due to it shows a significant value of <0.001. Table 14 shows that the beta value is 1.367 for a new variable which is 'Social Listening x CRO'. This indicates a positive relationship. However, the significance value of 0.291 indicates that the coefficient is not significant as it is above 0.05. It seems to be a positive moderating effect of customer relationship orientation on the relationship between social listening practices and social CRM capabilities. However, it is not statistically significant. Therefore, the research hypothesis H₅: Customer relationship orientation moderates the relationship between social listening practices and social CRM capabilities is rejected.

Table 12: Model Summary of moderating effect of customer relationship orientation between social listening practices and social CRM capabilities

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.644 ^a	.414	.402	.40137	1.376

a. Predictors: (Constant), New CRO, New Social Listening, Social Listening x CRO

b. Dependent Variable: New SCRM Capabilities

Table 13: ANOVA for moderating effect of customer relationship orientation between social listening practices and social CRM capabilities

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.633	3	5.544	34.415	<.001 ^b
	Residual	23.520	146	.161		
	Total	40.153	149			

a. Dependent Variable: New SCRM Capabilities

b. Predictors: (Constant), New CRO, New Social Listening, Social Listening x CRO

Table 14: Coefficients for moderating effect of customer relationship orientation between social listening practices and social CRM capabilities

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.824	3.892		.983	.327
	Social Listening x CRO	.334	.315	1.367	1.059	.291
	Social Listening	-.527	1.244	-.399	-.424	.672
	New CRO	-.843	.989	-.617	-.852	.396

a. Dependent Variable: New SCRM Capabilities

Moderating effect of social media technology usage between social listening practices and social CRM capabilities

The moderating effect of social media technology usage between social listening practices and social CRM capabilities shows an Adjusted R² of 0.533 according to Table 15. Therefore, all three independent variables explain that

the significant variance is there. Furthermore, Table 16 shows that the ANOVA model is significant due to it showing a significant value of <0.001 . Moreover, Table 17 shows that the Beta value is 0.909 for a new variable which is Social Listening x Social Media Technology Use'. This indicates a positive relationship. However, the significance value of .0184 indicates that the coefficient is not significant. It seems to be a positive moderating effect of social media technology usage on the relationship between social listening practices and social CRM capabilities. However, it is not statistically significant. As a result, the research hypothesis H₆: Social media technology usage moderates the relationship between social listening practices and social CRM capabilities is rejected.

Table 15: Model Summary of moderating effect of social media technology usage between social listening practices and social CRM capabilities

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.736 ^a	.542	.533		.35481

a. Predictors: (Constant), New Social Media Technology Use, New Social Listening, Social Listening x Social Media Technology Use

Table 16: ANOVA for moderating effect of social media technology usage between social listening practices and social CRM capabilities

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.773	3	7.258	57.652	$<.001^b$
	Residual	18.380	146	.126		
	Total	40.153	149			

a. Dependent Variable: New SCRM Capabilities

b. Predictors: (Constant), New Social Media Technology Use, New Social Listening, Social Listening x Social Media Technology Use

Table 17: Coefficients for moderating effect of social media technology usage between social listening practices and social CRM capabilities

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.804	1.437		1.255	.211
	Social Listening x Social Media Technology Use	.193	.144	.909	1.336	.184
	New Social Listening	-.179	.473	-.136	-.379	.705
	New Social Media Technology Use	-.066	.452	-.060	-.147	.884

a. Dependent Variable: New SCRM Capabilities

Discussion

As per the findings, there is a certain level of social listening practice in this fast-food industry. This indicates that most of them use their social media to listen to their customers' needs and problems. Furthermore, organizations in this industry have a certain level of social CRM capabilities. This indicates that the organizations in this industry have a certain level of social CRM application in their organizations as social CRM contributes to the development of social CRM capabilities (Trainor et al., 2014). Hence, the first objective of the study is satisfied.

Next, the study found that there is no significant impact of social listening practices on customer relationship performance in the fast-food industry. Even though there is a certain level of social listening practices in this fast-food industry, it seems that most of the organizations in this industry only reply to normal queries (E.g., price queries and location queries) and are just thankful for the positive feedback of their customers. However, they fail to respond to negative feedback and search hashtags related to the complaint on the organization. This creates disappointment and dissatisfaction for the affected customers. Due to the presence of such hashtags related to customer complaints on the organization in the highly public forum, these may be visible to other customers on social media. As a result, this affects the goodwill and the brand

value of the organization. Therefore, this affects the customer relationship performance of the organization (Stewart & Arnold, 2018). Hence, the organizations in this industry need to monitor the complaints which will create bad publicity made by the customers against their organizations on social media as no organizations can fully control or anticipate such complaints which affect the customer relationship performance of the organization (Acker et al., 2011). Next, it was evidenced that positive relationship between social listening practices and social CRM capabilities. Furthermore, social listening allowed the identification of both negative and positive feedback. These social CRM capabilities gave opportunities to identify and respond to disappointed customers and to show appreciation for the positive comments of the customers. This approach turned potentially negative experiences into positive experiences (Stewart et al., 2018). Hence, the second objective was satisfied.

