FACTORS INFLUENCING CUSTOMER SOCIAL RELATIONSHIP MANAGEMENT IMPLEMENTATION AND ITS BENEFITS IN HEALTHCARE INDUSTRY

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Abstract - Social Customer Relationship Management (SCRM) becomes a buzz word which has been discussed extensively in existing scholarly works but scant consideration is given to the crucial factors affecting the adoption of the integrated social media CRM, especially in the healthcare industry. In concern with the profusely debated issue of technological organizational, and environmental factors, this study aims at identifying predominant factors affecting the implementation of Social CRM; and understanding the benefits yielding from this implementation. This study conducts a systematic review based on PRISMA method of summarizing literature mechanism which was based on the previous studies, (Agha et al., 2014; Moher et al., 2009), for the extant literature from 2008 to 2019 to sort the underlying factors affecting the implementation of Social CRM in various industries and its benefits. Findings from the literature reveal that technological factors (i.e., perceived privacy, interactivity, and compatibility), organizational factors (i.e., leadership knowledge, social media policy, and management drive) and environmental factors (i.e., bandwagon pressure, and social trust) are the key factors that influence healthcare organizations' willingness to implement Social CRM. The conceptual framework presented in this paper advances the application of Diffusion of Technology, TOE, and IS Success used and provided for possible useful direction for future empirical research for both academics and practitioners.

Keywords: CRM, SCRM, TOE, Social Media, Healthcare industry

Introduction

Without having a doubt, the popularity and the allure adoption rate of social media across the world has forced business organizations to redefine, redesign and regenerating their business strategies. More specifically, organizations have been changing their business nature from profit-centric to Customer Relationship Management (CRM) centric. In her study, utterly emphasized and conceptualized the importance of social media pertaining to transforming traditional CRM strategy and its benefits for both customers and organization. Similarly, Woodcock et al.,

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(2011) explicitly stress the point by articulating that social media is capable of generating immense benefits, ranging from gathering data to allowing the customer to develop individual content, by integrating it with the traditional CRM system (Lacka and Chong, 2015; Haseeb et al., 2019). Despite immense potentiality of Social CRM, many researchers are skeptical regarding the integration process and implementation procedures in the organizational context (e.g.: Sigala, 2018; Cepel, et al., 2018; Ramanathan et al., 2017). In one recent study, stated several challenges pertaining to Social CRM from an organizational perspective, including (a) scrutinizing apposite data from social media; (b) transforming organizational culture into customer-centric; (c) raping and observing instant benefits from this state-of-art technology; (d) accepting the new way communication with customers are the name of few.

Background

This section includes the literature that have been done in the area of CRM, SCRM, Social media, and healthcare related studies in order to validate the selection of variables that may impact the SCRM implementation in healthcare industry. Therefore, the following sections will summarize the findings from the previous studies. Customer relationship management is a procedure used to get familiar with clients' needs and practices so as to create more grounded associations with them. There are numerous innovative parts in CRM, however on the off chance that an organization focuses on the innovation rather than the technique, the association with the clients will again endure. Today clients talk with an association through an assortment of stations which incorporate phone, fax, email, sites, booth and face-to-face trades. CRM deals with the collaboration and correspondence interruptions by dealing with each purpose of contact with the customer, Timm and Jones, (2005). Another squeezing point is that SCRM improves the associations lead age and chances for transformation. When the information is created from every connection, association will almost certainly define prospects dependent on the requirements of clients. The growth of social media usage which connects and empowers customers, challenges the fundamentals of the way people and businesses interact through the Internet (Loanăs and Stoica, 2013; Maecker et al., 2016). Organizations are now starting to slot in and integrate the marvel of social media into the current CRM system. Such a new emerging practice is called SCRM. SCRM serves effectively at many other industries with some significant unique benefits as it syndicates two key conceptions which are, social media or Web 2.0, and the traditional CRM (Askool and Nakata, 2011; Greenberg, 2009). Social media refers to technologies used in the social web for social interaction such as social media application, social networking sites (SNSs) and web2.0 technologies.

