Geojournal of Tourism and Geosites
ISSN 2065-0817, E-ISSN 2065-1198

Year XVIII, vol. 59, no. 2, 2025, p.870-879
DOI 10.30892/gtg.59231-1463

THE INFLUENCE OF SOCIAL MEDIA ON THE PERFORMANCE OF MEDICAL TOURISM SERVICE PROVIDERS: A MEDIATED-MODERATED MODEL

Manel NAJAR
Institute of Higher Studies of Tunis, Marketing Department, Tunis, Tunisia, e-mail: manelnajar.20@gmail.com

Imed ZAIEM*
Dar Al Uloom University, Marketing Department, College of Business Administration, Saudi Arabia, e-mail: z.imed@dau.edu.sa;
Carthage University, Faculty of Economic Sciences and Management of Nabeul, Tunisia, imed.zaiem@fsegn.ucar.tn

Abu Elnasr E. SOBAIH*
King Faisal University, Management Department, College of Business Administration, Al-Ahsa, Saudi Arabia, e-mail: asobaih@kfu.edu.sa

Citation: Najar, M., Zaiem, I., & Sobaih, A.E.E. (2025). The influence of social media on the performance of medical tourism service providers: A mediated-moderated model. *Geojournal of Tourism and Geosites*, 59(2), 870–879. https://doi.org/10.30892/gtg.59231-1463

Abstract: This research aims to investigate how and when social media (SM) influences the performance of medical tourism (MT) service providers. Using the Resource-Based View (RBV) approach it investigates the impact of social resources on the performance of (MT) companies, while integrating social customer relationship management (SCRM) capabilities as a mediating variable, especially under turbulent market conditions. Particularly, it is a question to identify the underlying mechanisms and conditions that link the use of such platforms to the marketing and financial outcomes in the medical tourism (MT) sector, focusing on two different types of activities: clinics and tour operators. To test the theoretical model, the study used Structural Equation Modelling with Partial Least Squares (PLS-SEM). Data were collected via an online survey involving 133 participants, representing 66 clinics and 67 tour operators. Choosing these actors is due to their crucial role in the (MT) sector. Clinics deliver essential medical treatments at the heart of the service offering, while tour operators play a decisive role as intermediaries between tourist-patients and healthcare providers. The findings indicate a positive effect of SM use on the performance of medical tourism service providers particularly in terms of marketing performance. On the other hand, the results showed while (SCRM) capabilities did not have any mediate this relationship, market turbulence was identified as a significant moderating factor. A multi-group analysis (PLS-MGA) revealed significant differences between clinics and tour operators, particularly regarding the integration of SCRM capabilities and the influence of market turbulence. Tour operators are more likely to integrate SCRM capabilities into their social media strategies, allowing them to enhance their overall performance. Regarding clinics, they demonstrate greater responsiveness to the moderating impact of market turbulence. This study highlights the importance of examining the impact of social media from a business perspective. The comparison between clinics and tour operators opens avenues for cross-sector research. For managers in the medical tourism sector, refining SM and SCRM strategies can enhance marketing performance, with tailored approaches needed in unstable market conditions.

Keywords: medical tourism, medical tourism service providers, market turbulence, RBV, social media, SCRM capabilities

* * * * * *

INTRODUCTION

Social media platforms have gained significant attention from organizations (Zhang & Song, 2022) and have prompted a shift in the conventional marketing paradigm (Marchand et al., 2022). In order to connect and engage with potential customers, many businesses are actively establishing a presence on social media (SM) (Marolt et al., 2022). Social media is also widely recognized as a key tool for countries and states to promote and strengthen their tourism industries (Islam, 2021). In this context, social media has profoundly transformed the tourism experience, influencing every stage of the trip (Idbenssi et al., 2023). The medical tourism (MT) sector has also seized the opportunity to use SM. Farrukh et al., (2022) defines MT as the pursuit of medical treatment abroad or traveling for healthcare. Medical tourism (MT) is defined as traveling abroad to receive healthcare or medical treatments, often to access care that may be unavailable in one's home country (Farrukh et al., 2022; Latief & Ulfa, 2024). Among the key players in this sector, Kamassi et al. (2020) listed medical tourists, healthcare providers, government agencies, facilitators, accreditation bodies, healthcare marketers, insurance providers, and infrastructure. Given that selecting a medical service provider is a high-involvement decision, consumers increasingly rely on technological tools and incorporate social sources of information to support their choice (Cham et al., 2020).

SM platforms serve as a primary source of information for consumers and intermediaries in the sector, offering insights on the quality of treatment, qualifications, and skills of foreign providers and clinicians (Tuclea et al., 2020). The choice of the MT context is largely due to its position as one of the most profitable industries, experiencing rapid growth in recent years, particularly after the COVID-19 pandemic (Janalipour-Jenizeh & Ersös, 2023; Latief & Ulfa,

* Corresponding author

2024; Alharethi & Kabil, 2024). This focus aligns with MT's potential to stimulate economic development and enhance Tunisia's tourism and healthcare sectors in the post-revolution era (Jaziri & Miralam, 2019), as the country has been hosting foreign patients since the 1990s (Maurette & Ben Fguira, 2023).

According to Patient Beyond Borders, the MT market was estimated to be between 74 and 92 billion dollars in 2019, involving approximately 21-26 million patients (Manso-Félix, 2021). In the United States, MT generates nearly US $18 billion and this figure is expected to reach US $31.2 billion by 2027 (Kim et al., 2022). In a different context, the medical tourism market in Saudi Arabia was valued at approximately $0.16 billion in 2023, with an expected growth rate of 22.52% by 2029 (Alharethi & Kabil, 2024). These statistics are shaped by the increasing internet use and the growing engagement of tourism and health professionals on SM platforms, which enable businesses to connect with customers, gather information, and co-create value (Arrigo et al., 2022; Fahmi et al., 2022).

This connectivity fosters competitive advantage and improves performance, particularly through social CRM (SCRM) capabilities (Guangming & Jay, 2023). Indeed, SCRM has been recognized as a positive driver of business performance (Al-Gasawneh et al., 2021), playing a mediating role between SM usage and business performance.

Although SM is generating increasing interest in the tourism and MT sectors, research on its impact remains limited, especially from the perspective of tourism providers, rather than travelers (Nusair, 2020). Indeed, several studies have focused extensively on the perspectives of patients, evaluating the factors, risks, obstacles, and needs that influence their decision to seek medical treatment abroad (Xu et al., 2020). Certainly, understanding consumer behavior and SM's impact on MT is crucial, but a managerial perspective is equally vital. Integrating a managerial approach could help businesses optimize their performance by implementing effective marketing strategies, adapting to trends, and evaluating outcomes. To address current research gaps, our research thoroughly examines the relationship between SM usage and the performance of businesses operating in the MT sector. Moreover, we investigate the mechanisms and boundary conditions explaining this relationship.

This approach enhances our understanding of the central role SM plays in MT and identify the underlying mechanisms and conditions that link these platforms to the marketing and financial outcomes of companies in the sector. Thus, the research question that emerges from this study is: How and under what conditions does the use of SM influence the performance and competitiveness of companies offering MT services in Tunisia? To address this, we employ the structural equation method (SEM) based on partial least squares regression (PLS-SEM). We enrich our analysis by incorporating multi-group analysis (PLS-MGA), based on the premise that there is a significant difference between clinicians and tour operators. Our unique approach focuses on these two entities, recognizing their pivotal roles in the industry (Perera-Gil et al., 2017). Additionally, examining the differences in business activities between these service providers could offer valuable insights into the dynamics of SM within the MT sector. Clinics focus on medical care, while tour operators manage the medical travel experience. Their SM strategies may differ, with clinics emphasizing medical expertise and client interaction, while tour operators prioritize package sales, customer satisfaction, and loyalty.

