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Mediation Social Media Resonance Relationship Capability And Environmental Turbulence On Social Customer Relationship Management And Corporate Performance

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Abstract

The business environment, especially in the culinary industry, is experiencing a decline in sales due to policies limiting people's activities caused by the natural phenomenon of the Covid-19 health crisis. Social media-resonance relationship capability becomes a solution when a company encounters problems caused by non-competitors, where the company can still reach and interact with customers through social media even if they cannot meet directly. This study analyzed the impact of social media-resonance relationship capability on the relationship between Social customer relationship management and the performance of fast food company at Cbezt restaurant in East Java. The samples for this study were all Cbezt restaurant managers spread throughout the region, namely East Java, Central Java, Bali, Sulawesi, and Kalimantan. All 154 Cbezt restaurant managers in East Java. The data of this study were collected and processed using the Structural Equation Modelling Analysis Of A Moment Structures. The results of this study showed that social media-resonance relationship capability and environmental turbulence mediated the influence of social CRM on corporate performance. Social CRM was found to directly significantly affected social media-resonance relationship capability. Furthermore, Social customer relationship management significantly affected the environmental turbulence, while social media-resonance relationship capability significantly and environmental turbulencesignificantly affectedcompany performance. This study also highlighted that social customer relationship management did not affect company performance since company performance will be greater through the roles of mediating variables.

Keywords: Social Customer Relationship Management, SocialMedia-Resonance Relationship Capability, Environmental Turbulence, Company Performance

Background

The food and beverage industry has become more promising due to a shift in people's behavior towards preferring to buy ready-to-eat food to meet their needs. Many people have limited time due to busy activities, making fast food a viable alternative to meet the more efficient consumption needs of society (Mufidah, 2012). On the other hand, there is a significant challenge that business actors could not have predicted earlier, namely the COVID-19 pandemic that has been sweeping across the world since December 2019. Until now, many countries, including Indonesia, have not fully recovered from the impact of COVID-19. The impact of the COVID-19 pandemic in Indonesia has disrupted the activities of various sectors, and many businesses have closed as they could not sustain their operations during the COVID-19 pandemic situation.

As a natural factor, Covid-19 pandemic has changed people's behavior and business environment referred to as environmental turbulence. (Suharyono, 2020) defines the environmental turbulence as the dynamicity from external and internal factors. Every business unit that wants to survive and

remain competitive in a crisis must quickly adapt to every change (Suharyono, 2020).

A superior business strategy can only be applied by companies with superior resources, including core resources and competencies. It is crucial for companies to develop relevant dynamic capabilities to cope with environmental changes (Vorhies et al., 2011). Operating in a volatile environment can impede the company performance, posing a challenge for businesses to make rapid and appropriate decisions. Adaptation to changes can be applied by implementing the concept of Social Customer Relationship Management (CRM). Kotler and Keller (2009) defined CRM as a process that involves managing detailed information about each customer to maximize their loyalty, which in turn can positively contribute to the company performance.

In such turbulent environment, companies must emphasize the Social Media Resonance Relationship Capability. This capability refers to the use of social media technology for customer relationship management. The concept of resonance capabilities is derived from studies in various fields such as Physics, Technology, and Computer Science (Braunbrück and Ravasoo, 2007). Based on Braunbrück and Ravasoo's

research, businesses can build customer relationship management capabilities using social media to create sustainable business units and customer relationships Huber et al. (2010).

The adoption of Social Media Resonance Relationship Capability forces conventional business activities to shift to modern approaches utilizing digitization as a supporting tool Khan et al. (2020) and Liu et al. (2020). This shift requires changes in organizational culture, mindset, performance appraisal systems, and resource development Tjiptono (2014). With technology, companies can explore new ways to reach, interact, and manage relationships with customers, offering a new dimension in customer relationship management (Wattimena and Utomo, 2017).

The research on the impact of Social Customer Relationship Management (CRM) variables on company performance has produced diverse results. Some researchers identified significant results: Kamboj et al. (2018); Soltani et al. (2018); Wang and Kim, (2017); Shokohyar et al. (2014); Garrido et al. (2018); Peco, et al. (2021). On the other side, some researchers reported non-significant findings, such as Reinartz, et al. (2004); Rafiki et al. (2019); AlQershhi et al. (2020); Skareet al. (2023).