Research Methods

In order to explore the role of Social CRM in healthcare industry, this study was done, prompting the meta-analysis of the previous literature important to Social CRM in healthcare, social media, and SCRM. This study has followed PRISMA method of summarizing literature mechanism which was based on the previous studies, (Agha et al., 2014; Moher et al., 2009), it comprises of explicit research addresses and summarize their conclusions and findings to fulfill the objectives and further fulfill the gap. Search Strategy, five digital databases, covering the technological context, businesses and social sciences, information systems and health disciplines (Science Direct, Scopus, Web of Science Core Collection, AIS Electronic Library and PubMed) were searched. The search terms used was constructed as follows: ("social customer relationship management" OR "social media" OR "web technologies" OR "customer relationship management" OR "Facebook" OR "Twitter" OR "YouTube") AND ("healthcare" OR "health"). Additionally, the reference lists of all pertinent review papers were searched carefully and critically.

Data Analysis

A summary of the data extraction is presented the SLR flowchart in Figure 1 below. A sum of 350 papers were qualified from the searching process. In the stage of assessing the titles and modified works, 180 were esteemed possibly qualified and after full-content perusing 120 were additionally eliminated because of context. Final check was performed based on the full text relevance. Therefore, 50 papers deemed to fulfill the gap of the study and were critically reviewed as demonstrated in Figure 1 below.
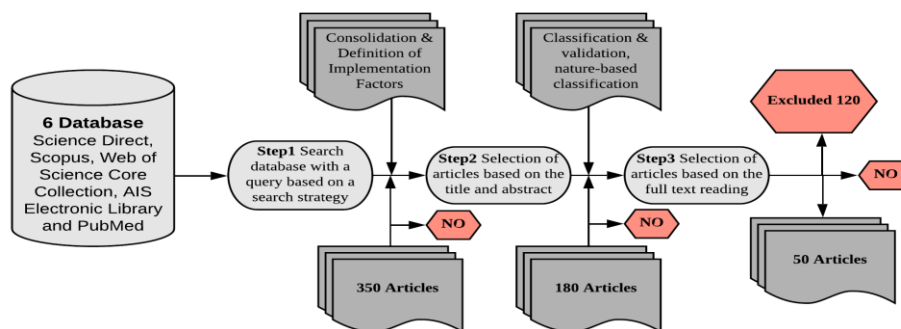

Figure 1. Flow chart of SLR search strategy

Antecedents of Social CRM Implementation

The findings of this review demonstrates that most researchers focused in their studies on technological and environmental factors (Paquette, 2011; Micheni, 2015; Al-Jubari et al., 2017; Salem and Chaichi, 2018). This indicates that there is missing gap of the research in the antecedents of Social CRM in healthcare, which

leads to the realization of its benefits from the implementation. Therefore, the antecedents of Social CRM in the context of healthcare industry should be studied in more detailed and analyzed with reference to Technological, Organizational and Environmental (TOE) along together with Perceived Benefit dimensions. These dimensions may affect Social CRM implementation. Hence, more studies should be done to aim at addressing the factors of organizational and perceived benefits as these aspects have been somewhat ignored previously in the literature.

Relationship between Technological Factors and Social CRM Implementation

Investigation from the literature recommends that three technological factors are significant in deciding the implementation of Social CRM: perceived privacy, interactivity, and compatibility. Those factors found to be most relevant to this context due to the nature of SCRM and its technological characteristics in healthcare organizations.

1. Perceived Privacy

The term perceived privacy is defined as security and privacy level provided in SCRM used within healthcare organizations. According to scolders from the literature perceived privacy deemed to have major impact in social media context integrated with CRM in healthcare organizations, Sinclaire and Vogus, (2011). Due to the fact that SCRM platforms extended to external parties as customers therefore organizations is vital in protecting important data, customer's record, customer's review. Hence, PP is highlighted in order to secure the SCRM platforms and therefore, will guide organization to direct their efforts. The following proposition was made based on the important and significant impact in such context.