Therefore, the purpose of this study is to: (i) establish causal relations between SM use and MT companies' performance; (ii) test the mediating effect of SCRM capabilities; and (iii) examine the moderating effect of market turbulence on the relationship between SM use and performance. The results contribute to theoretical discussion and inform marketing strategies for MT companies. In the following sections of the research study, we first provide a brief literature review and propose related hypotheses, followed by the methodology. The findings obtained have been discussed in view of the reviewed literature. Theoretical and practical implications, limitations, and future research are presented in the conclusion.

THE CONCEPTUAL FRAMEWORK

To understand the influence of SM on the performance of MT businesses, we have embraced the perspective of the Resource-Based View (RBV) (Barney, 1991), a well-established approach in marketing and strategic management (Uyanik, 2023). This approach helps to understand the competitive advantage that companies gain from the unique resources they control (Komakech et al., 2025). This choice is justified on several fronts. Firstly, RBV provides a robust conceptual framework by emphasizing the assessment of internal resources, considering SM as a rare and valuable (Herhausen et al., 2019), inimitable, and non-substitutable resource (Kozlenkova et al., 2014) in the MT sector. Furthermore, by incorporating the capacities of SCRM into this analysis, RBV enables deciphering how an effective coordination of these resources can impact the performance of MT businesses. This understanding can contribute to value creation and foster competitive advantage within the specific context of MT

1. Social media: important resources for improving performance

RBV theory has been used in recent years mainly to study the relationship between SM and their added value for companies (Tajvidi & Karami, 2017). According to this theory, the competitive advantage and performance of a company is determined by the resources and capabilities it has (Ngo et al., 2021). Resources include "all the assets, capabilities, organizational processes, business attributes, information, knowledge, etc. controlled by a firm that enable them to design and implement strategies to improve its effectiveness and efficiency" (Barney, 1991, p. 101). In terms of performance, this is a two-dimensional concept representing the dependent construct, measured through financial and marketing dimensions (Sin et al., 2005). The RBV thesis posits that firm performance is determined by the resources it possesses. The firm with few valuable resources is more likely to generate sustainable competitive advantages (Jumadi & Samsul, 2017). By analogy, while considered a one-dimensional concept, it is accepted that the use of SM offers the possibility of maximizing a firm's profits (Suanpang, 2020) and improves their marketing performance (Zhang & Song, 2022). In a different context, Radebe et al. (2023) surveyed 262 small businesses in South Africa, revealing the

substantial impact of SM usage on enhancing performance. Organizations adopting advanced SM technologies not only improve their performance and competitiveness but also gain advantages in cost reduction and increased efficiency (Yulisa et al., 2021). In the Business to consumer setting of United Kingdom hotels, Tajvidi & Karami (2021) demonstrated a direct impact of SM use on business performance. In the context of medical tourism, social media offer significant potential for healthcare providers. By enhancing trust among prospective medical tourists, social media improve the reputation and visibility of medical tourism destinations, ultimately attracting more patients through positive word-of-mouth (Poornima & Subramanian, 2024). In this dynamic field, the hypothetical integration of advanced SM technologies could optimize performance, attract international patients, and positively impact the financial and operational aspects of healthcare providers. Starting with Ugli & Um (2023), SM facilitates convenient communication between hospitals and international patients, allowing for remote consultations, appointment scheduling, and updates on promotions and services. The research by Ediansyah et al. (2023) provides evidence that resource integration and networking capabilities enhance hospital performance. Also, the adoption of MT in Malaysia is primarily influenced by human and technological factors, as revealed in the study conducted by Nilashi et al. (2019).

This aligns with RBV's foundational principle, indicating that unique and hard-to-imitate resources, like a well-developed SM strategy, can be a sustainable competitive advantage. Applying RBV principles to explore these strategic resources, especially in the MT context, could provide profound insights into their contribution to the competitiveness and overall performance of healthcare providers. These proposals helped us formulate the following hypotheses (H):

H1: The use of SM has a positive impact on the performance of companies providing MT services.

H1.1: The use of SM has a positive impact on the marketing performance of companies providing MT services.

H1.2: The use of SM has a positive impact on the financial performance of companies providing MT services.

2. Indirect effect and integration of social CRM capabilities

With reference to the RBV theory, which posits that a company's performance is determined by the resources at its disposal, numerous studies have measured the direct effect between resources and performance (Alhaji-Husseini, 2022). However, results have been mixed (Liang et al., 2010). Some studies highlight that resources alone may not enhance firm performance without being transformed into distinctive capabilities. Recent research (Sun et al., 2021) introduces a mediating variable, 'organizational capability' (Liang et al., 2010), between resources and performance. It should be noted, therefore, that the main argument is based on the idea that information technology resources help to improve organizational capabilities, which in turn help to improve firm performance (Ricciardi et al., 2018).

According to Fraccastoro et al. (2021), small and medium-sized enterprises utilizing digital technologies, including SM, need to enhance their capabilities to become more competitive. Previous marketing research has emphasized the importance of updating the resources that the firm has and using their capabilities effectively in creating a competitive advantage (Ramon-Jeronimo et al., 2019). RBV theory has also been introduced to identify a series of marketing capabilities that can generate competitive advantages for firms. Among these capabilities, CRM capabilities have been identified by researchers (Foltean et al., 2019) as a key driver of business performance. This concept arises from evolving consumer expectations on social media, driving businesses to enhance customer-company interactions through new technologies and capabilities (Andzulis et al., 2012). By analogy, in the case of SM, SCRM capabilities, while being a one-dimensional concept (Srinivasan & Moorman, 2005) have been defined as the skills a company possesses for developing, integrating and responding to information gathered from customers interacting on SM (Trainor et al., 2014).

According to Harrigan et al. (2020), SCRM leverages SM technologies and the intrinsically relational characteristics of social platforms to oversee and advance customer relationships, embodying an evolved CRM strategy. In line with this perspective, SM technologies need to be integrated with CRM processes to form a firm-level capability that will be able to influence performance (Marolt et al., 2022). Foltean et al. (2019) employed a mixed sample comprising both B2B and B2C participants, consisting of 149 respondents, demonstrating a positive correlation between the use of SM technology and CRM capabilities. Ye et al. (2022), also, point to the positive and significant correlation between the adoption of SM technology or information systems and organizational capabilities. This supports the idea that leveraging SM positively influences SCRM capabilities, evident in three dimensions: information generation, dissemination, and responsiveness (Zouaoui, 2021). Hence, the following hypothesis is formulated:

H2: The use of SM has a positive impact on SCRM capabilities.