PT. Cipta Aneka Selera or "CBEZT", is a fast food company specializing in the fried chicken business and was established in 2011. This company has developed its business by establishing several branches that collaborate with local business partners in several regions, namely East Java, Central Java, Bali, Sulawesi, and Kalimantan, totaling 157 branches. However, the outbreak of the Covid-19 pandemic the marketing of their products as demands were low due to public restriction and business environment, such as product exploitation and inhibition of existing distribution channels. Moreover, the conventional marketing such as using billboards, TV advertising and mass media promotions are no longer effective. Consequently, company's partner businesses know about the declines in revenue in the last three years (2019-2022), leading to the closure of some restaurants. To address these issues, this study proposes the application of the new concept of Social Media Resonance Relationship Capability where Facebook, Instagram, and TikTok significantly engaged the social media applications to meet target marketing channels more effectively and build customer interaction more intensely.

An analysis of theories of Social Customer Relationship Management, Social Media-Resonance Relationship Capability, Environmental Turbulence, and Corporate Performance was performed. Hypotheses were then developed based on the conceptual framework and tested them using a detailed method. The final draft of the study presented by the lecturer is the presentation of the research results, a general discussion, research implications, and conclusions, along with limitations and recommendations for future research.

Theoretical Foundations and Hypothesis Development

Social Customer Relationship Management (CRM)

According to Wagner and Zubey (2007), Customer Relationship Management (CRM) is a systematic approach that combines people, processes, and technology to help

enterprises find, acquire, and retain customers. Meanwhile, relationship marketing focuses on building trust and commitment with customers to establish long-term relationships. Maintaining the trust and commitment for maximum customer satisfaction with the products and help preserve the relationships that have been established (Tjiptono, 2014). According to Kotler and Keller (2009), CRM manages detailed information about each customer to maximize customer loyalty.

Establishing and maintaining strong customer relationship require companies to consistently produce high-quality products and services. According to Hunt's Resource Advantage (RA) Theory (1994), superior performance arises from market positioning of an organization's resources. Tangible and intangible assets provide value to various target market segments (Hunt, 1997). RA theory recognizes that customer relationship management capabilities are a portfolio of corporate resources that are embedded internally within the company and can impact external factors such as customer attractiveness and retention. Chaffey et al. (2000) identified several indicators to measure variables, including identification, individualization, interaction, integration, integrity, and loyalty.

Social Media Resonance Relationship Capability

The conceptual solution of social media resonance relationship capability comes from the synthesis of the concept of resonance Capability Innovation (Hiong et al., 2020) and social Media utilization opportunities [Kaplan and Haenlein(2010), p66]. Social media resonance relationship capability is a customer relationship management capability using social media technology. The study of resonance capabilities is rooted in various fields such as Physics, Technology, Computer Science (Braunbrück and Ravasoo, 2007). Adopting the findings of Braunbrück and Ravasoo (2007) into current research to conceptualize the idea of resonance in building customer relationship management capabilities by utilizing social media for the purpose of building relationships between business units and customers through attraction to a product to trigger long-term relationships (Huber et al., 2010).

RA theory recognizes customer relationship management capabilities as a kind of portfolio of corporate resources that are embedded internally within the company with strong contribution to the customer in the forms of customer attraction and customer retention. Based on this view, it is necessary to define the attributes that should be attached to the ability to manage customer relationships if external impact on customers in the marketplace is regarded essential.

There has been a significant shift in how to promote a product from initially using newspapers and television to social media (Gurviech et al., 2009). Forrester (2007) found a shift in audience attention from conventional channels such as newspapers, tv and radio to online channels. The information revolution has significantly changed traditional marketing promotions to move forwards to technology-based marketing (internet, mobile and social media).

Social media enable a two-way communication between customers and companies and between fellow customers, where customers can participate, collaborate and interact with each others, making them the subjects of marketing rather than the objects. O'reilly (2005) added that social media is a

platform that facilitates various activities such as website integration, social interaction, and community-based content creation.

Environmental Turbulence

Environmental turbulence or environmental shock is defined by Suharyono (2020) as the dynamics of the movement of the business environment due to external and internal business environment. Environmental Turbulence refers to the drastic change of the business environment due to changes in the industrial structure and competitive environment, including market turbulence, changes in competitive intensity, and technological turbulence (Gulati and Higgins, 2003; Hough and White, 2003). These changes have three dimensions: market turbulence, technological turbulence, and competitive intensity. In this study, we add a new dimension that is the impact of the new normal era after Covid-19 pandemic on Business. Environmental changes include changes in customer's preference, technological changes in similar industries, changes in competition in an industry, and changes from factors other than business competition such as the occurrence of Covid-19 pandemic.

