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Klientų pasitenkinimo ir lojalumo įvertinimas apie socialinių santykių su klientais valdymą per socialinių tinklų įtraukimą ir įgalinimą	Evaluation of Customer Satisfaction and Loyalty on Social Customer Relationship Management through Social Media Engagement and Empowerment
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Introduction

Nowadays, brands are trying to improve their relationships with existing and new customers to achieve stronger customer loyalty. Therefore, many brands are working hard to become more efficient in their use of technical resources such as customer relationship management (CRM) systems. Due to the benefits of social media in terms of customer relationships, brands are increasingly focusing on two closely related business areas, namely social media and customer relationship management (CRM), to improve customer interactions (Mosadegh & Behboudi, 2011). Most brands can communicate with customers and build relationships by adopting effective social media strategies that incorporate a customer-centric approach. Meanwhile, customers use social media platforms to connect with other people and with brands. These connections are made through user-generated content and other network interactions, resulting in consumers becoming active participants in co-creating social media content for brands (Trainor et al., 2014).

Social Customer Relationship Management, abbreviated as SCRM, is a strategy that combines traditional customer relationship management systems (CRM) with growing social media tools to engage customers in two-way conversations and provide them with equivalent value (Rodriguez & Peterson, 2012). With the support of social CRM, brands can build a more personal relationship with their customers. This is done by tracking them on social media sites such as Facebook, Instagram, Linked In, Pinterest, and Twitter. As individuals increasingly rely on social media platforms to stay connected with friends and peers, social media sites have become a venue for a multitude of information. Customers who anticipate brand interactions on these sites also expect a similar level of engagement from their competitors (Hampton et al., 2011). Therefore, brands seek to gather personal information from their customers through interactions on social media.

Social CRM capabilities emphasize the integration and accessibility of customer information by engaging customers in collaborative conversations to increase customer satisfaction (Guha et al., 2017). Strousem's (2020) study highlights that 75% of executives and customer management representatives agree that their customers' positive experience is their top priority. According to

Strousem's study, 65% of customers use social media to manage requests and feedback related to customer service. Therefore, brands have no choice but to choose social media channels as their main option for managing customer service feedback and inquiries. If consumers are ignored or if their requests are left unheeded on social media, they are sure to complain. Hrydziuszko (2019) claims that nearly 47% of customers use social media solely to complain about customer service.

The study by Paliouras & Siakas (2017) highlights that while the existing literature provides helpful insights into the positive impact of social CRM practices on improving brand-customer relationships from the brand's perspective, there is still a lack of literature on the impact of social CRM practices on customer satisfaction from the customer's perspective. In addition, studies that have linked social CRM to customers' willingness to provide personal information have neglected customer perceptions of brands' social CRM practices. This is especially true for practices that aim to obtain personal information from customers via social media platforms. In many cases, this is done without confirming consumers' willingness to disclose such information (Menaka & Thangadurai, 2017).

However, previous studies have managed to separately measure the impact of social CRM on variables such as trust (Al-hawari, 2015), technology adoption (Alsaleh et al., 2019), and customer empowerment (Aldaihani & Ali, 2018). **The purpose of this research** is to investigate the relationship between social CRM-generated variables (e.g. engagement and empowerment with brand-related social media content) and customer satisfaction and loyalty to brands. It is unclear if these social CRM variables have a positive influence on customer satisfaction and loyalty, and this study aims to clarify this relationship."

The research problem is that with the increase use of social media in customer relationship management has led to a need to evaluate the effectiveness of these platforms in fostering customer satisfaction and loyalty. Despite the widespread adoption of social media for customer engagement, there is a lack of research on the specific role that social media empowerment and engagement strategies play in driving customer satisfaction and loyalty. **This research aims** to fill this gap by examining the relationship between social media engagement and empowerment strategies and customer satisfaction and loyalty in the context of social customer relationship management. The findings of this study will provide insights for businesses looking to effectively use social media to improve customer relationships and drive customer loyalty.