The contribution of marketing capabilities in improving business performance has been widely supported in the literature with empirical evidence (Ediansyah et al., 2023). Al Karim et al. (2023) show that CRM can boost customer satisfaction and enhance overall business performance, both financially and non-financially. Therefore, integrating social media with existing CRM processes allows organizations to potentially enhance their performance (Trif et al., 2019). By leveraging CRM through social media, businesses can boost their performance by increasing consumer engagement, facilitating interactions, and encouraging information exchange (Elshaer et al., 2024). Several researchers have also pointed to the main benefits of SCRM, particularly in building trust, collecting customer information, retaining customers, improving the company's reputation, and lowering the cost of services (Khan et al., 2022; Jalal et al., 2021). Furthermore, the application of CRM by companies contributes to improved financial results (Al-mashahedi et al., 2021). It allows for the maintenance of long-term relationships with customers, thus leading to increased customer loyalty, profitability, and sales (Pratiwi & Arsyah, 2021; Subhani, 2019). By similarity, Sari et al. (2024) demonstrated that the use of SCRM has a positive and significant impact on the performance of small and medium-sized enterprises. In the same vein, Fathey et al., (2021) suggest that leveraging SM enables small and medium-sized enterprises to enhance their performance through the

development of SCRM. The latter has the potential to enhance the marketing strategy and return on investment of organizations by customizing offers based on the gathering of information and understanding consumer preferences (Jalal et al., 2021). These proposals allow us to formulate the following hypotheses:

H3: SCRM capabilities have a positive impact on the performance of companies providing MT services.

H3.1: SCRM capabilities have a positive impact on the marketing performance of companies providing MT services.

H3.2: SCRM capabilities have a positive impact on the financial performance of companies providing MT services.

3. Market turbulence as a variable moderating the effect of SM use on performance

Market turbulence encompasses shifts in customer requests and expectations, demands, market preferences, and product-production technologies (Arici & Gok, 2023). As per Wu et al. (2003), greater market uncertainty leads to increased adoption of information technology systems, enabling firms to adapt strategies and acquire more market information. This allows companies to adapt themselves to their environments, to react quickly and effectively to changes in customer preferences and demand. In a turbulent environment, firms gain a competitive edge by acquiring resources faster than competitors (Trainor et al., 2010). Often, this translates into improved organizational performance in a technologically turbulent context (Rahim & Zainuddin, 2017). In the same vein, according to Sajilan et al. (2019), market turbulence enhances the impact of Facebook use on financial performance. Furthermore, in a qualitative study of MT professionals, it was found that market uncertainty amplifies the connection between SM use and business performance (Najar & Zaiem, 2018). The MT sector is witnessing high turbulence and uncertainty, especially with changing preferences and the opening of new markets with competitive prices. The dynamic nature of these factors poses challenges for businesses operating in the MT industry, requiring them to adapt swiftly to changing trends, explore innovative strategies, and navigate the complexities of a highly competitive environment. This makes the case for the moderating role of market turbulence in that it increases or diminishes the positive or negative impact of SM use on business performance. Hence, the following hypotheses are formulated:

H 4: Market turbulence moderates the impact of SM use on the performance of companies providing MT services.

H4.1: The impact of SM use on marketing performance is moderated by market turbulence.

H4.2: The impact of SM use on financial performance is moderated by market turbulence.

Bearing on the above proposals, we test the research model in Figure 1.

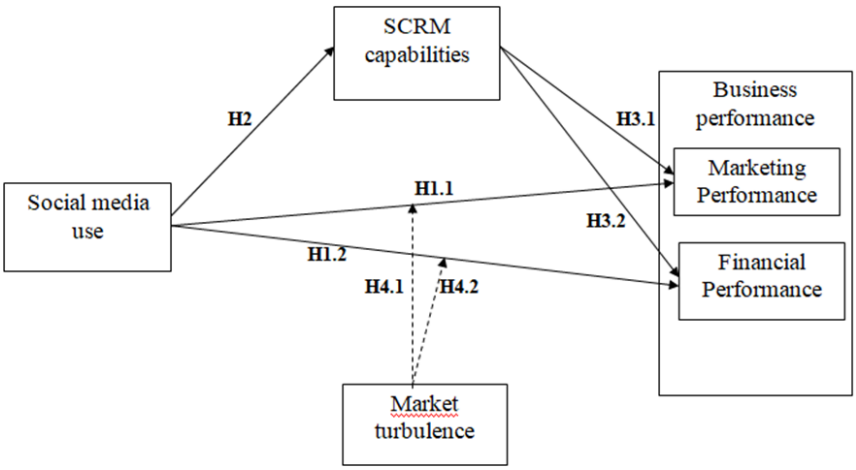

Figure 1. Conceptual model

METHODOLOGY

A quantitative approach was employed, involving the administration of an online questionnaire to gain deeper insights into the impact of SM use on the performance of companies in the MT sector. In addition, the questionnaire aims to determine the indirect effect of this relationship through the SCRM capabilities. It also aims to measure the moderating impact of market turbulence on the link between SM use and performance.

To operationalize the studied constructs, we adopted Likert-type scales (5 points) ranging from "Not at all agree" to "Completely agree", selected for their psychometric qualities (Frikha, 2019). In particular, our questionnaire includes the scale by Jayachandran et al. (2005) adopted by Trainor (2014) to measure SM use. We choose Srinivasan and Moorman's (2005) scale adopted by Trainor et al. (2013) to measure SCRM capabilities. We also adopted the scale by Sin et al. (2005) to measure company performance. For the moderator variable "market turbulence", we opted for Jaworski & Kohli (1993) scale adopted by Trainor et al. (2010). Scales were double back-translated to assess accuracy with the original version.

A total of 133 respondents participated in the survey. We have opted for convenience sampling to enhance participant ease, availability, and accessibility (Golzar et al., 2022), particularly focusing on professionals in the MT sector in Tunisia, including 67 tour operators and 66 clinics as distinct units. This practical approach streamlines recruitment by leveraging participant diversity and the wide accessibility provided by online channels (Alvi, 2016). The choice of tour operators and clinics is explained by the crucial role played by these two actors in the MT sector (Perera-Gil et al., 2017). Thus, the clinics provide the medical treatments which present the core of the service offer, and the tour operators play a decisive role of intermediary between the tourist-patients and the health providers.

The SEM, which favors an estimation approach via PLS (SmartPLS3 software) was chosen for several reasons. First, given the objective of estimating and assessing a theoretical model with a relatively small sample size, variance estimation-based methods appear to be more appropriate (Hair et al., 2021; Reinartz et al., 2009; Chin & Newsted, 1999).

The study adopted a two-step structural equation modeling (SEM) approach to test the proposed hypotheses. First, a confirmatory factor analysis (CFA) was conducted to ensure the reliability and validity of the measurement model. Once these requirements were met, SEM was applied to test the full set of hypotheses across the entire sample.

Further, a multi-group analysis is then used to examine the similarity and difference between tour operators and clinics in the hypothesis model, as our sample is structured into two groups that belong to the same sector of activity (MT) but differ in their type of activities. To this end, two groups are formed on the SmartPLS software according to the variable "type of activity" and we then proceeded to a non-parametric test through a multi-group analysis (PLS-MGA).

RESULTS AND DISCUSSION

Estimation of the measurement models confirms the acceptable psychometric qualities of the set of measures (Table 1). The composite reliability coefficients are all above 0.7 meeting the adopted thresholds (Hair et al., 2021). AVEs are all above 0.5, indicating good convergent validity of the constructs (Hair et al., 2021). The square root of AVEs is higher than correlation between the latent variables (Hair et al., 2021; Henseler, 2016). Factor loadings of constructs are higher than cross loadings of other latent variables, attesting thus for discriminant validity.