Being in a turbulent environment requires organizations to gain certain forces to create and maintain their core capabilities. Core capability of an organization has shifted from market-based to resource-based as explained by Hussein (1999). Company's ability to understand and utilize existing resources is a strategic asset to face business challenges (Cheng and Huizingh, 2014; Long et al., 2017; Mahrousa and Genedy, 2019). The turbulence or upheaval of the environment that continues to occur shows that business sector is an everchanging sector that is full of challenges and uncertainties. Covin and Slevin (1989) used some indicators to measure business risk, including environmental pressure, environmental dominance, environmental uncertainty.

Company Performance

Corporate performance is defined as the ability of companies to achieve the predetermined goals by efficiently and effectively utilize the available resources. Corporate performance also shows the extent to which a company achieves its goals compared to their prior performance or the performance of other companies. Company performance also reflects how far a company achieves its predetermined goals and targets (Morgan and Slotegraaf, 2012). Company performance is measured as the same way as market performance based on market share, new customer acquisition, customer satisfaction, and achievement of sales goals (Sheng et al., 2011). Company performance shows improvements in market share in accordance with company expectations, the achievement of the process Acquisition or get new customers, the achievement of target customers revenue, and the achievement of sales goals. The indicators used to measure company performance are financial perspective, customer perspective, internal business process perspective, growth and learning perspective.

Conceptual Framework

The conceptual framework of this study shows the relationships between variables that will be tested, where social customer relationship management (CRM) influences the social media-resonance relationship capability, turbulent environment, and company performance. Furthermore, the variables of social media resonance, relationship capability, and a turbulent environment affect company performance. In addition, the variable of social customer relationship management influences company performance, and the variables of social customer relationship management and turbulent environment act as mediators between social customer relationship management (CRM) and company performance. The conceptual framework of this study is illustrated in Figure 1.

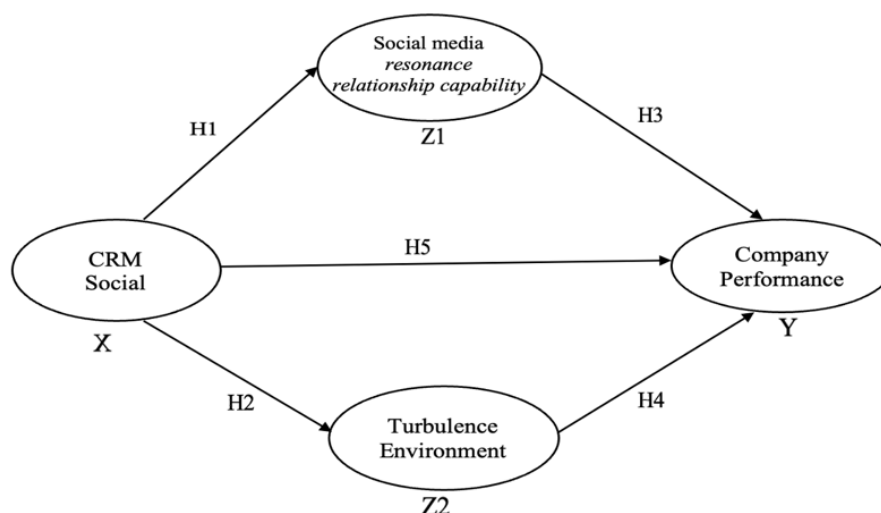


Figure 1. Conceptual Framework
Source: from the authors

Hypothesis Development

Hypothesis 1: Social Customer Relationship Management

(CRM) significantly affects social media-resonance relationship capability

Corporate challenges due to non-competition factor such as the Covid-19 pandemic offers a new way for companies to reach out, interact and customize communication with customers using a CRM Social approach (Ogilvie et al., 2018). The interactions between companies and customers are closely related to their shopping experience Morgan et al. (2013) and Westhuizen, (2018). In a constantly changing and challenging environment, companies must develop their own competitive advantages. The provision of good service will improve customer loyalty towards certain products and services (Afsharhasemiet al., 2013; Taleghani et al., 2013). Customer loyalty can be developed through virtual interaction using social media with the aim of improving company performance.