Research Objectives

- Investigating different forms and techniques of social CRM in a B2C context.
- Identify key variables used in previous studies to determine the impact of brands' social CRM practices on customer satisfaction and loyalty.
- Conduct a quantitative study to determine how different variables affect consumer perceptions of social CRM-generated variables.
- Investigate the relationship between consumers' willingness to engage and empower with their favorite brands on social media platforms and their tendency to make purchasing decisions based on the brands-related social media content.
- Evaluate the impact of consumer social media engagement and empowerment on maintaining relationships with the brand's social media management efforts.
- Conclude on the effect of social CRM-generated variables on brand satisfaction and loyalty.

1. Literature Review

1.1 Traditional CRM

Hennig-Thurau et al. (2010) emphasized that social CRM is an extension of traditional customer relationship management (CRM). Therefore, it is necessary to understand the classical concept of traditional CRM before examining the impact of Social CRM on customer satisfaction and loyalty. An early study of CRM and its role in increasing customer loyalty Stone et al. (2000) noted that technological advances have led to a shift in CRM, where companies monitor and analyze customer data from different business units to improve customer retention and loyalty. CRM as a system is popular among companies as a management solution for dealing with

customers. CRM has been viewed as a valuable tool for companies to manage customer data and improve customer interaction (King & Burgess, 2008).

CRM has been defined and described in numerous ways. However, the majority of the definitions revolved around the same idea, as most prior research defined CRM as the ability to maintain a long-term relationship with customers. The idea of "customer-centric" is emphasized in the majority of CRM definitions. In their definition of CRM Ryals & Knox (2007), CRM is a tool for identifying, satisfying, retaining, and maximizing the most valuable customers. The authors underlined that all CRM practices and strategies should concentrate on customer information. Reinartz et al. (2004) define CRM as a process that involves the methodical and proactive management of relationships as they progress from start to finish (initiation to termination), with execution across many customer-centric communication channels. Given the variety of CRM definitions, we may infer that the primary purpose of any CRM strategy is to understand customers. As a result, it's critical to comprehend how CRM installation (activities) affects consumer impression.

Despite the numerous advantages that traditional CRM systems can offer, brands have identified a need to be more actively involved in personal interactions with customers. Marketers encountered a roadblock when using traditional CRM systems (Choudhury & Harrigan, 2014). Traditional CRM has the drawback of just allowing one-way communication, with customers reacting to a brand only via their purchase behavior, while omitting critical data about customers' preferences and opinions. According to Hudson et al. (2016), customers in traditional CRM perform a restricted passive role, opposite to the role customers have with other communication mediums. For instance, social media platforms offer customers an infinitely active role, commenting and proposing anything they want and instantly communicating and sharing their thoughts to wide audiences.

One of the most important advances in the field of Customer Relations Management (CRM) systems over the past decade has been the proliferation of social media. The ability to connect with past, present and potential customers in real-time has revolutionized the way brands communicate with their customers, and has enabled brands to identify and respond to emerging trends in a much timelier manner than ever before (Malthouse et al., 2013). The next chapter will discuss the role of social media in the modern CRM system, and how social media can be leveraged to increase the efficiency of CRM systems. Also highlights variables that have been

generated by Social CRM practices such as engagement and empowerment with brand-related social media content.

1.2 Social CRM

Social CRM emerged to establish more personal connections with customers by monitoring communications and interactions, tracking behavior and preferences, understanding thoughts and reacting properly, reviewing incoming data, and building deeper marketing insights from the data acquired to enhance products and detect market opportunities (Acker et al., 2011). Trainor (2012) definition for Social CRM as "the integration of conventional customer-centric activities including procedures, systems, and technologies with emerging social media platforms to engage customers in collaborative dialogues and strengthen customer relationships". Previous studies which aimed in examining the merger between CRM and social media resulted in assuring that social media changes traditional CRM by offering interactive communications and enhancing customer participation that was previously unscalable in traditional CRM (Alalwan et al., 2017; Malthouse et al., 2013; Trainor et al., 2014).

There is a consensus in the academic literature that the objectives of social CRM are to build 'trust' and establish customer 'loyalty'. While these goals are also contained in traditional CRM, social CRM offers brands potentially a more successful avenue through which to identify and connect with consumers (Woodcock et al., 2011). Previous research by (Harrigan & Miles., 2014) has shown that the advantages of social CRM are building trust, collecting customer insights, establishing customer loyalty, achieving customer retention, connecting customers with a new product or service development, and boosting customer lifetime value. Therefore, the main goal of social CRM is to establish mutually beneficial long-term relationships based on high customer involvement (Baird & Parasnis, 2011; Faase et al., 2011; Greenberg, 2009).