Table 1. Result of convergent validity

Constructed	Number of Items	CR	AVE
Social media use	5	0.9379	0.7514
SCRM capabilities	3	0.8723	0.6981
Marketing performance	3	0.9616	0.8931
Financial performance	4	0.9426	0.8047

A bootstrap was used to estimate the structural model (Hair et al., 2021) which is found to have a good goodness of fit. All models have a good goodness-fit above 0.26 (Wetzels et al., 2009) except for SCRM capabilities which has a poor goodness-fit. All Q2 values are positive (Table 2) (Hair et al., 2021). The GOF fit index gave a value of 0.6012, indicating a very good model fit (Wetzels et al., 2009).

Table 2. Model fit

Latent construct	R2	Q2
SCRM capabilities	0.0209	0.0617
Marketing Performance	0.6151	0.5812
Financial Performance	0.4652	0.3085

Estimation of the structural model pointed to significant effects that can be used to test our hypotheses (Table 3).

Table 3. Hypotheses Testing

Hypothesis	Regression coefficient	T test	Hypothesis
H1.1: SMuse -> MkgPer	0.212	(1.680; 0.10)	supported
H1.2: SMuse -> FinPer	0.208	(1.380; 0.10)	not supported
H.2: SMuse -> SCRMcap	-0.144	(1.001; 0.10)	not supported
H3.1: SCRMcap -> MkgPer	0.374	(5.491; 0.10)	supported
H.3.2: SCRMcap -> FinPer	0.469	(4.668; 0.10)	supported
H4.1: Market turbulence * SMuse -> MkgPer	0.139 (f^2= 0,043)	(2.315; 0.10)	supported
H4.2: Market turbulence * SMuse -> FinPer	0.124 (f^2= 0,029)	(1.793; 0.10)	not supported

In our study, we chose to use a one-tailed test to assess specific hypotheses. Our proposition suggests that the use of SM and the capabilities of SCRM positively impact performance. In other words, we contend that performance would significantly improve after the intervention of SM and SCRM. The partial validation of the first hypothesis (H1) shows that the use of SM positively affects the marketing performance of companies operating in the MT sector. This funding, in accordance with Salloum et al. (2019) study based on research conducted in Jordan, indicates that SM, especially Facebook, has a positive impact on destination tourism marketing. Indeed, Jordan's MT marketers must focus on key factors influencing destination marketing through SM, particularly Facebook (Alghizzawi et al., 2019).

Similarly, according to Tat-Huei et al. (2020), SM significantly impacts the image of Malaysia as a MT destination. This influence extends to perceived value and the intention to revisit. Therefore, these media platforms serve as an extensive and effective means to market healthcare facilities and attract medical tourists, as highlighted by Sankar and Kannan in 2020. Indeed, several authors claim that the use of these technologies improves the performance of MT establishments (Kim, 2016), builds trust (Haudi et al., 2022) and promotes loyalty (Abbasi et al., 2022). Ugli & Um (2023) highlight the crucial role of SM marketing in minimizing perceived risks and enhancing satisfaction among international medical tourists. Nevertheless, the findings indicated that the adoption of these technologies by professionals in MT does not substantially influence their financial performance.

This can be explained by the fact that the impact on financial performance is not immediate, as tangible results from SM marketing campaigns may take time to materialize. Certainly, as noted by Paniagua & Sapena (2014), the advantages of SM for business performance are not immediate and tend to be realized over the long term. Tunisia's unique characteristics in the MT industry may influence how SM usage affects financial outcomes, considering industry-specific nuances. We also hypothesized that the use of SM positively affects SCRM capabilities (H2) and that these have a positive impact on the performance of companies operating in the MT sector (H3.1 and H3.2). This means that SCRM capabilities act as a mediating factor in the relationship between SM use and the performance of MT service providers. This mediating effect is not confirmed in our study, as the second condition of the mediating effect (Baron & Kenny, 1986), namely Hypothesis (H2), is not validated. This result contradicts with the findings of Guangming & Jay (2023), who assert the presence of an indirect influence of SM use on marketing performance through CRM capabilities.

Furthermore, several studies have affirmed the significance of the relationship between SM use and capabilities (e.g., Ye et al., 2022; Marolt et al., 2022). While some argue that capabilities mediate the link between resources and performance, others like Mishra et al. (2019) question this perspective, possibly due to unique study contexts in the MT sector where many professionals don't define a specific strategy for SCRM. Another explanation for the lack of mediation is possibly the presence of a direct effect between the use of SM and performance. In summary, a combination of factors related to the industry, implementation, evolution of SM, and local context could account for this divergence from previous studies. The validation of hypothesis (H3) supports the notion that SCRM capabilities contribute to enhancing the marketing and financial performance of MT companies. Indeed, while the specific mediating effect of SCRM capabilities has not been confirmed, this does not rule out the possibility that they have a direct positive impact on performance. These results may reflect the complexity of relationships in the specific context of MT. Additionally, the benefits of SCRM capabilities may evolve over time, with the mediating effect potentially requiring an extended period to become evident. This finding aligns with the conclusions drawn by Al-Gasawneh et al. (2021).

Certainly, by fostering greater interaction between social technologies and CRM processes, the potential positive impacts of SCRM capabilities on both customer satisfaction and financial performance of companies can be significantly heightened (Ngo et al., 2021). This outcome implies that SCRM capabilities have a positive influence on customer satisfaction and loyalty (Trainor et al., 2014) and drive increased profitability (Aljabhan, 2023). Validation of hypothesis (H4) highlights the moderating effect on the link (H1). This result aligns with the findings of Arici and Gok (2023), demonstrating that market turbulence intensifies the positive relationship between the company's innovation and its performance. Chong et al. (2015) also identified a moderating influence on the association between e-marketing services and e-marketing performance. This effect is relatively important in the MT sector which is considered to be very dynamic, allowing tourists-patients to have a wide range of choices of services (Najar & Zaiem, 2018). This variety pushes professionals in the sector to improve their use of SM in order to gain the trust and satisfaction of their customers.

Multi-group analysis

A non-parametric test through a multi-group analysis (PLS- MGA) showed a difference between the two groups (gp1: tour operators; gp2: clinics) in four relationships (Table 4). Indeed, tour operators integrate more SCRM capabilities in their use of SM, which allows them to improve their performance. This can be explained by the fact that tour operators may have a more pronounced commercial orientation than clinics, leading them to place greater importance on managing customer relationships on SM to attract and retain clients. Additionally, as intermediaries, tour operators may emphasize customer relations to ensure an overall positive experience. Indeed, it has been shown that SCRM helps to identify the interests of potential customers, increase the number of tourists and establish good relationships with them, in particular, through the collection and dissemination of tourist information stored and communicated on Facebook and Instagram (Ibrahim et al., 2021). In contrast, clinics are more sensitive to market turbulence. It implies that the impact of SM on performance can vary depending on market turbulence levels. In unstable market conditions, this relationship may be influenced differently compared to more stable conditions.

