

The Influence of Organization Change Capability on Social Media Marketing Performance in the Gems and Jewelry Enterprise during the long COVID-19 Pandemic in Thailand

¹Chayathatto Mada, ²Na Krom, Woradech

^{1,2}*Faculty of Business, Economics and Communications, Naresuan University, Thailand*

Abstract

During the covid-19 pandemic, consumers' behavior has changed dramatically toward the online channel. Covid-19 has driven online shopping behavior and encouraged companies to become more aware of the things they feel are necessary to survive and stay competitive in business. Both new businesses and old businesses require new performance of social media marketing to survive in this situation. The purpose of this study is to provide a set of organization change capability that factor input on how to give enterprises success in the social media marketing performance outcomes following the outbreak of covid-19 in thailand. This research analyzed the issue of organization change capability in the gem and jewelry enterprise. In this area research is especially interested in the use of organization change capability factors in enterprise. The organization change capability discussed in this paper identifies two factors approach to process the highlights of the order of change and improve the organizational goals and define social media marketing according to income generated from social media.

The research systematically analyzes 200 selected gem and jewelry enterprises in thailand based on survey data. Research applied specific statistical methods appropriate for the tested variables. The gathered data was analyzed with chi-square test to determine whether there is a relationship between variables and anova to test differences in means for statistical analysis. Consequently, the goal was to find out if the use of investment controlling has an impact on a company's performance. Our finding confirmed our assumption and we concluded that the use of organization change capability has an impact on better social media marketing performance.

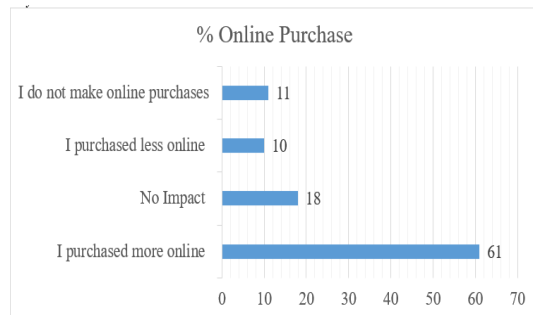
Keywords: Organization Change Capability, Social Media Marketing Performance.

Introduction

The COVID-19 outbreak has changed consumers' behaviors to significantly deviate from their usual online shopping behavior (Ludvík, E. et al, 2021). After the first wave of covid-19 it is argued that customers are looking for new channels for finding products or brands to buy from shops online (Mckinsey, 2020). Some customers, for instance, have had to move to online, home deliveries, or cashless payment, which they never considered before (Pantano et al, 2020). The specific case of Thailand, the

COVID-19 Pandemic in Thailand has seriously affected societies, economic and customer behavior. Figure 1 shows 61 percent of the respondents stated they purchased more online during the COVID-19 pandemic in Thailand as of May 2020. In comparison, only ten percent stated that they purchased less online. Many enterprise or industry sectors have been highly impacted by such changes, especially trade and distribution of goods. Further, the market for online shopping has expanded greatly.

Figure 1: The Impact of COVID-19 Pandemic on the Online Purchase Behavior among Consumers in Thailand as of May 2020.



Source: Statista Research Department 2020 , Thailand

Some enterprises do not accept this situation, but most are beginning to transform their businesses by digital tools and technology to enable them to work in other places as well as to provide services and goods through online channels. But traditional companies cannot wait for implementation of the technologies because they often compete with born-digital companies that already possess a digital approach and the required competencies.

Previous research highlighted the importance of Social Media Marketing which has a significant and positive effect on SME's Competitive Advantage, and entrepreneurial competencies have a positive and significant influence on social media marketing activities (Munir et al, 2019). The Community Enterprises must be able to increase competencies towards the business, especially, the ability of entrepreneurs to deal effectively with a difficult situation by feeling the limitations of the business environment and leveraging networking, building relationships, and activating internal relationships and resources. Moreover, the external pressure is a direct positive influence in the adaptation of digital technology and affects SMM performance (Patma et al, 2020). The enterprises also use SMM to improve advertising activities, marketing activities, connecting and communication with their customers (Bailey, 2019; Chatterjee, S. & Kar, A. K. , 2020).