Hypothesis 2: Social Customer Relationship Management (CRM) significantly influences environmental turbulence

Customer Relationship Management is "the systematic combination of people, processes, and technology that is designed to enable an enterprise to find, acquire, and retain customers" Wagner and Zubey (2007). Within a turbulent environment, organizations need certain forces to create and maintain the core capabilities of an organization. Hosseini (1999) stated that this core capability has shifted from market based to resource-based. Turbulence or environmental upheaval that continues to occur proves that the business world is constantly changing, full of challenges, and uncertainty. Hence, adjustments must be made in order to sustain and excel the competition by applying the Customer Social Relationship Management (CRM). The application of customer relationship management will impact the company's ability to manage the resources it has to face a turbulent environment that can make its performance decrease.

Hypothesis 3: Social Customer Relationship Management (CRM) significantly affects the performance of the company.

Studies that involved the RA theory show that customer relationship management resources or capabilities should be combined and integrated with other complementary capabilities, namely e-Marketing optimization to generate and maintain competitive advantages (Kamboj et al., 2018). Technology adoption in business can increase efficiency in terms of communication and interaction with customers. Trainor, (2014).

Kamboj (2016); Soltani et al. (2018); (Wang dan Kim, 2017) found a significant influence of Social Customer Relationship Management (CRM) on the performance of the company. Optimal social CRM will generate maximum company performance. The capabilities of Social CRM, based on customer knowledge captured through digital technologies, make it possible to understand the customers better and provide better services that fit customers' needs.

Hypothesis 4: social media-resonance relationship capability significantly affects company performance

The ability to establish social media resonance relationships can be conceptualized as a combination of resonance capability innovation as described by Hiong et al. (2020). The opportunities presented by social media utilization have been discussed by [Kaplan and Haenlein (2010), p66]. Social media resonance relationship capability refers to the use of social media technology to enhance customer relationship management, which concept roots in different disciplines, including physics, technology, and computer science (Braunbrück dan Ravasoo, 2007). By incorporating the ideas presented by Braunbrück and Ravasoo (2007) into current

study, we would be able to conceptualize how resonance can be utilized to develop customer relationship management capabilities through social media. The goal is to attract customers to buy a product, thereby establishing long-term relationships between the business and its customers (Huber et al., 2010). By leveraging social media-resonance relationship capability, businesses can navigate uncertain environments and improve their overall performance.

Hypothesis 5: turbulent environment significantly affects company performance

Environmental turbulence refers to the drastic changes in the business environment due to shifts in industry structure, market turbulence and technological turbulence. This study explored the impact of the "new normal" era on businesses. Environmental changes can present a range of challenges, including shifts in customer preferences, technological changes in similar industries, and changes in the competition. However, the non-business competition after the COVID-19 pandemic has created unprecedented turbulence. To navigate a turbulent environment, organizations require certain forces to create and maintain core capabilities. According to Hosseini (1999), this core ability has shifted from market-based to resources-based. Companies that possess the ability to understand and effectively utilize their existing resources possess a strategic asset that enables them to face and overcome these challenges (Cheng danHuizingh, 2014; Long et al., 2017; MahrousdanGenedy, 2019).

Hypothesis 6: Social Customer Relationship Management (CRM) significantly affects company performance with social media mediation-resonance relationship capability

Incorporating social media into marketing strategies is crucial for companies to improve customer engagement and overall performance. Social CRM capabilities play a critical role in achieving this goal. Wang (2017) explained that social media mediate social media CRM capabilities and company performance. He found that the use of customer-centered technology, such as social media, is a vital component of relationship marketing in a social media context (Kamboj, 2018).

Companies that have high use of social media technology in conjunction with customer-centered management systems have developed greater social CRM capabilities than companies with low use of social media technology. Trainor research study (2014) provides the results of Social CRM capabilities are able to mediate the influence of the competitive environment on technology orientation and has a linear effect on company performance. This means that the ability of social Customer Relationship Management is able to increase the ability to be responsive to changes in the external marketing environment. Given the positive effects of such interactions, it is possible that companies that adopt social media technology without incorporating a customer-centric management system will lose the opportunity to produce maximum performance (Trainor, 2014). Utilization of the concept of social media-resonance relationship capability as mediation, is expected to make the company performance becomes more optimal.

