Social Customer Relationship Management Process Dimension and Hotel Relationship Quality in Nairobi, Kenya

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Abstract

The main purpose of this study was to establish the mediating effect of customer perceptions on the relationship between the dimensions of the social customer relationship management process and relationship quality. The study utilized an explanatory research design with a target population of an average of 16,464 customers per month from online hotel bookings from three five-star rated hotels in Nairobi. A sample size of 390 was selected using simple random sampling for customers. Data was collected from customers using a structured questionnaire. The results for the direct effect indicated a positive and significant effect of processes dimension on relationship quality in hotels. Further, customer perceptions partly mediated the relationship process dimensions and hotel relationship quality. The study concludes that the process dimension of social customer relationship management significantly affects relationship quality through customer perceptions. Thus, the study recommends that hotels focus more on the hotels process dimensions as they seem to majorly affect relationship quality. Although Social CRM strategies were found not to affect relationship quality, realigning the strategies from sales and marketing to link with processes and data could boost relationship quality. The study recommends that management should focus on training employees on social media and organizational processes while constantly monitoring and addressing issues raised in social networks to build robust customer relationships.

Keywords: Customer Perceptions, Social SCM, Processes Dimension, Relationship Quality, Hotels

INTRODUCTION

In today's service-oriented environment, particularly in the hotel and service sectors, the emphasis on relationship quality has become increasingly vital as marketing shifts from static approaches to more relational strategies focused on long-term customer interactions. Findings by Hashim et al. (2011) indicate that the potential for future sales growth is closely

tied to the quality of relationships businesses maintain with their customers, which is underpinned by the dimensions of customer satisfaction and trust. Relationship quality encapsulates the overall sentiment individuals have regarding their interactions, influencing customer loyalty and retention, as customers assess their connections through their experiences, perceptions, and evolving needs (Farooqi, 2014). To cultivate lasting relationships, marketers must engage in activities that attract, develop, and enhance these connections while understanding and addressing customer expectations. Research consistently supports that high relationship quality leads to increased customer loyalty, reinforcing the importance for businesses to prioritize this aspect in their marketing strategies to achieve sustainable growth and competitive advantage in the hospitality industry.

The integration of social media into Customer Relationship Management (CRM) has significantly altered business processes, giving rise to a new area of academic inquiry known as Social CRM. Despite its transformative potential, Social CRM remains in its early stages, with many organizations still perceiving social media merely as an extension of traditional CRM channels rather than recognizing it as a fundamental paradigm shift toward a more robust scientific phenomenon. This evolving field offers greater depth and capability compared to traditional CRM approaches (Torben, 2016; Maertens, 2015). Greenberg (2010) defines social CRM as a philosophy and a business strategy, supported by a technology platform, business rules, processes and social characteristics, designed to engage the customer in a collaborative conversation to provide mutually beneficial value in a trusted and transparent business environment". Consequently, Social CRM was found to significantly affect organizations' performance outcomes such as customer loyalty, positive word of mouth, and repurchase intentions (Malthouse, Haenlein, Skiera, & Wege, 2013; Wittkuhn, et al. 2015; Marolt, Pucihar, & Zimmermann, 2015).

The social capabilities within the dimensions of Customer Relationship Management (CRM) facilitate the development of strong customer relationships, which in turn enhance customer satisfaction (Kamboj et al., 2016). From a marketing technology perspective, existing literature indicates that the process dimension of Social CRM (SCRM) enables organizations to foster more effective and productive relationships with customers, allowing for improved acquisition of customer information and more adept responses to their needs (Letchumannan et al., 2022). The primary goal of a brand's social media page is to encourage customer interactions with the company, such as liking, commenting, and sharing content. When companies and brands prioritize engagement and strive to create added value for their customers, it results in heightened levels of customer engagement as consumers feel more valued and informed (Urban & Maphathe, 2021).