Thus, this paper has three aims. First, to explore the influence of the enterprise's digital transformation capability on their social media marketing practice. Second, to use analysis of variance test to determine the social media success factors. And third, to investigate the

factors that influence social media marketing usage among communication enterprises.

The contribution of this study is three fold: First, this study defines a digital transformation capability in an enterprise. Second, this study identifies collection of factors that distinguish a gem and jewelry enterprise from its competitors during the COVID-19 pandemic on social media marketing. Third, this study provides a set of capabilities that factors input on how to give them success in social media marketing during the COVID-19 situation.

This paper is organized as follows: Section 2 provides a literature overview on concepts of key challenges of digital transformation and social media marketing performance. Section 3 describes the method used in this survey. Section 4 presents the results from these analyses with a discussion. Section 5 presents the conclusions, and section 6 points out the study's limitations and potential avenues for future research.

1.1 Background

The COVID-19 pandemic is the significant factor that influences enterprises' change in Thailand by using technology. Enterprises have had to quickly adapt to a new "normal" way of marketing. The status quo has been disrupted like never before, and businesses are being forced to the digital marketing channel. Quick thinking companies have been quick to adopt digital strategies to ensure business continuity.

During the COVID-19 pandemic, customer shopping behavior has changed dramatically toward the online channel and caused enterprises to rapidly shift toward communicating and interacting with customers through the digital marketing channel. In the New Normal Era, the influence of social media marketing activities on purchase intention of consumer's behaviour shows the growing importance of social media marketing since the COVID-19 pandemic began. The purchase intention is one of the main outputs expected from social media marketing activities. It is also supported by the result of the research conducted by Mason, Mason, A. N., Narcum, J., & Mason, K. (2021), revealing that social media is a significant media in forming and improving purchase intention and is related to the consumer decision-making processes.

Social Media Marketing performance can be an effective strategy to improve business during the pandemic situation and enterprises can be used as vehicles for a digital transformation strategy (Thota, S., 2018). However, to leverage social media for digital transformation marketing requires the basis of organization change capability level (Alves, H., et al., 2016). Consequently, to strengthen the technology and process in social media marketing development, the enterprise begins to focus on the existing level of organization capacities (Ellström, D., et al., 2021) and focuses on building the necessary organization capabilities to make that possible.

The success of social media marketing is related to elements of digital transformation in the enterprise. According to Orlandi, L. B., (2016), The inter-relationship of the digital transformation and organizational capabilities. According to Babak, A., Cerpa, N., & Chew, E., (2018), Their findings resulted in their proposing the organizational capability that an organization needs to acquire for deploying a successful digital transformation. The common dimension between digital transformation and digital business strategy is technology and structural changes. Absolutely, technology is an important element of digital transformation but often, it is more about divesting outdated processes, leveraging digital technology and creating innovation to increase marketing efficiency (McKinsey, 2018). The common dimensions shared by digital transformation and organizational capabilities are digital leadership, agile and scalable operations, and a digitally enabled customer service unit (Nadeem et al., 2018).

Although digital technologies will dramatically reshape enterprise during the pandemic, the success in transformations is proving to be harder because the keys to success of the enterprise to transform to digital is digitizing the organization's operating model and level of organization capabilities (McKinsey, 2018). Having digital technologies is only one part of change. In reality, the enterprise needs to make the organization capability-supported changes that differentiate successful digital transformations from their competitor.

Basically, if an enterprise is willing to start on a digital transformation process, then there are four main areas they should consider (Redman, T.C., & Davenport, T.H., 2020). First, the

Technology to use. While many technologies are becoming easier to use, it is very complicated and difficult to understand how any particular technology contributes to transformational opportunity and how to leverage technology for business growth. This is especially true in terms of adapting new technology for a specific requirement of the business and integrating technology with the existing system. However, accordingly this research focuses on social media marketing technology (Nadaraja, R., & Yazdanifard, R., 2013; Moghavvemi, S., 2014; & Onețiu, D. D., 2020).

Second, Data quality and analytic insight. Good data quality can make your digital transformation more likely to have a positive result and data analytic insights can create a good business opportunity to enhance customer support through the social media channel (Moghavvemi., 2014). Third, Process. Digital transformation requires a shift in business mindset. Digitization is transforming business models, processes and strategies. Embracing this shift requires everyone in the enterprises to rethink the business process for improved efficiency. And Four, Organizational Change Capability. In the world of digital business, the success of the organisation depends on its ability to adapt to the new environment and needs of the market (Slavinski, T., & Todorovic, M., 2019). Therefore, developing an organization change capability is essential for an enterprise to be successful in social media marketing. (Ellström et al., 2021).