Hypothesis 7: Social Customer Relationship Management (CRM) significantly influences company performance by moderating environmental turbulence

Environmental turbulence or shock, as defined by Suharyono (2020), refers to the dynamic movement of the business environment arising from external and internal business environment. This can involve drastic changes to the

industrial structure, competitive environment, market turbulence, changes in competitive intensity, and technological turbulence (Gulati and Higgins, 2003); Hough and White, 2003). Managers used to prefer low levels of environmental turbulence because stable environments were more predictable. However, with the development of information technology and social media, the business environment has become increasingly volatile. In such condition, competitive advantage, which is a priority for achieving corporate performance, can easily be eroded.

Trainor(2014) found e-Marketing capabilities positively affected company performance, while unstable environmental conditions had negative influence on it. Companies with adequate capabilities tend to navigate the turbulent flow of business better in order to achieve higher levels of success. They can leverage their new capabilities to help drive high customer interactions (Charoensukmongkol and Sasatanun, 2017).

Research method

Research sample

This research includes explanatory research, which is a study that seeks to explain the relationship between variables through hypothesis testing. The data collected is cross-sectional in nature, i.e., research that is conducted once at a time with no follow-up, with the aim of finding a relationship between the independent variables and the dependent variable.

The sampling technique is the census method. According to Sugiyono (2012), the census sampling technique (saturated

sampling) is a sampling technique that uses all members of the population as samples. The sample in this study was all Cbezt restaurant managers spread throughout the region, namely East Java, Central Java, Bali, Sulawesi, and Kalimantan, with a total of 154 respondents.

Measurement

A 5-point Likert Scale was used to describe the degree of agreement and disagreement of the respondents (Amirullah, 2013). The measurement range of respondents' answers to the variable X = Social customer relationship management, Z1= social media-resonance relationship capability, Z2=environmental turbulenceand Y= company performance. In this study to measure respondents' answers using a 5-point Likert scale (1: strongly disagree to 5: strongly agree).

Results and discussions

4.1. Validity and reliability test results

This test was conducted using confirmatory factor analysis on each latent variable using the AMOS program. The indicators of a variable are considered valid if they have a loading factor of ≥ 0.50 significant ($\alpha = 5.00\%$) and a probability value less than 0.05%. The instrument is said to be reliable if the measuring tool obtains consistent results. The reliability in this study is calculated using composite construct reliability with a minimum cut-off value of 0.7 (Ghozali, 2005:134). Based on the data analysis using SEM AMOS, the validity and reliability of the research data can be determined. The results can be seen in Table 1.

| Variable | Indicator | Loading | λ^2 | $1 - \lambda^2$ | CR |
|----------|-----------|---------|-------------|-----------------|-------|
| | | (I) | | | |
| X | X11 | 0.841 | 0.707 | 0.293 | 0.907 |
| | X12 | 0.809 | 0.654 | 0.346 | |
| | X13 | 0.816 | 0.666 | 0.334 | |
| | X14 | 0.886 | 0.785 | 0.215 | |
| | X15 | 0.704 | 0.496 | 0.504 | |
| | X16 | 0.649 | 0.421 | 0.579 | |
| | Total | 4.705 | | 2.271 | |
| Z1 | Z11 | 0.776 | 0.602 | 0.398 | 0.868 |
| | Z12 | 0.710 | 0.504 | 0.496 | |
| | Z13 | 0.732 | 0.536 | 0.464 | |
| | Z14 | 0.805 | 0.648 | 0.352 | |
| | Z15 | 0.744 | 0.554 | 0.446 | |
| | Total | 3.767 | | 2.156 | |
| Z2 | Z21 | 0.591 | 0.349 | 0.651 | 0.779 |
| | Z22 | 0.657 | 0.432 | 0.568 | |
| | Z23 | 0.787 | 0.619 | 0.381 | |
| | Z24 | 0.697 | 0.486 | 0.514 | |
| | Total | 2.732 | | 2.114 | |
| Y | Y1 | 0.828 | 0.686 | 0.314 | 0.871 |
| | Y2 | 0.804 | 0.646 | 0.354 | |
| | Y3 | 0.819 | 0.671 | 0.329 | |
| | Y4 | 0.717 | 0.514 | 0.486 | |
| | Total | 3.168 | | 1.483 | |

Table 1. validity and reliability test results
Source; data processed, SEM AMOS

The loading factor value for each indicator is greater than 0.05. Loading factors greater than 0.50 shows that the variable

can be declared valid (Ghozali, 2014). Therefore, the indicators used in this study were regarded valid for data collection use.