The hotel marketing landscape reach is continuously getting larger due to customers using the internet and social media to research and choose their destinations, TripAdvisor saw an increased bookings enquiry of 225% for hotels on their platforms and a 138% increase in customer engagement to properties that had videos and images of their properties (Beganovich & Beganovich, 2023). Therefore, social media has had a profound impact on people, organizations, and civilizations around the world with an increasing time spent on social media than on any other online activity (Johnston, May 2014). The rise of internet connectivity, facilitated by technologies like mobile devices, has transformed the social media landscape into one characterized by ubiquitous connectivity. This shift has significantly improved access to information and empowered consumers to generate their content (Labrecque, Esche, Mathwick, Novak, & Hofacker, 2013). Social media continues to play an

essential role in organizations' business with conversations continually happening openly by customers and potential customers about brands, evaluation of products, and services. Therefore, social media is increasingly essential for organizations aiming to acquire and retain customers (Marolt, Pucihar, & Zimmermann, 2015). It facilitates collaborative interactions with customers that create mutually beneficial value within a trusted and transparent business environment (Wittkuhn et al., 2015).

Social media has substantially influenced customer expectations regarding service across various stages—before, during, and after the consumption of products and services, particularly in the tourism and hospitality sectors. Customer perceptions, which represent beliefs about service delivery, act as benchmarks against which service performance is assessed. Furthermore, social media serves as a vital platform for customers to articulate their expectations and evaluations of services, possessing the potential for extensive reach and the ability to go viral. The implementation of Social CRM dimensions can effectively mitigate negative publicity generated through social media shortly after it occurs, thereby enhancing relationship quality with customers. However, despite the critical role of social media in the hospitality industry, there has been limited research, particularly in Kenya, on its impact on relationship quality. Existing studies have not fully capitalized on the integration of information capture technology, internal business processes, and effective strategies within the social media landscape. Studies did not give more focus on CRM process dimensions and the mediating effect of customer perceptions. Therefore, this main purpose of the study was to determine the mediating effect of customer perceptions on the relationship between processes dimension and relationship quality of five-star hotels in Nairobi Kenya.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Charoensukmongkol and Sasatanun (2017) examined how integrating social media platforms with customer relationship management can enhance business performance in microenterprises in Thailand. They argue that the absence of face-to-face interaction can be effectively bridged through communication on social media channels, a notion further supported by Chanchaichujit et al. (2018), who emphasize the importance of social media in facilitating interactions in contexts where customers and service providers are geographically separated. This is particularly relevant for the hotel industry, where transactions often occur across different locations and time zones.

With the increasing number of social media tools available and their impact on key performance indicators (KPIs) such as customer experience and brand loyalty, Social Customer Relationship Management (SCRM) has emerged as a trending topic in the global hospitality sector (Harrigan et al., 2017). Hotels are now heavily investing in social interactions, recognizing the value these platforms bring to engagement and customer service. The prevalence of online review sites like Holiday Check and TripAdvisor has made managing customer relationships on social media an essential strategy. Research by Garido-Moreno et al. (2018) highlights that hotels allocate significant resources to enhance their social media presence, reflecting the critical role these interactions play in fostering customer loyalty and improving overall business performance in the competitive hospitality landscape.

Organizational culture plays a crucial role in securing leadership buy-in and support for the integration of Social Customer Relationship Management (SCRM) into the marketing mix. Leaders need to communicate the urgency for change alongside the potential benefits of SCRM implementation. This requires a compelling narrative for investors, as well as a

comprehensive roadmap that outlines short- and long-term objectives, costs, benefits, and associated risks. Additionally, the evolution of organizational culture, operational practices, performance metrics, and IT architecture is necessary for effective SCRM adoption, and this transition demands strong leadership. Awareness of social media policies is also vital, as there may be instances of negative publicity that leaders must navigate (Wittkuhn et al., 2015).

Research by Guha et al. (2018) focused on the relationship between a firm's social CRM processes and dynamic capabilities, though it faced limitations in generalizability due to its small sample of Australian SMEs. Their findings revealed that many SMEs do not leverage social CRM for strategic decision-making, often managing their social media efforts reactively due to resource constraints. In support of this, Gamage, Gnanapala, and Ashill (2023) applied dynamic capabilities theory in their examination of how technology use impacts social CRM processes and ultimately influences business performance, highlighting the importance of developing robust capabilities for effective implementation. Additionally, Diffley et al. (2018) introduced a social media-based CRM procedure aimed at enhancing hotel performance, analyzing internal consistencies through compound reliability and customer linking skills. Concurrently, Wang et al. (2018) proposed a cost-effective, multi-tenant CRM service incorporating fault tolerance methodologies, demonstrating that this approach can mitigate business risks in large-scale social service systems. Together, these studies underline a critical understanding of how SCRM and technology interact within organizational contexts to drive performance, while also emphasizing the need for supportive infrastructures and leadership engagement.