As a two-dimensional structure, social CRM is formed of two dimensions: a CRM dimension and a social media dimension. The CRM dimension includes the three core components of the standard CRM process: relationship start (acquisition), relationship maintenance (retention), and relationship termination (Kubina & Lendel, 2015). According to Mangold & Faulds (2009), social

CRM entails three fundamental practices: first, developing a tool for efficiently identifying and analyzing comments and opinions from customers on all issues pertaining to the brand; second, establishing a contact channel for two-way interaction with customers through social networking sites; and third, integrating social media content with customer-centric processes.

Most studies have associated customer empowerment with improved CRM practices. For example, (Trainor, 2012) examined the effectiveness of CRM practices in leveraging the interactivity and relationship features of social media technologies. The study measured the effectiveness of CRM practices while enabling a two-way communication module simply by empowering customers and making them active participants in the communication process. A study by (Kietzmann et al., 2011) was conducted to assess the level of engagement on social media platforms using customer-centric social CRM technologies. In the study, the authors used targeted social media platforms such as Facebook, Twitter, and LinkedIn. The study confirmed that these platforms have the potential to improve access to customer information, either directly through brand-customer interactions or indirectly through customer-customer interactions, which in turn encourages more users to engage. (Agnihotri et al., 2012) studied the use of social CRM in B2C sales and confirmed that it can play a critical role in improving the overall sales process, as social CRM strategies enable brands to engage with customers globally and gain deeper customer insights. Authors suggested that brands can communicate with customers and enhance relationships by implementing a customer-centric Social CRM strategy.

While academic research agrees that brands use social CRM to achieve customer satisfaction, there is debate about whether the method brands use to conduct social CRM, which requires consumer engagement with the brand-related social media content, can lead to the required level of satisfaction. Given that in many cases brands ask customers to provide personal and confidential information, this can raise customers' need to adopt social media technologies (Beckers et al., 2017). Technology adoption is an integral part of successful social CRM programs. The ability to use social media technologies to exchange information and interact with customers is critical to building brand awareness and generating sales from the brand's side (Trainor et al., 2014). However, technology adoption can be a daunting process for many consumers.

According to a study by De Vries and Leeflang (2012), "Social media marketing has become increasingly important as consumers are spending more and more time on social media platforms. As a result, it is essential for brands to have a presence on these platforms in order to engage with

their customers and build brand loyalty. By adopting social media, customers are able to directly interact with brands and share their experiences, both positive and negative, with a wider audience." This emphasizes the importance of customers adopting social media platforms in order to effectively engage with brand-related content and have their voices heard. Without consumers' adoption of social media technology, brands will not be able to maximize the potential of social CRM programs (Harrigan et al., 2020). The next chapter will explain the influencing factors with consumers' adoption of social media technologies in the B2C context and present the technology acceptance model (TAM) in the context of social media marketing.

1.3 Social Media Technology Adoption

Social media technologies in the B2C context are similar to any other technology customers use, and customers can concurrently develop positive and negative attitudes toward the use of this particular set of technologies (Chatzigeorgiou & Christou, 2020). Dumpit & Fernandez (2017) stressed that understanding the variables that impact consumers' intentions to use or reject social media technologies has been a subject of continued interest for many academics. Previous literature suggests that personal, social, and situational factors stimulate social media adoption and presumably change depending on the importance of the goals and incentives for social media use. Other factors that have been attributed to social media adoption are platform complexity, platform security concerns, and platform bias (Askool & Nakata, 2010).

With technologies that are used in Social CRM, brands prioritize data obtained from social media platforms such as Facebook, Twitter, YouTube, Linked In, blogs, and other related media. Brands tend to link such technologies or communication methods into their regular sales process. Which in some cases requires personal data disclosure. Therefore, customers' adaptation to social media technologies is considered a key to revealing such valuable data (Alt & Reinhold, 2019). In his study Metzger (2006), he ensured that technology adoption is strongly linked to the disclosure of information. The author explained that once users have confidence in using the social media site, they will discover that the social networking site is more useful than they previously imagined. As a result, users can join social media sites and reveal personal information.