GENERAL MANAGEMENT

The reliability test resulted in CR value for each latent variable exceeding the cut-off value of 0.7. Solimun et al. (2017) stated that an instrument is regarded reliable when its composite value or construct reliability value is at least 0.70. Thus, each latent variable in this study can be declared reliable.

4.2. The Results of Structural Equation Modelling Analysis

The direct influence between variables was examined based on the SEM Amos analysis as shown in the following models. Meanwhile, the test results are shown in Figure 2.

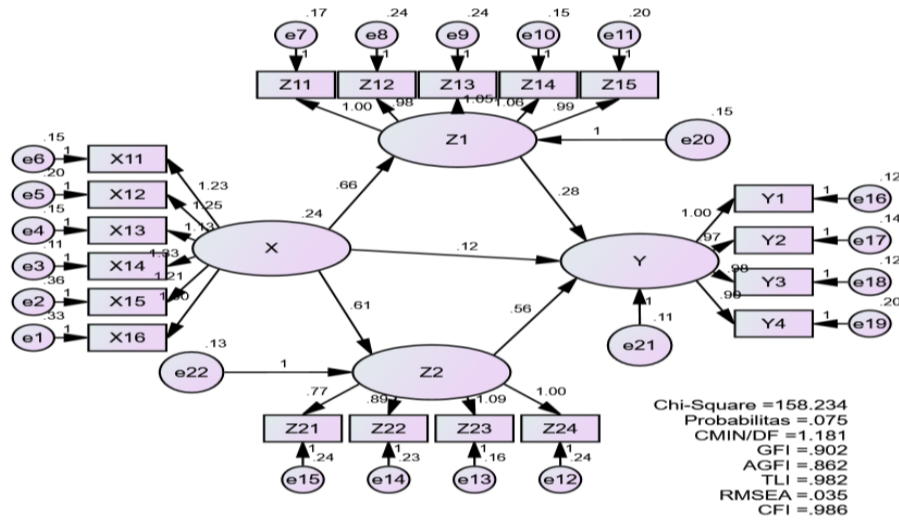


Figure 2: Structural model
 Source; data processed, SEM AMOS

The overall results of the model conformity index are summarized in Table 2

| Criteria | Cut Off Value | Test Results | Description |
|------------------|--|--------------|--------------|
| Chi Square | Expected to be smaller than X2 at df = 134 that is 176.1 | 158,234 | Good Fit |
| Sig. Probability | ≥ 0.05 | 0.075 | Good Fit |
| RMSEA | ≤ 0.08 | 0.035 | Good Fit |
| GFI | ≥ 0.90 | 0.902 | Good Fit |
| AGFI | ≥ 0.90 | 0.862 | Marginal Fit |
| CMIN/DF | - 2 or 3 | 1.181 | Good Fit |
| TLI | ≥ 0.95 | 0.982 | Good Fit |
| CFI | ≥ 0.95 | 0.986 | Good Fit |

Table 2.model conformity Index at variable Measurement stage
 Source: processed Data, SEM AMOS

Based on Table 2 it can be seen that from eight criteria there is one of the criteria included in the marginal category, but the model is still acceptable. This refers to the opinion Solimun et al. (2017) which states based on the rules parsimony if most of the model fit criteria are met then the

model has been declared fit. The following is a sample of the sample size (the goodness of fit) can be stated that the proposed modification model is fit or has a good enough suitability. The results of the line coefficient test can be seen in the following table 3.

| Influence | Estimate | S.E. | C.R. | P | Description |
|-----------|----------|-------|-------|-------|-------------|
| Z1 <--- X | 0.660 | 0.109 | 6,063 | 0.000 | H1 accepted |
| Z2 <--- X | 0.612 | 0.109 | 5,612 | 0.000 | H2 accepted |
| Y <--- X | 0.118 | 0.119 | 0.991 | 0.322 | H3 rejected |
| Y <--- Z1 | 0.281 | 0.107 | 2.620 | 0.009 | H4 accepted |
| Y <--- Z2 | 0.558 | 0.143 | 3.914 | 0.000 | H5 accepted |

Table 3.Causality Test Results
 Source: processed Data, SEM AMOS

One of the eight criteria falls under the marginal category. However, the model remains acceptable based on Solimun et al.'s (2017) view on the parsimony rule. The rule states that if the majority of the model's fit criteria are fulfilled, the model can be stated as acceptable. Furthermore, the sample size, which indicates the goodness of fit, suggests that the proposed modification model is suitable. The line coefficient test results are displayed in Table 3.