In this study, we are providing a set of capabilities that have an impact on the social media marketing practice which refer to four dimensions of digital transformation: Technology, Data, Process and Organization change capability (Redman, T.C., & Davenport, T.H., 2020). The success of the enterprise focus on the context of using social media marketing in the business transformation during the COVID-19 pandemic can be explained (Koulouris, A. et al., 2020; Syaifulla, J. et al., 2021; Mason et al., 2021).

For successful use of social media marketing, the enterprise must clearly consider and identify change in capability related to social media marketing (Jara, A. J et al., 2014 ; Zuhdi, S. et al., 2019). Accordingly, this research aimed to identify a set of organizational capability in terms of digital transformation dimensions in the

Gems and Jewelry enterprise during the long COVID-19 pandemic in Thailand, and to analyze the influence of the capability which affects social media marketing success in order to develop guidelines that can drive the Gems and Jewelry enterprise to achieve social media marketing success during the pandemic.

LITERATURE REVIEW

2.1. The Impact of COVID-19 on the Gems and Jewelry Enterprise in Thailand

The COVID-19 pandemic has changed consumer behavior to shift towards digital consumption including online which has had an impact on Thailand enterprises (United Nations Thailand, 2020). The two biggest problems for manufacturing and enterprise in Thailand during the pandemic are as follows: First is demand reduction that led to a decrease in revenue flow.

And second d is the shortage of input because of lockdown in response to the pandemic.

In the jewelry industry, enterprises have undergone significant shifts during the Covid-19 pandemic, due to reducing the number of customers in stores, limiting face to face in store visits, either through mandated closures or consumer fears. The jewelry enterprise has been forced to consider their marketing channels and hopefully create a more effective online presence (International GEM Society, 2020).

The impact of COVID-19 has made the digital transformation of retail jewelers more imperative than ever before. The pandemic period required specific important practices for operations management and digital marketing tools and technics and their use to connect with vendors and customers. Especially needed is the power of social media to bring about attention content for existing customers and to generate a new channel to connect with new customers (International GEM Society, 2020). Consequently, the online jewelry business has used strong social media as a survival strategy for business during the COVID-19 lockdown to increase sales, brand awareness and brand loyalty during the pandemic (Daemi, Z., 2018).

2.2. Importance of a Digital Transformation

In the world of digital business, digital transformation can help enterprise stay competitive in the market (Kraus, S. et al., 2021). Based on previous research findings, change in consumer behavior and the changing world economy which is characterized by higher volatility, uncertainty, complexity and ambiguity are driving digital transformation in business (Kraus, S. et al., 2021; McKinsey, 2020; Gillpatrick, T., 2019; Slavinski, T., & Todorovic, M., 2019). Digital Transformation requires talent in four key areas for success as a technology, data, process, and organizational change capacity (Redman, T.C., & Davenport, T.H., 2020) and twenty-one practices in five categories: leadership, capability building, empowering workers, upgrading tools, and communication which make a digital transformation more likely to succeed (McKinsey, 2018).

In Thailand, the five most important principles of a successful entrepreneur in digital transformation during the pandemic include the following: First, The Focus on long term goals. The enterprise has a strong emphasis on business goals which aligns it with business model and strategies which insist that the business ideas mainly focus on changing the role of the strategy for success (Andriole, S. J., 2017; Hai, T. N., et al, 2021). Second, agility and the ability to constantly engage in iteration to generate a desired sequence of outcomes. The digital transformation must be applied urgently, and improved processes involve a complete development of technology, data, process, and organizational change capacity. For success, organizations must be able to digitally transform constantly to evolve their business process and system, while reducing business risks and costs (Andriole, S. J., 2017; Gillpatrick, T, 2019). Third, adopting technology to achieve specific goals for the development of customers' experience helps the enterprise manage the increasing demand for outstanding customer service and achieves customer satisfaction (Fitzgerald, M. et al., 2014; Andriole, S. J., 2017). Fourth, involve stakeholders. Digital transformation requires internal communication Enterprise leadership should communicate openly, pay attention to the business objective dimension and motivate employees to be more productive (White, M.,

2012 ; Andriole, S. J., 2017). Fifth, Prepare. The enterprise should be prepared to continuously evolve through business and technology landscapes transformation (Andriole, S. J., 2017; López-Rubio. et al., 2021).