While existing literature effectively outlines the evolution and conceptualization of social Customer Relationship Management (social CRM), it lacks practical examples and frameworks for utilizing social media to implement social CRM strategies that address the evolving needs of customers (Dewnarain et al., 2019). This gap in understanding the effective use of social CRM tools can lead to persistent challenges in successfully implementing these strategies within firms (Marolt et al., 2015; Sigala, 2018). In particular, firms in the hospitality and tourism sectors often exhibit outdated CRM strategies and loyalty programs that fail to leverage modern technologies to engage the millennial demographic (Sigala, 2018).

Scholars have underscored the urgent need to study the dimensions of CRM, especially as Web 2.0 technology increasingly influences daily business operations in hospitality and tourism (Dewnarain et al., 2019; Medjani & Barnes, 2021). Web 2.0 applications, such as blogs, podcasts, and social networks, play a critical role in facilitating the creation and dissemination of online data (Natale & Cooke, 2020). Given the growing impact of social media on key performance indicators (KPIs) like customer experience and brand loyalty, social CRM has emerged as a globally trending topic within hospitality businesses (Munjal & Bhushan, 2021). Hotels are investing substantial resources to enhance their social media interactions, particularly through online review platforms like TripAdvisor and HolidayCheck, as well as social networking channels (Foltean et al., 2019; Garrido-Moreno et al., 2018).

Despite these advancements, customer engagement (CE) within the hospitality context has received limited attention, highlighting the necessity for further research on the antecedents of customer engagement to develop practical guidelines for industry practitioners (So, Li, & Kim, 2019). Addressing this gap will be essential for helping businesses adapt to the changing landscape of customer expectations and interactions, ultimately leading to improved customer satisfaction and loyalty.

Al Mashahedi, Zhang, and Harjan (2021) explore the impact of the social customer relationship management (CRM) process on achieving superior customer and financial performance among Iraqi firms. The study involved more than 200 respondents, with data collected through a structured instrument designed for reliable questionnaire responses. Statistical analysis utilized partial least squares structural equation modelling, with results processed via SPSS 22.0. Findings reveal that the implementation of social CRM technologies enhances innovation in both services and products, positively impacting performance by building customer-linking capabilities and leading to higher efficiency levels. Furthermore, increased consumer contributions correlate with improved customer and financial performance. The ability of organizations to develop social media skills is crucial for talent retention and matching employee capabilities with the company's ambitious vision. CRM can identify specific issues and strategies for building these capabilities, suggesting that a talent retention mechanism may be necessary, as skilled employees become valuable assets. As organizations adapt to a more agile, content-driven world, their methods of collaboration with various agency partners, public relations, research colleagues, and customer champions must evolve.

Brand teams must begin to view social CRM as an essential component of their marketing strategy to foster consumer engagement. This requires a shift in mindset and methodology, altering traditional brand planning practices to accommodate the complexities of modern communication. The planning, execution, monitoring, and review of communications should adapt to reflect the fragmented nature of content and the social dynamics of engagement versus simple selling. Additionally, measurement and evaluation practices need to evolve; if measurement drives marketing behaviour, then new metrics such as consumer engagement and influencer strength should augment traditional brand metrics. Over time, brand managers will focus on acquiring and retaining high-value consumers. Finally, creating an optimal customer experience necessitates leveraging comprehensive customer knowledge to ensure personalized communication across all channels, ultimately fostering deeper engagement and satisfaction. From the discussion, this study hypothesed that;

H_{01}: *Social CRM Processes dimension affects the relationship quality of five-star hotels in Nairobi Kenya.*

Mediating Role of Customer Perceptions

Customer perceptions play a crucial role in shaping a positive impression, which ultimately impacts customer recognition and enhances relationship quality. This improvement in relationships can encourage customers to make purchases and foster loyalty, as noted by Wanjiku et al. (2020). A positive customer experience not only provides firms with opportunities for competitive advantage in the long term but also facilitates positive word-of-mouth communication that contributes to better customer retention and satisfaction while reducing complaints. Consequently, businesses in the twenty-first century have shifted their focus towards an experience-based economy, moving away from traditional service-based models (Garg et al., 2014).