Table 3 shows that the path coefficient for the influence of Social CRM (X) to Social media-resonance relationship capability (Z1) is positive at 0.660 with C.R of 6.063 and probability (p) of 0.000. It can be inferred that social CRM (X) significantly affects the Social media-resonance relationship capability (Z1) and hypothesis 1 is accepted. It can be inferred that better Social CRM ability associates with better Social media-resonance relationship capability.

The results of testing the path coefficient for the effect of Social CRM capabilities (X) on the environmental turbulence (Z2) show a value of 0.612 with C.R is 5.612 and probability (p) of 0.000, indicating that Social CRM ability (X) has a significant effect on the environmental turbulence (Z2) and hypothesis 2 is accepted. Therefore, better social CRM capabilities is followed by better environmental turbulence.

The path coefficient test results reveal a positive path of 0.118 for the impact of Social CRM capabilities (X) on company performance (Y). This value has a C.R of 0.991 and a probability (p) of 0.322, indicating that the effect of Social CRM (X) on the company performance (Y) is not significant. Therefore, the third hypothesis (H3) is rejected, implying that Social CRM capabilities do not have a direct impact on the company performance.

The path coefficient for the influence of social media - resonance relationship capability (Z1) on company performance (Y) is positive at 0.281 with C.R of 2.620 and the probability (p) of 0.009. Hence, social media-resonance relationship capability (Z1) significantly affects company performance (Y) and H4 is accepted. Better social media-resonance relationship capability associates with better company performance.

The path coefficient for the effect of environmental turbulence (Z2) on the performance of the Company (Y) is positive at 0.558 with C.R is 3.914 and probability (p) of 0.000. Therefore, environmental turbulence (Z2) has a significant effect on the company performance (Y) and hypothesis 5 is accepted. Better turbulent environment relates to better company performance.

4.3. Mediation Effect

Sobel Test done on the effect of X on Y through Z1 shows that: the effect of Social CRM capabilities (X) on company performance (Y) through Social media-resonance relationship capability (Z1) shows a t value of 2.409 and the probability (p) of 0.016. It implies that social media-resonance relationship capability intervenes the indirect influence of Social CRM capabilities on company performance.

Sobel Test for the effect of X on Y through Z2 showed that the effect of Social CRM capabilities (X) on the company performance (Y) through the environmental turbulence (Z2) obtained a calculated t value of 3.280 and probability (p) of 0.001. Hence, turbulent environment serves as an intervening

variable to the indirect influence of Social CRM.

4.4. Discussions

This study analyzed the contribution of social media-resonance relationship capability, environmental turbulence in mediating the influence of Social Customer relationship management on company performance. The results of this study will reinforce the framework of Cbezt restaurants in East Java region regarding the improvement of company performance. The interaction between companies and customers is closely related to their shopping experience (Morgan, 2013). In a constantly changing and challenging environment, companies need to develop strong competitive advantages. They need to provide excellent services that will generate customer loyalty (Khan et al. (2020) and Liu et al. (2020). Customer loyalty can be strengthened through virtual interaction through social media-resonance relationship capability. The test results showed that the social Customer Relationship Management can significantly maximize the social media-resonance relationship capability. It shows that the better the ability of Social Customer Relationship Management, the better the Social Media-resonance relationship capability. Similarly, (Wang, 2017) also found social media playing an important moderating role in improving CRM capabilities which eventually leads to better company performance.

Companies need to quickly adapt to the everchanging environment. The covid-19 pandemic is a threat to the business that does not come from competitors but from natural phenomena that cannot be predicted by anyone. It also significantly affected the culinary industry as the behaviors of the customers changed after they could not dine-in their food. Many culinary industry players lose their customers and some of them could not sustain within such fierce crisis. Based on the field analysis done in this study, the cause of environmental turbulence is not only due to the pandemic, but the effect of the pandemic is amplified by the rapid technological development. Hence, business activities should be carried out in a modern technology-based way. The use of customer-centric technology maximizes the marketing (Kamboj, 2018) and (Kumar et al., 2016).

The test results indicated that Social Customer Relationship Management (SCRM) capabilities have a significant positive effect on the turbulent environment. Better SCRM abilities can cope more effectively with market volatility and environmental uncertainty. This finding is consistent with previous studies by Trainor (2014) and Charoensukmongkol and Sasatanun, (2017), who suggested that SCRM capabilities enhance organizational performance and success in unstable or turbulent environments.