Proposition 1: *There is significant positive association between Perceived Privacy and Implementation of Social Customer Relationship Management.*

2. Interactivity

Interactivity is known as the flexible nature that SCRM has in healthcare organizations. One important technological factor that emerged from the analysis of this study is interactivity. This result matches those observed by earlier studies, suggesting that the interactivity feature of the technology has a strong impact on the decision to integrate social media into their systems. The result also lends support to the view in which interactivity is an important factor for social media applications usage in organizations. This result is likely to be related to the perceived interactive nature of SCRM applications that support two-way of communication with end users in comparison with Web 1.0 technologies. Therefore, the following proposition is made to indicate the impact of interactivity as follows:

Proposition 2: *There is significant positive association between Interactivity and Implementation of Social Customer Relationship Management.*

3. Compatibility

Innovation development literature contains various examinations on the significance of innovation compatibility with usage choices. It is considered as a standout amongst the most significant indicators of innovation execution choices

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This term has been utilized in quite number of studies in the innovation advancement literature, how much a development is seen as being predictable with authoritative qualities and existing innovation (Rogers, 1995).

Proposition 3: *There is significant positive association between Compatibility and Implementation of Social Customer Relationship Management.*

Relationship between Organizational Factors and Social CRM Implementation

Implementations of technological advancements can be impacted by the authoritative setting, which characterizes the qualities of an organization that impact hierarchical appropriation of technological development (Tornatzky and Fleischer, 1990; Chau and Tam, 1997). Based on the above discussion from the literature three factors have been distinguished as key predecessors of Social CRM implementation: Leadership knowledge, social media policy, and management drive.

1. Leadership knowledge

The effect of leadership knowledge capabilities in the proficient organization in healthcare organization beyond doubt is crucial. Perception from the Anshari et al., (2012) demonstrates a few of healthcare organizations have genuine staff difficulties. With constrained talented online networking staff, a large number of the staff take up different jobs inside the organization. The administration's attributes and learning of Social CRM is basic in the computerized age. As the patients and the staff become intensive social media users, the healthcare organizations need to utilize Social CRM to draw in with their customers. A few investigations on the usage and utilization of data innovation affirm that the role of leadership knowledge is critical in the implementation and utilization of advances in healthcare organizations. A few organizations are utilizing social media regardless of not having the initiative.

Proposition 4: *There is significant positive association between Leadership Knowledge and Implementation of Social Customer Relationship Management.*

2. Social Media Policy

In the context of SCRM it's highly important to understand the role of SMP in healthcare organization. So the employees will follow a predefined policy in replying comments from customers and clients, more specifically in dealing with negative comments the may impact on the organizational branding and services. Therefore the following proposition is made in order to demonstrate the important role that SMP has with SCRM in healthcare context as follows:

Proposition 5: *There is significant positive association between Social Media Policy and Implementation of Social Customer Relationship Management.*

3. Management Drive

The management drive alludes to the degree of help given by administrators in an organization to drive innovation usage. The executives assume a significant role in driving technological adoption, as managers play a very important role in making all need resources available to support and reinforce the implementation of the new technology in the organizations. Previous studies have shown that support from

management in reinforcing implementation process has always been crucial (Abdul-Muhmin, 2012; Greenberg et al., 2012).

Proposition 6: *There is significant positive association between Management Drive and Implementation of Social Customer Relationship Management.*

Relationship between Environmental Factors and Social CRM Implementation
Based on the TOE literature, many studies have shown an important role of the environmental factors related to technological implementation at an organizational level. Therefore, this study have addressed few environmental factors based on a critical analysis of the literature in the area of Social CRM, namely Bandwagon pressure, and social trust. Moreover, these two factors are deemed significantly influential in conjunction with social CRM implementation in the healthcare industry.