Moreover, customer experience extends beyond controllable elements, such as service interfaces and pricing, to include the devices customers utilize, such as smartphones, and uncontrollable factors, such as the presence of other customers (McColl-Kennedy et al.,

2015). This broader perspective underlines the significance of a customer's internet experience, which encompasses their skills and abilities to navigate various value-added services across multiple websites. Understanding this aspect is essential for deciphering customer perceptions, attitudes, and behaviours in online environments (Soto-Acosta et al., 2014). Previous internet experiences heavily influence online shopping behaviour, as research indicates that satisfaction with prior online shopping significantly builds trust in e-commerce and informs future transactions (Ranganathan & Jha, 2007).

Additionally, prior negative experiences can adversely affect current decision-making processes, creating biases that influence customer behaviour. As consumers accumulate experiences and knowledge, their perceptions of previous transactions can shape their behaviours and inclinations toward future purchases. The more negative past experiences consumers have, the greater their hesitation may become (Külter-Demirgüneş, 2018). Furthermore, perceptions of product quality and customer satisfaction are closely linked, with findings suggesting that the perceived quality of a product directly affects customer satisfaction (Mostaghimi, Akhlagh & Danesh, 2016). Ceyhan (2019) further elaborates those specific values, such as functional and hedonic value, along with self-brand image congruency, have significant positive effects on purchase intention, while factors like social value and co-creation perceptions showed no significant impact. This highlights the multifaceted nature of customer perceptions and their critical role in influencing purchasing decisions in today's competitive market. Thus, the study hypothesized that:

Ho2: Customer perceptions mediate the relationship between Social CRM process dimensions and relationship quality of five-star hotels in Nairobi Kenya

METHODOLOGY

Research design

The research employed an explanatory research design, structured in two stages of data collection. The first stage prioritized quantitative data, which was coded to assess the potential predictive power of the selected variables. This quantitative analysis allowed for the identification of significant relationships and patterns within the data.

Sampling

The study purposefully selected three five-star hotels in Nairobi, Kenya, based on ratings provided by the Tourism Regulatory Authority of Kenya (Tourism Regulatory Authority, 2018). These hotels reported an average of 16,464 customers per month. Using Israel's (2003) guidelines, the sample size was calculated to be 390. To streamline the sampling process, a customer directory was compiled in an MS Excel sheet, which automatically generated random numbers corresponding to the sample size. Data collection involved both digital and physical methods: a Google Form link was shared with respondents, and printed questionnaires were distributed to customers who were either currently staying at the hotel or scheduled to check in during the year. For those who did not respond within three months, the next customer on the list was selected to ensure the sample size was maintained.

Data Collection

Questionnaires were used in the collection of responses from the customers, and guest relations managers, respectively. The questionnaires had three sections namely, general

information, process dimension, and customer perceptions. It was structured using questions on a five-point Likert-scale format.

Measurement of Variables

The research categorizes the variables as exogenous and endogenous, with the process dimension identified as exogenous and relationship quality classified as the endogenous variable. Additionally, the customer perceptions variable serves as both exogenous and endogenous. The process dimension was adapted from the works of Malthouse et al. (2013), Trainor (2012), and Wittkuhn et al. (2015). Measures of relationship quality were modified by Tonder et al. (2017) and Walter et al. (2011) to suit the context of the hospitality industry. The authors conceptualized relationship quality through the lenses of trust, commitment, and customer satisfaction, which were utilized in this study. Finally, customer perceptions were derived from the research of Zeithaml et al. (2018) and Elkhan & Bakri (2012), providing a solid foundation for understanding how perceptions influence relationship dynamics within the hospitality sector.

Model Specification

Data was also subjected to inferential statistics using Structural Equation Modelling (SEM) to test the relationships between exogenous and endogenous variables. The following goodness of fit indices were used Normed Fit Index (NFI), Goodness of Fit Index (GFI), Comparative Fit Index (CFI), Root Mean Square of Error Approximation (RAMSEA), PCLOSE, and Parsimony index values for the first look of model fitting indexes. The NFI, GFI, and CFI should be ≥.90, the RMSEA value should be ≤.50, and a higher value of P-Close is required for the best fit. For fit indices, the Chi-Square test ($\chi2$) is used. The $\chi2$ / degree of freedom should be ≤2.