Social Customer Relationship Management does not significantly affect company performance. However, company performance can improve if the company adopts the concept of social media-resonance relationship capability and maximizes control over turbulent environments. The results of this study are in line with the research conducted by Reimann et al. (2010) which found that CRM does not affect company performance. These research findings are supported by Soch and Sandhu (2008). Based on field observations, company performance can be optimized by utilizing digital and social media platforms for promotions and customer relationship establishment. In the case of Cbezt restaurants, this company used to rely solely on conventional marketing method such as by distributing flyers and interacting with customers only during

visits to the restaurant. Inadequate active engagement with customers has prevented customers from developing strong customer relationships. However, since the onset of the Covid-19 pandemic, Cbezt restaurant has shifted towards using social media for marketing and customer engagement.

Facebook, Instagram, and TikTok are social media applications that have been utilized by Cbezt restaurant to sustain and grow its business as they significantly affect the reaching customers, allowing for more targeted and effective interaction between the restaurant and its patrons. Additionally, social media can be employed to gain feedback, criticism, and suggestions from customer to be further evaluated and established to fit the customer-oriented system that continuously adapts to the evolving needs of its clients. As noted by Batty (2019), social media enables effective interaction between sellers and customers, providing a two-way communication space that fosters collaboration and interaction between customers and companies, as well as between customers themselves. This two-way communication allows customers to engage into the marketing processes as active subjects instead of passive objects. Social media services provide valuable asset for Cbezt restaurants in growing its business and strengthening its customer relationships.

In this study also found that turbulent environment affects the improvement of corporate performance as a moderating variable. Challenges do not always have negative impacts on business activities. Many businessmen managed to take the current condition into consideration and optimized the utilization of their resources. In this study, social media-resonance relationship capability significantly affects the improvement of company performance.

Conclusions, Limitations And Future Research

5.1. Conclusion

This study developed a conceptual model that explores the relationship between social media-resonance relationship capability and a company's ability to sustain turbulent environments. The mediating effect of this relationship on social customer relationship management and company performance was also tested. The findings indicate the presence of a significant direct effect between social customer relationship management and social-resonance relationship capability, as well as a direct effect between social media-resonance relationship capability and environmental turbulence on company performance. Social customer relationship management significantly affects a company performance mediated by social media-resonance relationship capability and moderated by environmental turbulence. However, social customer relationship management did not have any direct effect on company performance, underscoring the importance of social media-resonance relationship capability as a mediation variable that can enhance a company performance. Overall, these results bring important theoretical and managerial implications.

5.2. Theoretical and Managerial Implications

This study significantly contributes to the knowledge regarding the influence of Social Customer Relationship Management on company performance in the context of the

fastfood retail industry, specifically Fried Chicken outlets in East Java. The limited studies available on the theory of corporate resources (only 1.530 results on springerexemplar.com in 2022) highlights the importance of in-depth research in this area, and this study presents an opportunity to expand the study on this topic. The study also proposed the concept of social media resonance as a coping strategy in facing a turbulent environment and leveraging technological developments to enhance company performance.

The findings of this study provide comprehensive guidelines for players in culinary industry on how to use social media and digital technology to interact and build relationships with customers, particularly within such challenging business environments. In general, this study sheds light on the benefits of leveraging social media as a supporting element in building customer relationships, which can help businesses navigate themselves through this rapidly evolving business landscape.

5.3. Limitations and Recommendations

The limitations in this study are to be addressed by future researchers. Social media specialists need to learn to run a variety of promotional features in the application and learn to create unique content to attract more customers. Longer time might be needed as currently the system is being shifted from traditional system to digitization system. Moreover, studies on relationship capabilities emphasizing on the role of social media was still preliminary. Therefore, replications of cross-industry studies are necessary for better comparison and comprehension.

Future researchers are suggested to conduct in-depth studies and structured interviews to elicit irrelevant responses and to gain more in-depth responses (Glaser, 2009). In this study, cross-sectional design was used to collect the data. It will be more comprehensive if future researchers use longitudinal studies to examine changes in respondents' responses at different points. Therefore, suggestions can be drawn to address the limitations of this present study by recruiting employees who are more competent in utilizing social media technology. For this reason, human resource quality and competence should be taken into consideration. Since this study applied a relatively new concept, future researchers are encouraged to include marketing channel, customer loyalty and customer satisfaction as the variables of this studies.

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