In the jewelry business, the digital transformation is important for business to stay up to date with the new technology that not only is available but is preferred by customers (International GEM Society, 2020). In order to survive in business during COVID-19, the jewelry enterprise can even approach a new platform for additional commerce and customer communication. According to McKinsey (2020), findings showed an increase in percent of online sales of fine jewelry sales up from 2014 about four to five percent and self-purchase also ranks high. Findings suggest that enterprises should not undervalue digital channels for connecting with customers and promoting their brands. Consequently, the Digital transformation in the jewelry sector in the time of COVID-19 has undergone a significant shift to the online channel.

2.3. The Change Capability Organization

Organizational Change capability is one of the most important factors for ensuring successful digital transformation and increases the positive direct effect of marketing oriented on the dynamism of organisational activity (McGuinness, T. et al., 2015). The organizational change capability significantly mediates the influence of transformational leadership on operations and performance. According to Armenakis, A. A. and Bedeian, A. G (1999), the dimensions of organizational change direct the effect of marketing along the following two categories: First is process which highlights the order of change. First-order changes affect certain business processes and second-order changes effect the self-conception (Devos, G et al., 2008). Second is improvement of the organizational goals. The targets of improvement of organizational goals are cost reduction or increasing productivity or technology skill (Beer, M., & Nohria, N, 2000). However, the unique capabilities of digital marketing of the gem and jewelry industry to transform marketing require a new set of capabilities (Morgan N. A et al., 2009 ; Wymbs, C, 2021). The purpose of this study is to identify the set of capabilities of the gem and jewelry enterprise in social media marketing. In

addition, research findings can demonstrate how organization capabilities can influence social media market performance of the gem and jewelry industry.

2.4. Social Media Marketing

Social media is an important tool in the digital transformation which supports relationships between a business and its customers (Kunsmann, T, 2018 ; Ainsworth A. B, 2018). It can help the enterprise to improve marketing capability insight (Agnihotri, R et al., 2016) and the business will be able to improve customer value and enhance customer relationships (Lal et al. 2020). Social media has also revolutionized the jewelry sector. However, the growth of social media has led to a rise in this channel, especially on platforms like Instagram or Facebook live streaming. Jewelry enterprises now capture a new, typically younger audience to offer a different experience via digital marketing (International GEM Society , 2020 ; Kumar, A., & Möller, K., 2018)

The purpose of this study was to provide a set of capability insights for the online Gem and Jewellery enterprise including effective social media marketing that they used to reach sustainability and profitability in the areas of marketing during the pandemic.

RESEARCH METHOD

The research method used in this research was a questionnaire for assessing the organizational change capability of the community enterprise. All questions in the questionnaire are key practices for building organizational change capability to attain digital transformation based on the literature review.

Questionnaires were tested on members of the community enterprise and experts to evaluate the reliability and validity of the survey instruments prior to final distribution. After relatively few amendments, the final questionnaire was produced and sent to about 300 Gem and Jewellery enterprises in Thailand which leverage social media for digital transformation (Department of International Trade Promotion, 2019). Using Yamane's (1967) formula of sample size with a confidence coefficient of 95% the number of samples required was 172 enterprises.

The researcher proportionately picked samples for the study from the sampling area of Lower North of Thailand. The questionnaire was administered to 250 community enterprises. About 200 completed the questionnaires, or 80 percent were returned. After data cleaning, 200 responses were deemed appropriate for further inclusion in the study, which resulted in the sample.

In this research, we assume this tool of organization change capability is applied in enterprises that achieve social media marketing performance, according to the income generated by social media. In the following, we will use a chi-square test to determine whether there is a relationship of variables between organization change capability and social media marketing performance (income). We might state the following research hypothesis first in the form of a null hypothesis for this study:

H0: The use of organization change capability does not affect the enterprise social media marketing performance according to income.

H1: The use of organization change capability affects the enterprise social media marketing performance according to income.