1. Bandwagon Pressure

The term bandwagon pressure has been highlighted in the literature of social media due to the fact that organization can be influenced by the competitors and therefore will impact the organization to follow and implement the new technology. It has been introduced by Bandwagon pressure is a term introduced by Rosenkopf and Abrahamson (1999) to highlight that such implementation can be considered due to other organizations have implemented. Therefore, its recommended that other organization's behavior, is describing bandwagon pressure in different words, which fundamentally impacted innovation implementation.

Proposition 7: *There is significant positive association between Bandwagon Pressure and Implementation of Social Customer Relationship Management.*

2. Social Trust

Social trust alludes to the desire that healthcare providers will act skillfully, reasonably, straightforwardly, and kindly which implies person's trust in the healthcare centers. A general public view point showing elevated amounts of social media experiences an abnormal customer's engagement, if there is a social trust. Literatures have showed that the center parts of social media is trust and social investment, which have wellbeing effective impacts. Social trust has for the most part been estimated as customer's trust or social cooperation.

Proposition 8: *There is significant positive association between Social Trust and Implementation of Social Customer Relationship Management.*

Relationship between Social CRM Implementation and the Perceived Benefits
Perceived benefits refer to the possible advantages that will be gained from social CRM implantation (Venkatesh et al., 2013). With regards to this examination, perceived benefits are characterized as the foreseen advantages obtained when healthcare organizations implement the new social CRM in their organizations. The two academic and practitioners have proposed that Social CRM may give various advantages to healthcare organizations with regards to operational benefits, strategic benefits, and social benefits (Yates and Paquette, 2011).

Proposition 9: *There is significant positive influence of Social CRM Implementation and the Perceived Benefits of Social CRM Functions.*

The Conceptual Framework

This study deals with organizational level that requires very clear understanding of the influential factors in such technological implementation. Moreover, the broad variables from TOE, had to be integrated with DOI for the technological attributes. Variables were consolidated based on frequency and divergence from cross theories. The literatures discussed recognized diverse factors that has influence on Web technologies diffusion in the preceding sections. The interrelationships among these factors for example social media, web services, web technologies, EDI, cloud computing, and social networking have been empirically tested in different technological contexts. Figure 5 portrays the research model with the nine propositions advanced in this research.
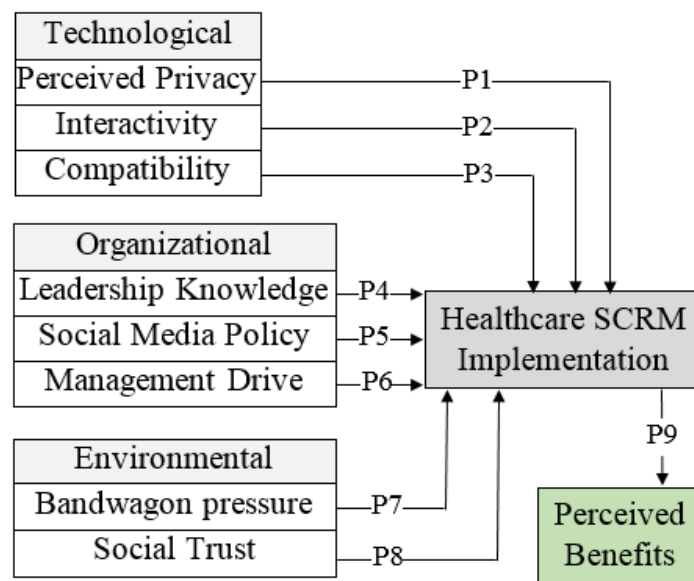

Figure 5. Conceptual Framework for Antecedents of Social CRM Implementation and its Benefits in Healthcare