RESULTS AND DISCUSSION

Preliminary analysis

The study employed Confirmatory Factor Analysis (CFA) to validate the relationships between the questions within each measure and to assess the proposed relationships within the model. The results, presented in Table 1, indicate a CMIN/df ratio of 1.6, a Comparative Fit Index (CFI) of 0.985, and a Goodness of Fit Index (GFI) of 0.937. According to established guidelines, GFI values should be at least 0.90, with a value of 1 indicating a perfect fit. Additionally, both the Standardized Root Mean Square Residual (SRMR) and the Root Mean Square Error of Approximation (RMSEA) are reported as being less than 0.05, signifying a good model fit; an SRMR value approaching 0 reflects a perfect fit, while an RMSEA around 0.05 indicates a favourable model fit. In this study, the RMSEA of 0.044 confirms that all latent constructs measured achieved both convergent and discriminant validity, supporting their suitability for developing Partial Least Squares Structural Equation Modeling (PLS-SEM). These results substantiate the adequacy of the CFA, deeming it satisfactory to proceed with further analysis. Furthermore, the expected relationships in the CFA demonstrate strong loadings between constructs, with optimal loadings ideally exceeding 0.5, reinforcing the robustness of the model.

Table 1: Summary of Final CFA Measurement Model

(CFA) Measurement Model			
Fit Indices	**fit results**	**Threshold**	**Interpretation**
χ2(df)	206.688(125), p=.000		
CMIN/df	1.654	Between 1 and 3	Excellent
IFI	0.985	>0.95	Excellent
TLI	0.982	>0.95	Excellent
CFI	0.985	>0.95	Excellent
SRMR	0.037	<0.08	Excellent
GFI	0.937	<0.95	Acceptable
NFI	0.963	>0.95	Excellent
RFI	0.955	>0.95	Excellent
PNFI	0.787	> 0.50	Excellent
PCLOSE	0.656	>0.05	Excellent
RMSEA	0.044	<0.05	Good
Cronbach alpha	0.718		

Source: (PLS-SEM Output, 2022)

Descriptive Statistics and Covariances

The provided table presents descriptive statistics and covariances for three variables: Relationship Quality (RQ), Social CRM Process Dimension (SCRM-PD), and Customer Perception (CP). The means for RQ, PD, and CP are approximately 4.22, 4.22, and 4.30, respectively, indicating that the average ratings for these variables are slightly above the midpoint of the scale. The standard deviations for RQ, PD, and CP are 0.58, 0.50, and 0.50, respectively, suggesting relatively low variability and consistency in the responses. All three variables exhibit negative skewness, implying a left-skewed distribution, with the data concentrated on the higher end. Additionally, positive kurtosis values for all variables indicate the presence of outliers or extreme values in the data. The covariances reveal a strong positive association between RQ and CP (0.68), a weaker but still positive association between PD and CP (0.36), and a lower but negative association between RQ and PD (0.47), providing insights into the relationships between these key variables in the context of your study on relationship quality, SRM process dimensions, and customer perception.

Table 2: Descriptive Statistics and Covariances

	Mean	**Std. Dev**	**Skewness**	**Kurtosis**	**RQ**	**SCRM-PD**	**CP**
RQ	4.22	0.58	-2.62	8.55	1.00		
SCRM-PD	4.22	0.50	-2.54	9.60	0.47	1.00	
CP	4.30	0.50	-2.98	12.46	0.68	0.36	1.00

Key=relationship quality, SCRM-PD = Social CRM Process Dimension, CP =customer perception

Hypothesis Testing (PLS-SEM models)

A mediation analysis was performed using bootstrapping procedures described by Preacher and Hayes (2008). To perform the mediation test using SEM, the following steps and guidelines were suggested (Baron & Kenny, 1986; Hair et al., 2006; Preacher and Hayes; 2008; Zhao et al. 2010. Findings in Tables 3, 4 and Figure 1 schematically depict test results of

Customer perceptions, process dimensions and the relationship quality of hotels. The estimation of this model yields χ^2(df) 64.772 (42), p=.014, CMIN/df = 1.542, IFI=.992, TLI=0.990, CFI=0.992, GFI=0.966, NFI= 0.979, RFI=0.972, PNFI= 0.747 and RMSEA=0.040. By comparing the values of these parameters with the first PLS-SEM model, it can be said that the PLS-SEM model is better fitting to the data than the direct effect one.