Methodologically, a questionnaire was created to build data collection of enterprises in Thailand. Enterprises were initially analysed according to the distribution of the achieved performance of the 3 particular groups (Groups 1-3, group 1 – the low performance group with income from social media marketing < 10,000 Baht, group 2- the medium performance group with income from social media marketing 10,000 – 15,000 Baht and group 3 - the high-performance group with income from social media marketing >15,000 Baht.

We have used statistical methods in the research of interdependencies and impacts of individual factors on achieved performance of enterprises. This research applied the chi-square test, which is commonly used for testing the independence between two categorical variables. Results of chi-square tests describe selected statistics: Pearson's chi-square and significance p-value,

Pearson's contingency coefficient (CC), and degrees of freedom (df). And we applied analysis of variance (ANOVA) in the research. The purpose of ANOVA is to test differences in means (for groups or variables).

RESULTS

In this research the chi-square statistical test was used for quantifying the independence of categorical variables. We will perform a Chi-square test of independence to determine whether there is a statistically significant association between organization change capabilities and the enterprise social media marketing performance. We need to use this test because these variables are both categorical variables. Organization change capabilities can be only process highlights the order of change or improves the organizational goals (defined in the theoretical part of this paper). The enterprise social media marketing performance can only be the income generated by social media. For this variable we selected three categories of the social media marketing performance: low performance, medium performance and high performance.

In the variable "process highlights the order of change", we did not analyse each order of change separately, but first-order and second-order (defined in theoretical part of this paper) together as variable "process highlights the order to change". In variable "improves the organizational goals", we selected activities that are able to ensure the enterprise meets requirements in the given conditions i.e., reduces cost or increases productivity.

In the variable "the enterprise social media marketing performance," according to the income from social media marketing we started with 3 groups (categories). The statistical analysis record p-value $p < 0.05$ for the original 3 groups of performance (income from social media) and analysis of dependence between process highlights the order of change and improves the organizational goals recorded in this case p-value of $p < 0.05$. The detailed statistical results of the chi-square test are presented in Tables 1, 2, 3 and 4.

Table 1: Use of Organization Change Capability vs. the Enterprise Social Media Marketing Performance – Statistics

Use of organization change	Cou nts	Pears on's chi-	d f	p	Conting ency
capabilit y vs. the enterpris e social media marketin g performa nce		squar e			coeffici ent (CC)
Process highlight s the order of change	200	13.053	6	0.042	.248
Improve the organizat ional goals	200	13.848	6	0.031	0.254

Table 2: Contingency: Use of Organization Change Capability vs The Enterprise Social Media Marketing Performance – Frequencies

Use of organization change capability		Grou p 1 Low Performanc e income from socialmedia marketing < 10,000 Baht	Grou p 2 Medi um Performanc e income from socialmedia marketing 10,000 – 15,000 Baht	Grou p 3 High Performanc e income from socialmedia marketing >15,000 Baht	Row Tot als
Observed Frequencies					
Process highlights the order of change					
	Low	2	0	1	3
	Medium	37	18	1	56
	High	77	25	4	106
	Very High	24	11	0	35

Use of organization change capability		Group 1 Low Performance income from socialmediamarketing <10,000 Baht	Group 2 Medium Performance income from socialmediamarketing 10,000 – 15,000 Baht	Group 3 High Performance income from socialmedia marketing >15,000 Baht	Row Totals
	Total	140	54	6	200
Improve the organizational goals					
	Low	7	4	0	11
	Medium	58	11	0	69
	High	54	27	3	84
	Very High	21	12	3	36
	Total	140	54	6	200
Expected Frequencies					
Process highlights the order of change					
	Low	2.1000	0.8000	.1000	3.0000
	Medium	39.2000	15.1000	1.7000	56.0000
	High	74.2000	28.6000	3.2000	106.0000
	Very High	24.5000	9.5000	1.1000	35.0000
	Total	140.0000	54.0000	6.0000	200.0000
Improve the organizational goals					
	Low	7.7000	3.0000	0.3000	11.0000