TAM has been widely used to study the adoption and use of technology, including social media technology. Researchers have found that TAM is a useful framework for understanding how individuals and organizations evaluate and adopt new technology, including social media platforms (Venkatesh & Bala, 2008). In the next chapter, we will explain the Technology Acceptance Model (TAM), which is a theoretical framework that is commonly used to predict and explain how individuals and organizations adopt and use technology. TAM provides a structured way of understanding the factors that influence technology adoption and can be used to identify key barriers to adoption and potential strategies for increasing the adoption and use of a particular technology. By understanding the principles of TAM, we can better understand the factors that influence the adoption and use of technology, including social media platforms.

1.3.1 TAM (The Technology Acceptance Model)

Technology Acceptance Model (TAM) is a framework for understanding and predicting the acceptability of new technology. It is often used to measure the degree to which individuals, organizations, and societies are accepting or rejecting new technology. TAM has been used to understand the influence of social, psychological, and environmental factors on technology acceptability (Galib et al., 2018). The four-part TAM framework includes social acceptability, perceived usefulness, perceived ease of use, and environmental acceptability (Susanti & Astuti, 2019). According to King and He (2006), technology acceptance model (TAM) is a reliable and strong prediction model that can be used in a variety of scenarios. Wang et al. (2003), revealed that TAM had the highest reliability of any model available. TAM is likely to be the most widely used among information system researchers due to the amount of empirical support for it.

Furthermore, TAM has been used to research the adoption of a broad range of technologies, including social media adoption in higher education (Dumpit and Fernandez, 2017; Alharbi & Drew, 2014), m-banking adoption (Lule et al., 2012), and online retail buying (Childers et al., 2001). According to Davis (1989), perceived usefulness (PU) and perceived ease of use (PEU) are two specific components of TAM. Perceived ease "PU" represents an individual's degree of conviction in a certain system that will aid in his or her performance improvement, while perceived ease of use "PEU" can be described as the degree to which an individual believes that utilizing a goal system would be effortless in terms of physical and mental effort. TAM analyzes the link between the two major beliefs, PU and PEU, besides individual user attitudes, perceptions of technology, and actual technology adoption.

An extensive number of studies are proposing and linking social media technology adoption models to existing theories, such as the Technology Acceptance Model (TAM) (Askool & Nakata, 2010; Alsaleh et al., 2019; Mohanet al., 2010). For instance, (Askool & Nakata, 2010), in their study used TAM to identify variables that have a substantial impact on social CRM adoption. Authors incorporated social networking concepts into TAM to investigate customers' willingness to accept and use SCRM systems. The study is considered a contribution to verifying prior TAM findings from varying circumstances. The study showed a positive influence of ease of networking, ease of participation, and ease of collaboration on consumer perception of social media technology adoption. Another study by (Alsaleh et al., 2019) aims to identify the elements that influence customers' views and intentions about Instagram using a modified version of TAM. The study analytical findings show that modified "TAM " is appropriate for a cross-national group of users. Furthermore, the perceived usefulness of social media is a powerful predictor of attitudes toward social media. The research finds that PU has a direct strong influence on adoption intention. Additionally, (Alsaleh et al., 2019) study revealed that perceived ease of use "PEU" had a positive effect on perceived usefulness PU, which is consistent with other studies that used TAM to indicate variables that have an impact on social media adoption.

1.4 Social CRM and Customer Empowerment

Acar & Puntoni (2016) explained customer empowerment as an engagement tactic that enables customers to control a brand's contributions. Customer empowerment is comparatively effective when used in the context of social media networking. According to (Hanson & Yuan, 2018), one of the significant examples of social media empowerment is social vouchers or tickets. Social vouchers are digital tokens or coupons that can be used to access products, services, or platforms in a social media environment. They enable social media users to "pay" for digital goods and services without actually transferring money or identifying themselves directly. This provides social media users with an alternative means of expressing themselves and being heard, which in turn can empower customers and increase content sharing, build communities, and engage with others on their terms. It also creates a dynamic platform where users can exchange their social media usage for monetary or other benefits. Another example of customer empowerment is when brands encourage customers' contribution to the formation and design of products and services before publishing to the public (Fuchs & Schreier, 2010).