Table 3: Regression Weights for Mediating effect of Customer perceptions on data Information and Relationship Quality

			Standardized Estimate	Estimate	S.E.	C.R.	P
CP	<---	PD	.383	.272	.040	6.830	***
RQ	<---	CP	.610	.683	.060	11.349	***
RQ	<---	PD	.196	.156	.039	3.970	***

Key RQ = Relationship Quality; PD= Process Dimension; CP= Customer Perception
Source: (PLS-SEM Output, 2022)

By The analysis of the effect of process dimensions on the relationship quality of hotels reveals a direct effect with a path coefficient of 0.196, indicating that process dimensions significantly influence relationship quality, leading to the acceptance of hypothesis H1. Furthermore, the indirect effect of process dimensions on relationship quality, mediated by customer perceptions, is calculated as the product of the path coefficients from process dimensions to customer perceptions (0.383) and from customer perceptions to relationship quality (0.610), resulting in an indirect effect of 0.234. The total effect of the process dimensions on relationship quality is then determined by summing the direct and indirect effects, yielding a total of 0.430.

Upon further examination of the results, it is evident that the indirect effect (0.234) is substantial but does not exceed the total effect (0.430), supporting the conclusion that customer perceptions act as a mediator in the relationship between process dimensions and relationship quality in hotels. The type of mediation identified in this analysis is partial mediation, as the direct effect remains significant even after accounting for the mediator variable. Therefore, hypothesis H_{02} is accepted, confirming that customer perceptions partially mediate the relationship between process dimensions and the relationship quality of hotels. This emphasizes the necessity for hotels to focus not only on improving process dimensions but also on enhancing customer perceptions to strengthen overall relationship quality.
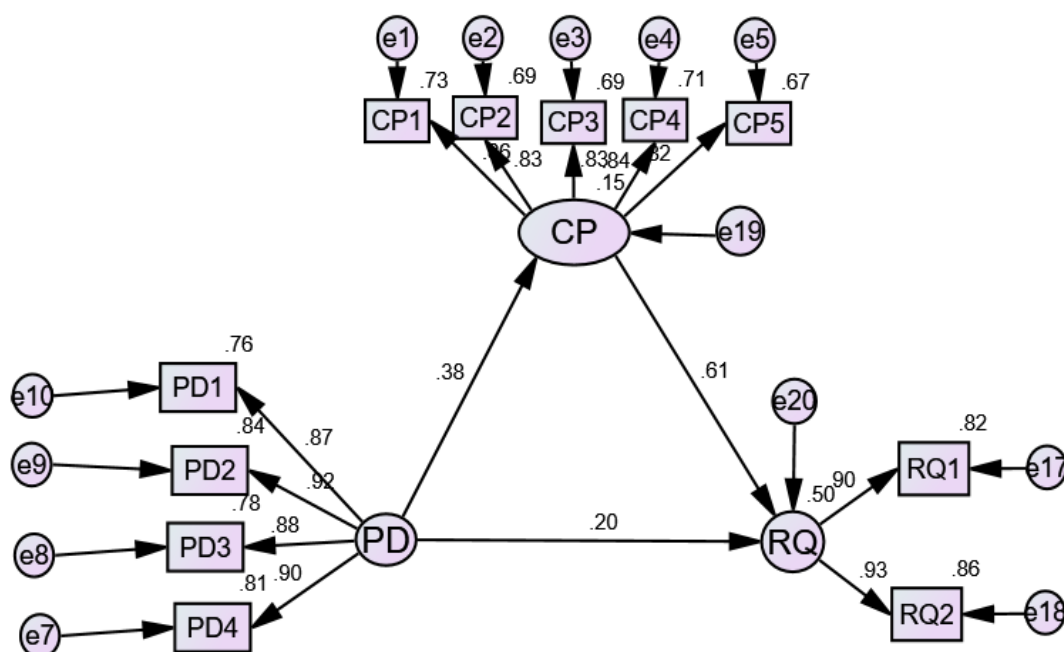
χ2(df)   64.772 (42), p=.014, CMIN/df = 1.542, IFI   =.992, TLI=0.990, CFI=0.992, GFI=0.966, NFI= 0.979, RFI=0.972, PNFI= 0.747, RMSEA=0.040