Table 4. Multi-group analysis (Tour-operators vs Clinics)

Relationships	Difference between Path of gp 1 and gp 2 (eigenvalues)	Value-t gp1 (tour-operators)	Value-t gp2 (Clinics)	Value-p gp1 vs gp2
H1.1: SMuse -> MkgPer	0.061	0.990	0.479	0.576
H1.2: SMuse -> FinPer	0.046	0.544	0.745	0.578
H.2: SMuse -> SCRMcap	0.597	**2.029**	**0.730**	**0.949**
H3.1: SCRMcap -> MkgPer	0.467	**6.986**	**1.446**	**0.000**
H.3.2: SCRMcap -> FinPer	0.602	6.998	3.504	0,000
H4.1: Market turbulence * SMuse→ MkgPer	0.264	**0.201**	**2.288**	**0.979**
H4.2: Market turbulence * SMuse -> FinPer	0.221	**0.356**	**1.793**	**0.954**

CONCLUSIONS

Studies addressing the influence of SM and SCRM capabilities in the MT sector are very limited, especially those examining this effect from a business perspective rather than a consumer perspective.

Therefore, this study builds upon these gaps by examining the effects of SM use on MT companies' performance and investigating the boundary condition and underlying mechanism explaining this effect.

This is accomplished through conducting a quantitative study about the impact of using SM specifically through SCRM capabilities on enhancing the business performance of providers in Tunisia's MT industry. Based on 133 questionnaires collected from clinics and tour operators, and using PLS-SEM, this study reveals the partial impact of SM utilization on the business performance of these entities, particularly in relation to their marketing performance. Likewise, the findings suggest that SCRM capabilities do not serve as a mediating factor in the relationship between SM use and the performance of MT service providers. In contrast, tour operators are more inclined to integrate SCRM capabilities into their SM strategies, enabling them to enhance their overall performance. Regarding clinics, they demonstrate greater responsiveness to the moderating impact of market turbulence.

The methodological choice to examine the impact from a business perspective, rather than a consumer perspective, indicates the importance of considering the viewpoint of industry providers. Researchers interested in understanding the business implications of SM in other sectors may benefit from adopting a similar methodological approach to ensure relevance to industry stakeholders. Moreover, the study's comparison between clinics and tour operators indicates opportunities for cross-sector research. Researchers can benefit by investigating the impact of SM and SCRM capabilities across different sectors, tailoring methodologies to sector-specific characteristics.

5.1. Managerial implications

Managers in the Tunisian MT sector can use the findings to fine-tune and optimize their SM strategies, with a particular focus on enhancing marketing performance. This may involve revising content, promotional tactics, and online community interactions to maximize benefits. On the other hand, recognizing that tour operators in Tunisia seem to gain significant advantages from utilizing SCRM capabilities, managers may consider targeted investments in these capacities. This could involve staff training, adopting specific technologies, and developing processes to strengthen customer relations through SM. Furthermore, in unstable market conditions, the relationship between the use of SM by Tunisian clinics and their performance may be influenced differently compared to more stable conditions. This nuance highlights the importance of adjusting SM strategies to the specific economic and competitive context during each period of market turbulence.

5.2. Research limitations and future research directions

This research is not exempt from limitations. The context-specific nature of MT in Tunisia and the dynamic nature of SM may constrain the generalizability of the findings. For future research, it would be valuable to explore international comparisons, adopt a longitudinal approach to track the impact of SM over time, and investigate the role of cultural differences. Expanding the sample to include other stakeholders, such as hotels or guesthouses and integrating control variables like the strategy for exporting medical services or company size could improve the generalizability and robustness of the research. Additionally, introducing moderating or mediating variables such as "cultural factors" (Jursé et al., 2019) would enrich the research model. These avenues could significantly enhance the understanding of SM strategies in MT and contribute to their evolution.

Author Contributions: Conceptualization, M.N.; methodology, M.N and I.Z.; software, M.N.; validation, M.N and I.Z.; formal analysis, M.N and I.Z. and A.E.E.S.; investigation, M.N.; data curation, M.N and I.Z. and A.E.E.S.; writing - original draft preparation, M.N.; writing - review and editing, I.Z. and A.E.E.S.; visualization, M.N. and I.Z.; supervision, I.Z. and A.E.E.S.; project administration, M.N and I.Z. and A.E.E.S. All authors have read and agreed to the published version of the manuscript.

Funding: This work was supported by the Deanship of Scientific Research, Vice Presidency for Graduate Studies and Scientific Research, King Faisal University, Saudi Arabia [KFU250010]. This research was funded by the General Directorate of Scientific Research & Innovation, Dar Al Uloom University, through the Scientific Publishing Funding Program.

Institutional Review Board Statement: The study was conducted according to the guidelines of the Declaration of Helsinki and approved by the Deanship of Scientific Research Ethical Committee, King Faisal University (project number: KFU250010, date of approval: 1 November 2024).

Informed Consent Statement: Informed consent was obtained from all subjects involved in the study.

Data Availability Statement: The data presented in this study may be obtained on request from the corresponding author.

Acknowledgements: The research undertaken was made possible by the equal scientific involvement of all the authors concerned.

Conflicts of Interest: The authors declare no conflict of interest.

REFERENCES

Abbasi, A. Z., Rather, R. A., Hooi Ting, D., Nisar, S., Hussain, K., Khwaja, M. G., & Shamim, A. (2022). Exploring tourism-generated social media communication, brand equity, satisfaction, and loyalty: A PLS-SEM-based multi-sequential approach. *Journal of Vacation Marketing*, 30(1), 93-109. https://doi.org/10.1177/13567667221118651

Al-Gasawneh, J., Alzubi, K., Nusairat, N., Al-Adamat, A., Mohamed Anuar, M., Almestrihi, R., & Qaied, B. (2021). The interaction of social CRM between CRM performance and marketing performance in hotels. *International Journal of Data and Network Science*, 5, 745–756. https://doi.org/10.5267/j.ijdns.2021.7.006

Alghizzawi, M., Habes, M., & Salloum, S. A. (2019). The relationship between digital media and marketing medical tourism destinations in Jordan: Facebook Perspective. *International conference on advanced intelligent systems and informatics*, 1058, 438–448. https://doi.org/10.1007/978-3-030-31129-2_40

Alhaji Husseini, S. (2022). Marketing resources and firm performance the role of marketing capabilities and market munificence in an emerging africain economy. *Budapest Management Review*, 53(5), 83-95. https://doi.org/10.14267/VEZTUD.2022.05.07

Alharethi, T., & Kabil, M. (2024). Charting the Sustainable Course: Navigating the Saudi Arabia Medical and Wellness Tourism Roadmap with Business Model Canvas (BMC). *Sustainability*, 16(9), 3856. https://doi.org/10.3390/su16093856.

Aljabhan, B. (2023). Economic strategic plans with supply chain risk management (SCRM) for organizational growth and development. *Alexandria Engineering Journal*, 79(2023), 411-426. https://doi.org/10.1016/j.aej.2023.08.020

Al Karim, R., Alam, M. M. D., & Al Balushi, M. K. (2023). The nexus between CRM and competitive advantage: The mediating role of customer loyalty. *Nankai Business Review International*, 15(12), 248-268. https://doi.org/10.1108/NBRI-04-2022-0040

Al-Mashahedi, A. B. A., Zhang, J., & Harjan, S. A. (2021). Investigating the effect of the social customer relationship management (CRM) on customers and financial performance: Evidence from Iraq. *International journal of research in Business and social science*, 10(1), 235-245. https://doi.org/10.20525/ijrbs.v10i1.980

Alvi, M. (2016). A Manual for Selecting Sampling Techniques in Research. MPRA Paper 70218, University Library of Munich, Germany, 25 March. https://mpra.ub.uni-muenchen.de/70218/.