Conclusions

In a conclusion, the results of this research react to the questions about the embedding of social CRM in the healthcare. This research investigated latest antecedents which effect on the implementation of social CRM technologies in healthcare. Based on primary information, this study gives insight into real-world social CRM efforts, an area where there are relatively very less empirical studies. Most prominently this study proves how dissemination of Innovation theory, TOE, and its perceived benefits model can be used to clarify the implementation of Social CRM in Iraqi healthcare industry. Another significant impact of this study is

potential practice. This study assists healthcare providers utilizing SCRM effectively as it provides guidelines for practitioners to choose correct approaches to advent Social CRM in healthcare and consequently, to boost its value. This study gives a groundwork for executive decision about the perceived benefits from the implementation of Social CRM in the healthcare. This research offers experimental evidence on the perceived benefits as strategic, social, and operational benefits which will help management decision if it is worthwhile to investment in SCRM for healthcare organizations. This study was conducted and limited to Iraqi domain and has not been generalized due to the possible organizational differences, economic conditions, and most importantly culture. Eventually, this study suggest that a further comparative study should be pursued in order to generalize the implication of SCRM in whole different regions for future work.

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CZYNNIKI WPŁYWAJĄCE NA WDROŻENIE ZARZĄDZANIA SPOŁECZNYMI RELACJAMI Z KLIENTAMI I ICH KORZYŚCI W BRANŻY OPIEKI ZDROWOTNEJ

Streszczenie: Zarządzanie społecznymi relacjami z klientami (SCRM) staje się popularnym terminem, które zostało szeroko omówione w istniejących pracach naukowych, ale niewiele

uwagi poświęcono kluczowym czynnikom wpływającym na przyjęcie zintegrowanego CRM w mediach społecznościowych, zwłaszcza w branży opieki zdrowotnej. W trosce o obficie omawianą kwestię technologicznych czynników organizacyjnych i środowiskowych, niniejsze badanie ma na celu określenie głównych czynników wpływających na wdrożenie społecznego CRM; i zrozumienie korzyści wynikających z tej implementacji. Niniejsze badanie przeprowadza systematyczny przegląd oparty na metodzie PRISMA podsumowania mechanizmu literatury opartej na wcześniejszych badaniach (Agha RA i in., 2014; Moher i in., 2009), aby zachować istniejącą literaturę od 2008 do 2019 r. Do sortowania instrumentu bazowego czynniki wpływające na wdrażanie społecznego CRM w różnych branżach i jego korzyści. Wyniki z literatury pokazują, że czynniki technologiczne (tj. Postrzegana prywatność, interaktywność i kompatybilność), czynniki organizacyjne (tj. Wiedza przywódcza, polityka mediów społecznościowych i zarządzanie) oraz czynniki środowiskowe (tj. presja trendów i zaufanie społeczne) są kluczowymi czynnikami, które wpływają na gotowość organizacji opieki zdrowotnej do wdrożenia społecznego CRM. Ramy koncepcyjne przedstawione w tym artykule posuwają naprzód zastosowanie Diffusion of Technology, TOE i IS Success, które posłużyły za możliwy użyteczny kierunek przyszłych badań empirycznych zarówno dla naukowców, jak i praktyków.
Słowa kluczowe: CRM, SCRM, TOE, Social Media, branża opieki zdrowotnej.

影响医疗行业社会客户关系管理实施的因素及其效益

摘要：社交客户关系管理（SCRM）成为一个流行词，已在现有学术着作中得到广泛讨论，但很少考虑影响整合社交媒体CRM采用的关键因素，特别是在医疗行业。关于技术组织和环境因素这一激烈争论的问题，本研究旨在确定影响社交CRM实施的主要因素;并了解这种实施所带来的好处。本研究基于PRISMA总结文献机制的方法进行了系统评价，该方法基于之前的研究（Agha RA等，2014; Moher等，2009），对于2008年至2019年的现有文献进行了分类。影响各行业社会CRM实施的因素及其效益。文献的调查结果表明，技术因素（即隐私，交互性和兼容性），组织因素（即领导知识，社交媒体政策和管理驱动）和环境因素（即流动压力和社会信任）都是影响医疗机构实施社会CRM的意愿的关键因素。本文提出的概念框架推进了技术扩散，TOE和IS成功的应用，并为未来的学术和实践者的实证研究提供了可能的有用方向。
关键词：CRM，SCRM，TOE，社交媒体，医疗保健行业。