Then, it was concluded that there is no significant impact of social CRM capabilities on customer relationship performance in this fast-food industry. Therefore, there is no mediation. Furthermore, even though social listening practices positively affect social CRM capabilities, social CRM capabilities do not affect customer relationship performance in this industry. Therefore, there is no mediating effect of social CRM capabilities on the relationship between social listening practices and customer relationship performance in this fast-food industry. This is because these organizations in this fast-food industry are mostly using their social media as a marketing tool and not as a relationship tool. In contrast, Stewart et al., (2018) found that social CRM capabilities mediate the relationship between social listening practices and customer relationship performance. Hence, the third objective of the study was satisfied.

As per this research study, customer relationship orientation has no moderating effect on the relationship between social listening practices and social CRM capabilities. This can be due to organizations which have customer relationship orientation that can use social media to gain higher customer relationship performance only if they develop perfect social CRM capabilities without overestimating their social CRM capabilities. Therefore, even though organizations have customer relationship orientation and social media technology usage, they cannot improve their customer relationship performance without perfect social CRM capabilities (Buss & Begorgis, 2015).

As per this research study, social media technology usage has no moderating effect on the relationship between social listening practices and social CRM capabilities. This is because organizations which have customer relationship orientation can use social media to gain higher customer relationship performance only if they develop perfect social CRM capabilities without overestimating their social CRM capabilities. Therefore, even though organizations have customer relationship orientation and social media technology usage, they cannot improve their customer relationship performance without perfect social CRM capabilities (Buss & Begorgis, 2015). However, literature indicated that organization which uses social media activity can enhance awareness and emphasize their intentions to involve their customers through interactive dialogues, which should enhance the influence of their social CRM capabilities (Kim & Wang, 2019). Hence, the final objective of the study was satisfied.

Conclusion, Recommendations and Future Research Suggestions

Through this study and the results obtained from the detailed analysis, it is concluded that there is a certain level of social listening practices in this fast-food industry. These organizations have a certain level of social CRM capabilities. Therefore, it is finally concluded that, in this fast-food industry, organizations which have customer relationship orientation can use social media and social listening practices to gain higher customer relationship performance only if they develop perfect and effective social CRM capabilities without overestimating their social CRM capabilities.

Theoretical Contribution

This study makes substantial contributions to the CRM literature, particularly within the realm of social CRM, by shedding light on the dynamics of social listening and the utilization of social media technology. Notably, this research addresses a significant void in the literature concerning social listening and CRM within the fast-food industry in Sri Lanka, ultimately enhancing our comprehension of how businesses leverage these innovative technologies in smaller, emerging markets.

One of the key theoretical contributions of this study is its examination of the moderating effects of Customer Relationship Orientation (CRO) and social media technology use on the link between social listening practices and social CRM capabilities and the mediating role of social CRM capabilities in the association between social listening practices and customer relationship performance.

Practical Contribution

On a practical note, organizations operating within the fast-food sector in the Colombo metropolitan area confront intense competition, with numerous players vying for market share and minimal switching costs for customers. To retain existing customers, attract new ones, enhance satisfaction levels, foster loyalty, co-create value, and ultimately enhance customer relationship performance, it becomes imperative for these organizations to cultivate individual customer relationships. Social listening practices emerge as a cost-effective solution, enabling businesses to tailor their products to meet individual customer needs, solicit feedback, and extend enticing offers and discounts. Privacy concerns can be addressed through one-on-one conversations on platforms like Facebook Messenger and secured private forums, facilitating increased sales and profitability.

Furthermore, organizations should not view their social media presence solely as a marketing tool; it should also serve as a potent instrument for building and bolstering customer relationships. By doing so, these businesses can bolster their online visibility and heighten customer engagement through social media channels. To optimize this approach, it is advisable for organizations to appoint dedicated personnel tasked with nurturing individual customer relationships through social media, responding promptly to inquiries regarding products, pricing, locations, promotions, and delivery. This proactive approach will lead to satisfied customers and enhanced loyalty. However, these designated employees should undergo awareness training programs and receive adequate motivation to effectively foster individual customer relationships via social media platforms.

Limitations and future studies

While this study has made significant contributions to both theory and practice, it is essential to acknowledge several limitations inherent in the research. To elaborate, the study primarily focused on the Colombo metropolitan area, as it is the epicenter of fast-food consumption due to its status as Sri Lanka's commercial hub. This geographical restriction was further exacerbated by the time and cost constraints of the study, thereby necessitating future research to encompass other cities for improved generalizability of findings.

Moreover, the study solely relied on quantitative data collected through the survey, thereby missing out on valuable insights from stakeholders that may have been gleaned through more open-ended qualitative approaches. The absence of certain related variables in the research model also restricts its comprehensiveness.

Given these limitations, future researchers are encouraged to address these shortcomings by expanding the total sample size and extending the research scope beyond the Colombo Metropolitan area to include the wider Colombo district. Utilizing mixed-methods research can further enrich the understanding of customer behaviors on social media and organizational social listening practices. Finally, to enhance the model's explanatory power, future studies should consider incorporating additional variables and conducting further investigations to identify potential unmeasured variables affecting the research outcomes.

Declaration of Conflicting Interests

The authors declared no potential conflicts of interest with respect to the research, authorship, and publication of this article.

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