Andzulis, J. M., Panagopoulos, N. G., & Rapp, A. (2012). A review of social media and implications for the sales process. *Journal of personal selling & sales management*, 32(3), 305-316. https://doi.org/10.2753/PSS0885-3134320302

Arici, T.N., & Gok, M. S. (2023). Examining Environmental Turbulence Intensity: A Strategic Agility and Innovativeness Approach on Firm Performance in Environmental Turbulence Situations. *Sustainability*, 15(6), 1-17. https://doi.org/10.3390/su15065364

Arrigo, E., Di Vaio, A., Hassan, R., & Palladino, R. (2022). Followership behavior and corporate social responsibility disclosure: Analysis and implications for sustainability research. *Journal of Cleaner Production*, 360(2022), *1-19.* https://doi.org/10.1016/j.jclepro.2022.132151

Barney, J. B. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17(1), 99-120. https://doi.org/10.1177/0149206391017001

Baron, R. M., & Kenny, D. A. (1986). The moderator-mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, 51(6), 1173-1182. https://doi.org/10.1037/0022-3514.51.6.1173

Cham, T. H., Cheng, B. L., Low, M. P., & Cheok, J. B. C. (2020). Brand image as the competitive edge for hospitals in medical tourism. *European Business Review*, 31(1), 31-59. https://doi.org/10.1108/EBR-10-2019-0269

Chin, W. W., & Newsted, P. R. (1999). *Structural Equation Modeling Analysis with Small Samples Using Partial Least Squares. Statistical Strategies for Small Sample Research*, Sage Publications, 307-341.

Chong, K. C., Bian, D., & Zhang, N. (2015). E-marketing services and e-marketing performance: the roles of innovation, knowledge complexity and environmental turbulence in influencing the relationship. *Journal of marketing management*, 32(1), 1-30. https://doi.org/10.1080/0267257X.2015.1102758

Ediansyah, Areif, M., Hamsal, M., & Abdinagoro, S. B. (2023). Interplay between Networking Capability and Hospital Performance in Indonesia's Medical Tourism Secto. *International Journal of Environmental Research and Public Health*, 20(1), 374. https://doi.org/10.3390/ijerph20010374

Elshaer, I. A., Azazz, A. M. S., Elsaadany, H. A. S., & Elnagar, A. K. (2024). Social CRM Strategies: A Key Driver of Strategic Information Exchange Capabilities and Relationship Quality. *Information*, 15(6), 329. https://doi.org/10.3390/info15060329

Fahmi, K., Sihotang, M., Hadinegoro, R. H., Sulastri, E., Cahyono, Y., & Megah, S. I. (2022). Health Care SMEs Products Marketing Strategy: How the Role of Digital Marketing Technology trough Social Media. *Universal Journal of Science and Technology*, 1(1), 16-22. https://doi.org/10.11111/ujost.v1i1.55

Farrukh, M., Shahzad, I. A., Sajid, M., Sheikh, M. F., & Alam, I. (2022). Revisiting the intention to travel framework in the perspective of medical tourism: The role of eWord-of-mouth and destination image. *International Journal of Healthcare Management*, 15(1), 28-35. https://doi.org/10.1080/20479700.2020.1836733

Fathey, M., Syahida Binti, H., Rahayu Binti, A., & Yousef, F. (2021). An Integrated Model for Investigating the Impact of Social CRM on Performance of SMEs in Developing Countries: Instrument Development. *Journal of System and Management Sciences*, 11(3), 140-162. https://doi.org/10.1016/j.jjimei.2024.100248

Foltean, F. S., Trif, S. M., & Tuleu, D. L. (2019). Customer relationship management capabilities and social media technology use: Consequences on firm performance. *Journal of Business Research*, 104(2019), 563-575. https://doi.org/10.1016/j.jbusres.2018.10.047

Fraccastoro, S., Gabrielsson, M., & Bolman Pullins, E. (2021). The integrated use of social media, digital, and traditional communication tools in the B2B sales process of international SMEs. *International Business Review*, 30(4), 1-15. https://doi.org/10.1016/j.ibusrev.2020.101776

Frikha, A. (2019). *Measurement in marketing: operationalization of latent constructs*, 1st ed., ISTE-Wiley, London UK-Hoboken USA. https://doi.org/10.1002/9781119671374

Golzar, J., Noor, S., & Tajik, O. (2022). Sampling Method | Descriptive Research Convenience Sampling. *International Journal of Education and Language Studies LS*, 1(2), 73-77. https://doi.org/10.22034/ijels.2022.162981

Guangming, C., & Jay, W. (2023). Strategic use of social media in marketing and financial performance: The B2B SME context. *Industrial Marketing Management*, 111(2023), 41-54. https://doi.org/10.1016/j.indmarman.2023.03.007

Hair, J. F, Hult, G. T. M., Ringle C. M., Sarstedt, M., Danks, P. N., & Ray, M. (2021). *Partial Least Squares Structural Equation Modeling (PLS-SEM) Using R A Workbook*, Springer, 11, 6330 Cham, Switzerland. https://doi.org/10.1007/978-3-030-80519-7

Harrigan, P., Miles, M. P., Fang, Y., & Roy, S. K. (2020). The role of social media in the engagement and information processes of social CRM. *International Journal of Information Management*, 54(2), 102151. https://doi.org/10.1016/j.ijinfomgt.2020.102151

Haudi, H., Wiwik, H., Musnainic, M., Yohanes, T. S., Teguh, P., Endang, P. O. D., Hadion, W., Hendrian, Y., Rachmina, K., & Yoyok, C. (2022). The effect of social media marketing on brand trust, brand equity and brand loyalty. *International Journal of Data and Network Science*, 6(2022), 1–12. https://doi.org/10.5267/j.ijdns.2022.1.015

Henseler, J., Hubona, G., & Ash Ray, P. (2016). Using PLS path modeling in new technology research: updated guidelines. *Industrial Management & Data Systems*, 116(1), 2-20. https://doi.org/10.1108/IMDS-09-2015-0382

Herhausen, D., Ludwig, S., Grewal, D., Wulf, J., & Schoegel, M. (2019). Detecting, Preventing, and Mitigating Online Firestorms in Brand Communities. *Journal of Marketing*, 83(3), 1-81. https://doi.org/10.1177/00222429188223

Ibrahim, A., Indah, D. R., & Meytri, D. I. (2021). The implementation of social customer relationship management for tourism information system. *Indonesian Journal of Electrical Engineering and Computer Science*, 24(3), 1578-1588. http://doi.org/10.11591/ijeecs.v24.i3.pp1578-1588

Idbenssi, S., Larbi, S., Dalia, P., & Mindaugas, Š. (2023). Exploring the Relationship between Social Media and Tourist Experiences: A Bibliometric Overview. *Social Sciences*, 12(2023), 444. https://doi.org/10.3390/socsci12080444

Islam, M. T. (2021). Applications of Social Media in the Tourism Industry: A Review. *SEISENSE Journal of Management*, 4(1), 59-68. https://doi.org/10.33215/sjom.v4i1.556

Jalal, A. N., Bahari, M., & Tarofder, A. K. (2021). Transforming Traditional CRM into social CRM: AN empirical investigation in Iraqi healthcare industry. *Heliyon*, 7(5), e06913. https://doi.org/10.1016/j.heliyon.2021