Use of organization change capability		Group 1 Low Performance income	Group 2 Medium Performance income	Group 3 High Performance income	Row Totals	ility		from social media marketing < 10,000 Baht	e from social media marketing 10,000 –	from social media marketing >15,000 Baht	
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			15,000 Baht		
	Medium	48.3000	18.6000	2.1000	69.0000
	High	58.8000	22.7000	2.5000	84.0000
	Very High	25.2000	9.7000	1.1000	36.0000
	Total	140.0000	54.0000	6.0000	200.0000
Residual Frequencies					
Process highlights the order of change					
	Low	-0.1000	-1.1000	3.1000	0.00
	Medium	-0.8000	1.0000	-0.6000	0.00
	High	0.9000	-1.2000	0.7000	0.00
	Very High	-0.2000	0.6000	-1.1000	0.00
	Total	0.0000	0.0000	0.0000	0.00
Improve the organizational goals					
	Low	-0.5000	0.7000	-0.6000	0.00
	Medium	3.1000	-2.6000	-1.8000	0.00

Use of organization change capability		Group 1 Low Performance income from social media marketing < 10,000 Baht	Group 2 Medium Performance income from social media marketing 10,000 – 15,000 Baht	Group 3 High Performance income from social media marketing >15,000 Baht	Row Totals
	High	-1.5000	1.4000	0.4000	0.00
	Very High	-1.7000	0.9000	2.1000	0.00
	Total	0.0000	0.0000	0.0000	0.00

We used analysis of variance. Statistical characteristics of the use of organization change capability are presented in Table 3.

Table 3: Analysis of Variance: Use of Organization Change Capability vs. the Enterprise Social Media Marketing Performance

Analysis of variance (ANOVA)					
Use of organization change capability	SS - Effect	df - Effect	MS - Effect	F	p
Process highlights the order of change	0.8270	2	0.4130	0.8260	0.4390
Improve the organizational goals	5.8610	2	2.9300	4.5100	0.0120

In our research about 200 Counts of organization change capability in enterprises were high and reach the assumption of expected frequencies needed for statistical analysis by the methodology used - examining of contingency and therefore it

was appropriate to interpret the results of the chi-square test. In our statistical results (Table 1), both p-values are less than 0.05. We can reject the null hypothesis and conclude there is a relationship between use of organization change capability and the enterprise social media marketing performance.

In the ANOVA test, p-value was $p < 0.05$ (0.0120) and thus demonstrated statistically significant dependence of proven performance in relation to the analysed methodology. Improve the organizational goals as a factor of organization change capability is considered a significant factor with an impact on better social media marketing performance.

CONCLUSION AND DISCUSSION

Most gem and jewelry enterprises have been applying social media marketing to improve business during the COVID-19 pandemic. According to our research results, using an organization change capability in terms of process highlights the order of change and improves the organizational goals leads to social media marketing performance according to income generation for the social media channel. Precisely for this reason it is necessary for the enterprise to look for existing resources to develop efficient processes (March, J. G, 1991).

Findings from our research based on the statistical testing can benefit enterprise. The organization change capability focusing on the process highlights the order of change construct seems a promising new strategy for the transformation and improvement of competitive advantage in social media marketing during the COVID-19 pandemic. In conformity with previous research, organization change capability forms the basis of organizational processes that change the resource configurations from which competitive advantage is derived. Because a dynamic organization change capability will bring greater efficiency enterprises should focus on their management and improvement performance especially in social media marketing (Eisenhardt, K. M., & Martin, J. A, 2000; Andriole,

S. J, 2017; Gillpatrick, T, 2019; López-Rubio, P., Roig-Tierno, N., & Mas-Verdú, F, 2021).

Furthermore, the results of this research also confirmed the improvement goals of the organization will be enhancing the performance of social media marketing to generate income from social media. Because business goals are to set the enterprise direction and provide motivation, the enterprise should develop specific, measurable, achievable, and timely goals (McGuinness et al., 2015).

LIMITATIONS AND FUTURE RESEARCH

This research collected data during the COVID-19 pandemic, focusing on customer behavior in Thailand and from only the Gem and Jewelry enterprises in Thailand, which have a similar cultural context and behavior. Moreover, the paper has provided a clearer idea on the set of capabilities that the factors of organization change specify regarding the inputs required for social media marketing to be successful. The results can motivate and guide enterprises in the adoption of the strategy of generating income from social media. However, because gems and jewelry are a luxury product, further research is needed to expand the scope of analysis of consumer behavior in regards to other products and the decisions they make regarding product consumption. Understanding the scope of consumer behavior helps to identify the needs and wants of the customers in a business and helps business decision making.

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