Figure 3: PLS-SEM for Mediating effect of Customer perceptions on Process Dimension and Relationship Quality
Source: (PLS-SEM Output, 2022)

Table 4: Total Effect, Direct Effect and Indirect Mediating effect of Customer perceptions on Data Information and Relationship Quality

		PD	**CP**	**RQ**
Standardized Total Effects	CP	.383	.000	.000
	RQ	.430	.610	.000
Standardized Direct Effects	CP	.272	.000	.000
	RQ	.156	.683	.000
Standardized Indirect Effects	CP	.000	.000	.000
	RQ	.234	.000	.000

Key RQ = Relationship Quality; PD= Process Dimension; CP= Customer Perception
Source: (PLS-SEM Output, 2022)

DISCUSSION

The processes dimension had a significant effect on the relationship quality of the selected hotels in Nairobi, Kenya. The evidence presented in the study supported hypothesis one (**H01**), which suggests that the processes dimension does have a significant impact on the relationship quality of the hotels. The findings agree with Kamboj *et al.,* (2016) that social SCRM ensures continued engagement with customers which positively leads to customer satisfaction. Also, the findings conform with Letchumannan *et al.*, (2022) suggestion that the process dimension of SCRM enables organizations to build more effective and productive customer relationships to gain more customer information and more effective responses to

the demands. Similarly, Urban and Maphathe (2021) Charoensukmongkol and Sasatanun (2017) and Gamage, Gnanapala, & Ashill (2023) indicated social CRM increases the level of customer engagement such as regular communication with customers and prompt response to customer queries improves the relationship with customers. The significant effect of the social CRM process on relationship quality found in this study supports Diffley *et al.* (2018) and Al Mashahedi, Zhang & Harjan (2021) results that the social CRM process improves interactions between customers and hotels hence impacting positively on their relationship. The findings revealed that not only is the hotel staff well dressed, neat, and courteous, but the physical facilities are also aesthetically pleasing. Furthermore, the hotel has modern equipment, visually appealing stationery, and professional materials. Moreover, the hotel staff were found to be eager to help customers with whatever they needed and provided flawlessly executed services on their first attempt. Additionally, the hotels ensured that their records were up-to-date, accurate, and error-free. Besides, the hotels consistently delivered on their promises and went above and beyond in their quality of service. Further, as well, customer perceptions are a partial mediator in the relationship between process dimensions and the relationship quality of hotels. The introduction of the mediator variable results in a significant partial mediation effect, supporting hypothesis H_{02}. Specifically, the findings suggest that customer perceptions partially mediate the relationship between process dimensions and relationship quality of hotels.

CONCLUSION AND RECOMMENDATION

In conclusion, this study affirms a substantial and favourable influence of process dimensions on the quality of relationships within the selected hotels in Nairobi, Kenya. These results substantiate the study's hypothesis and align with similar findings in prior research. The study emphasizes the importance of effective social CRM processes in enhancing customer engagement, satisfaction, and overall relationship quality within the hotel industry. The research also highlights the hotels' commitment to maintaining high standards in terms of staff professionalism, service quality, and aesthetically pleasing facilities. The study introduces customer perceptions as a partial mediator, further underscoring the link between process dimensions and relationship quality. These findings reinforce the significance of well-managed processes in cultivating enduring and robust customer relationships, which can positively impact customer satisfaction and loyalty in the hotel industry.

Therefore, hotels should prioritize customer care and proactively strive to provide the best possible service to build strong relationships with customers. These relationships should be developed and maintained through user-friendly websites and social media platforms, where customers can engage with the hotels. Hotels should take advantage of promotional strategies, such as giveaways and incentives, to create unique experiences and encourage customer interaction. To ensure a satisfactory experience, hotels should continuously monitor and respond to customer feedback, while tracking customer satisfaction and overall experience. Through these holistic efforts, hotels can create positive customer experiences that lead to long-term loyalty and bonds.

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