Janalipour Jenizeh, S., & Ersöz, F. (2023). Investigation of Factors Affecting Choice of Medical Travel Destination Using Data Mining Techniques. *International Journal of Travel Med Glob Health*, 11(1), 186-193. https://doi.org/10.30491/ijtmgh.2022.364468.1316

Jaworski, B. J., & Kohli, A. K. (1993). Market Orientation: Antecedents and Consequences. *Journal of Marketing*, 57(1993), 53–70. https://doi.org/10.2307/1251854

Jayachandran, S., Sharma, S., Kaufman, P., & Raman, P. (2005). The role of relational information processes and technology use in customer relationship management. *Journal of Marketing*, 69(4), 177–192. https://doi.org/10.1509/jmkg.2005.69.4.177

Jumadi, R., & Samsul, B. (2017). Strategic resources for sustainable competitive advantage. *International Journal of Advanced Research*, 5(3), 237-241. https://dx.doi.org/10.21474/IJAR01/3507

Jaziri, R., & Miralam, M. (2019). Future trends and challenges in Healthcare Tourism in Tunisia: A Foresight Study, *In Vision 2025: Education Excellence and Management of Innovations through Sustainable Economic Competitive Advantage*, International Business Information Management Association in Madrid, Spain, pp. 126.

Jursé, A., Makackaité, A., Jakutyté, G., & Kievisiené, L. (2019). The intersection of cultural dimensions, social media usage and consumer purchase intention. *14th Prof. Vladas Gronskas International Scientific Conference, Kaunas: Vilnius University Kaunas Faculty*, 5th of December, 2019, pp. 34. https://doi.org/10.15388/OpenSeries.2019.18401.

Kamassi, A., Noor, H., Abd, M., & Omar, A. (2020). The identity and role of stakeholders in the medical tourism industry: state of the art. *Tourism Review*, 75(3), 559–574, https://doi.org/10.1108/TR-01-2019-0031

Khan, R. U., Salamzadeh, Y., Iqbal, Q., & Yang, S. (2022). The impact of customer relationship management and company reputation on customer loyalty: The mediating role of customer satisfaction. *Journal of Relationship Marketing*, 21(1), 1-26. https://doi.org/10.1080/15332667.2020.1840904

Kim, M. S. (2016). Medical Service Purchasing Decision under Information Uncertainty". *International Journal of Social Welfare Promotion and Management*, 3(1), 223-228. https://doi.org/10.21742/ijswpm.2016.3.1.36

Kim, H. L., & Hyun, S. S. (2022). The Future of Medical Tourism for Individuals' Health and Well-Being: A Case Study of the Relationship Improvement between the UAE (United Arab Emirates) and South Korea. *International Journal of Environmental and Responsible Public Health*, 19(9), 5735. https://doi.org/10.3390/ijerph19095735

Kozlenkova, I. V., Samaha, S. A., & Palmatier, R. W. (2014). Resource-based theory in marketing. *Journal of the Academy of Marketing Science*, 421(2014), 1-21. https://doi.org/10.1007/s11747-013-0336-7

Liang, T. P., You, J. J., & Liu, C. C. (2010). A resource-based perspective on information technology and firm performance: a meta-analysis. *Industrial Management & Data Systems*, 110(8), 1138-1158. https://doi.org/10.1108/02635571011077807

Latief, A., & Ulfa, M. (2024). Healthcare facilities and medical tourism across the world: a bibliometric analysis. *Malaysian Journal of Medical Sciences*, 31(2),18–29. https://doi.org/10.21315/mjms2024.31.2.3

Manso-Félix, V. S. (2021). Medical Tourism Development - Adopted Strategies Across the Globe: A Systematic Review. Master in Health Services Management. ISCTE-IUL. Available at: https://repositorio.iscte-iul.pt/handle/10071/23888

Marchand, A., Hennig-Thurau,T., & Flemming, J. (2022). Social media resources and capabilities as strategic determinants of social media performance. *International Journal of Research in Marketing*, 38(3), 549-571. https://doi.org/10.1016/j.ijresmar.2020.09.011

Marolt, M., Zimmermann, H. D., & Pucihar, A. (2022). Social Media Use and Business Performance in SMEs: The Mediating Roles of Relational Social Commerce Capability and Competitive Advantage. *Sustainability, 14(22)*, 15029. https://doi.org/10.3390/su142215029

Maurette, T., & Ben Fguira, S. (2023). *A case of medical tourism?* http://journals.openedition.org/viatourism/8590 (accessed 01.12. 2023). https://doi.org/10.4000/viatourism.8590

Mishra, N., Rajkumar, M., & Mishra, R. (2019). Micromanagement: An Employers' Perspective". *International journal of scientific & technology research*, 8(10), 2949-2952. https://doi.org/10.1108/LODJ-07-2022-0329

Najar, M., & Zaiem, I. (2018). Les déterminants et les conséquences de l'utilisation des médias sociaux par les professionnels du tourisme médical Tunisien.Une étude exploratoire, *16th ATM conference*, Avril 2018. Tunis.

Ngo, V. M., Phan, Q. P. T., & Vu, H. M. (2021). Implementing social customer relationship management in turbulent environments: A dynamic capabilities perspective. *Webology*, 18(2021), 49–70. https://doi.org/10.14704/WEB/V18SI03/WEB18020

Nilashi, M., Samad, S., Manaf, A. A., Ahmadi, H., Rashid, T. A., Munshi, A., & Ahmed, O. H. (2019). Factors influencing medical tourism adoption in Malaysia: A DEMATEL-Fuzzy TOPSIS approach. *Computers & Industrial Engineering*, 137(2019), 106005. https://doi.org/10.1016/j.cie.2019.106005

Nusair, K. (2020). Developing a comprehensive life cycle framework for social media research in hospitality and tourism: a bibliometric method 2002–2018. *International Journal of Contemporary Hospital Management*, 32(3), 1041–1066. https:// doi.org/10.1108/IJCHM-09-2019-0777

Paniagua, J., & Sapena, J. (2014). Performance and social media: love or hate. *Business Horizons*, 57(6), 719-728. https://doi.org/10.1016/j.bushor.2014.07.005

Poornima, A., & Subramanian, S. (2024). Fostering Global Wellness: Harnessing Social Media to Enhance Cross-Cultural Trust to propel Medical Tourism Ensuring Economic Growth. *European Conference on Social Media*, 11(2024), 216-224. https://doi.org/10.34190/ecsm.11.1.2408

Pratiwi, M., & Arsyah, U. I. (2021). The Effectiveness of the Concept of CRM Application for SMEs during the COVID-19 Pandemic. *In Journal of Physics: Conference Series*, 1933(1), 012026. https://doi.org/10.1088/1742-6596/1933/1/012026

Radebe, S. S., Verkijika, S. F., & Neneh, B. N. (2023). Social media use and performance of small businesses: a customer-centric perspective. Baltic *Journal of Management*, 19(3), 1108. https://doi.org/10.1108/BJM-01-2023-0044

Rahim, F. B. T, & Zainuddin, Y. B. (2017). Moderating effect of environmental turbulence on firm's technological innovation capabilities (TIC) and business performance in the automotive industry in Malaysia: A conceptual framework. *In MATEC Web of Conferences*, 90(01009). Malaysia. https://doi.org/10.1051/matecconf/20179001009

Ramon-Jeronimo, J. M., Florez-Lopez, R., & Araujo-Pinzon, P. (2019). Resource-Based View and SMEs Performance Exporting through Foreign Intermediaries: The Mediating Effect of Management Controls. *Sustainability*, 11(12), 3241. https://doi.org/10.3390/su11123241

Reinartz, W., Haenlein, M., & Henseler, J. (2009). An empirical comparison of the efficacy of covariance-based and variance-based SEM. *International Journal of Research in Marketing*, 26 (4), 332–344. https://doi.org/10.1016/j.ijresmar.2009.08.001

Ricciardi, F., Zardini, A., & Rossignoli, C. (2018). Organizational integration of the IT function: A key enabler of firm capabilities and performance. *Journal of Innovation & Knowledge*, 3(3), 93-107. https://doi.org/10.1016/j.jik.2017.02.003

Sajilan, S., Shehnaz, T., Yafi, E., & Ting, X. (2019). Impact of Facebook usage on firm's performances among Malaysian Chinese retailers. *Global Business & Finance Review*, 24(4), 45-62. https://doi.org/10.17549/gbfr.2019.24.4.45

Salloum, S. A., Alghizzawi, M., & Habes, M. (2019). The Relationship Between Digital Media and Marketing Medical Tourism Destinations in Jordan: Facebook Perspective. Conference: International Conference on Advanced Intelligent Systems and Informatics, Springer Nature Switzerland AG 2020, AISC 1058: 438–448. https://doi.org/10.1007/978-3-030-31129-2_40

Sankar, S., & Kannan, R. (2020). Social Media and Big Data for Marketing Medical Tourism in Thiruvananthapuram. *International Journal of Interdisciplinary Research and Innovations*, 8(2), 74-80.

Sari, A. S. S., Ihalauw, J. J. O. I., Nugraha, A. K. N. A., & Hani, S. (2024). Examining The Effects of Social CRM on MSME Performance in Times of Crisis. *Journal of System and Management Sciences*, 14 (3), 293-317. https://doi.org/10.33168/JSMS.2024.0317

Sin, L. Y. M., Tse, A. C. B., & Yim, F. H. K. (2005). CRM: Conceptualization and scale development. *European Journal of Marketing*, 39(11/12), 1264−1290. https://doi.org/10.1108/03090560510623253

Srinivasan, R., & Moorman, C. (2005). Strategic Firm Commitments and Rewards for Customer Relationship Management in Online Retailing. *Journal of Marketing*, 69(40), 193–200. https://doi.org/10.1509/jmkg.2005.69.4.193

Suanpang, P. (2020). Factor Analysis of Using Social Media in Tourism Enterprises for Competitiveness. *International Journal of Innovation, Management and Technology*, 11(1), 27-32. https://doi.org/10.18178/ijimt.2020.11.1.871

Subhani. S. (2019). Data Mining of Social Media – the Bridge between Traditional and Social CRM. *International Journal of Business, Humanities and Technology*, 9(2), 19-25. https://doi.org/10.30845/ijbht.v9n2p3

Sun, J., Song, S., Wipawayangkool, K., & Oh, J. S. (2021). Roles of dynamic capabilities and knowledge management strategies on organizational performance. *Information Development*, 37(3), 122-135. https://doi.org/10.1177/0266666919894377

Tajvidi, R., & Karami, A. (2021). The effect of social media on firm performance. *Computers in Human Behavior*, 20(2021), 105174. https://doi.org/10.1016/j.chb.2017.09.026

Tat-Huei, C., Yet-Mee, L., Bee-Chuan, S., Jun-Hwa, C., & Hiram, T. (2020). Medical Tourism Destination Image and its Relationship with the Intention to Revisit: A Study of Chinese Medical Tourists in Malaysia. *Journal of China Tourism Research*, 17(2), 163–191. https://doi.org/10.1080/19388160.2020.1734514

Trainor, K. J., Andzulis, J. M., Rapp, A., & Agnihotri, R. (2014). Social media technology usage and customer relationship performance: A capabilities-based examination of social CRM. *Journal of Business Research*, 67(6), 1201-1208. https://doi.org/10.1016/j.jbusres.2013.05.002

Trainor, K. J., Beitelspacher, L. S., & Schillewaert, N. (2010). Integrating technology and marketing: an examination of the drivers and outcomes of e-marketing capability. *Industrial Marketing Management*, 40(2010), 162–174. https://doi.org/10.1016/j.indmarman.2010.05.001

Trif, S. M., Dutu, C., & Tuleu, D. L. (2019). Linking CRM capabilities to business performance: a comparison within markets and between products. *Management & Marketing*, 14(3), 292-303. https://doi.org/10.2478/mmcks-2019-0021

Tuclea, C. E., Vrânceanu, D. M., & Năstase, C. E. (2020). The Role of Social Media in Health Safety Evaluation of a Tourism Destination throughout the Travel Planning Process. *Sustainability*, 12(2020), 6661. https://doi.org/10.3390/su12166661

Ugli, A. N. B., & Um, K. H. (2023). The Effect of Social Media Marketing Capability on International Patient Satisfaction through Perceived Risk in the Medical Tourism Context. *Journal of Korean Society for Quality Management, 51*(2), 203-221. https://doi.org/10.7469/JKSQM.2023.51.2.203

Uyanik, M. *(*2023). Resource-Based View in Marketing Literature. *Journal of Business and* Management *Studies*, 5(4), 29-39. https://doi.org/10.32996/jbms

Wetzels, M., Odekerken-Schroder, G., & Van Oppen, C. (2009). Using PLS path modeling for assessing hierarchical construct models: guidelines and empirical illustration. *MIS Quarterly*, 33(1), 177-195. https://doi.org/10.2307/20650284

Wu, F., Mahajan, V., & Balasubramanian, S. (2003). An analysis of e-business adoption and its impact on business performance. *Journal of the Academy of Marketing Science*, 31(4), 425−447. https://doi.org/10.1177/0092070303255379

Xu, T., Wang, W., & Du, J. (2020). An Integrative Review of Patients' Experience in the Medical Tourism. *The Journal of Health Care Organization, Provision, and Financing*, 57(2022), 4597–4606. https://doi.org/10.1177/0046958020926762

Ye, Y., Yu, Q., Zheng, Y., & Zheng, Y. (2022). Investigating the effect of social media application on firm capabilities and performance: The perspective of dynamic capability view. *Journal of Business Research*, 139(14), 510-519**.** https://doi.org/10.1016/j.jbusres.2021.10.008

Yulisa, S., Utama, L., & Ruslim, T. S. (2021). The Use of Social Media to Enhance the Performance of Small and Medium Scale-Businesses. *Advances in Economics, Business and Management Research*, 653(2021), 443-447. https://doi.org/10.2991/aebmr.k.220501.067

Zhang, H., & Song M. (2022). How Big Data Analytics, AI, and Social Media Marketing Research Boost Market Orientation. *Research-Technology Management*, 65(2), 64-70. https://doi.org/10.1080/08956308.2022.2022907

Zouaoui, N. (2021). Social media usage as a social CRM capability resource: an exploratory study among the Tunisian companies. *International Journal of Multidisciplinary and Current Educational Research*, 3(6), 232-241.

Article history: Received: 01.12.2024 Revised: 10.04.2025 Accepted: 07.05.2025 Available online: 03.06.2025