Vale & Fernandes (2017) claimed that customers who are motivated by empowerment use social media to assert their influence or authority over other customers or brands. Obeidat et al. (2017) emphasize that well-informed consumers are not only a target group for marketers; their influence on marketing activities needs special attention. On the other hand, the presence of a significant number of different brands on social media has increased competition; as a result, brands need to consider consumers' perceptions of their products and services to build consumer trust and online purchase intentions (Poulis et al., 2019).

According to Aldaihani et al. (2018), social CRM is all about customer-centric approaches. Therefore, customer empowerment is a major way of providing satisfaction for the customers as well as ensuring that they remain loyal to the company or product. Khan et al. (2017) explain that a major impact of SCRM is found on customer satisfaction through customer empowerment. According to the result of (Paliouras & Siakas, 2017) study, the impact of customer empowerment on SCRM automatically causes an impact on customers' satisfaction levels. O'Brian (2010) stated that social CRM is based on two main factors, improving customer experience and empowering customers. O'Cass (2011) noted that empowering customers through brand social CRM tactics is seen as a direct path to customer satisfaction. Therefore, it is widely believed that social CRM is highly related to customer empowerment.

There is debate among previous research on the role of customer empowerment in enhancing customer satisfaction with brand-related social media content. Some studies, such as Midha, (2012), have found that "customer empowerment has a positive effect on customer satisfaction through the increased sense of control and involvement that it provides." However, other research, such as (Berraies & Hamouda, 2018), has proposed the idea that "customer empowerment may not always lead to higher customer satisfaction, as it may also increase customer expectations and the likelihood of dissatisfaction if those expectations are not met." These conflicting findings highlight the need for further research to fully understand the relationship between customer empowerment and satisfaction in the context of brand-related social media content.

Jacobsen et al. (2019) emphasized that customers have more power now than in the past, so brands use customer empowerment tactics to capture customers' ideas, responses, and opinions to maximize the value of their social CRM. It also helps brands generate buzz, promote word-of-mouth and generate more interest in brand products or services. On the other hand, Aldaihani et al. (2018) state that customer empowerment and engagement can strategically improve the brand and create sustainable competitiveness. While various studies such as Iriqat and Daqar (2017), Khan et al. (2017), and Agnihotri et al. (2016) have all argued that customer empowerment has an impact on the level of customer engagement, it is still not clear exactly how these two variables can affect the level of customer satisfaction with a brand through the adoption of social media technologies.

1.5 Social CRM and Customer Engagement

Previous studies agreed that social CRM relies heavily on customer engagement (Beckers et al., & Verhoef, 2018; Malthouse et al., 2013; Pansari & Kumar, 2016). Sinha et al. (2011) clarified that customer engagement is a term that refers to the degree to which a web user participates in social media, and the emotional attachment a web user has to a brand that emerges as a result of ongoing interactions. These interactions become critical when brands aim to collect information about their customer preference, enabling the creation of customized campaigns. Thus, collecting customers' insights is necessary since they result in the development of connections and the facilitation of engagement (Hollebeek et al., 2014). According to previous research (Rather & Hollebeek, 2021), A high level of consumer interaction is anticipated to alter both perceptions and engagement intention.

Marketers can benefit from customer engagement when social media users start to connect and interact with the generated brand-related content (Demmers et al., 2020). According to Sashi et al., (2012) study, customer engagement focuses on strengthening existing brand-consumer ties while also generating new, high-value customer interactions. Furthermore, Baird & Parasnis (2011) emphasized that customers that interact with a brand on social media may feel more

connected to that brand. Even though there have been considerable opinions about the customer engagement domain and definition, most of the studies have identified engagement as the most essential online result that brands must accomplish with their social media platforms to get a competitive edge and generate “loyalty”. (Mangold and Faulds, 2009) investigated this relationship and discovered that when customers can submit feedback, they feel more engaged with products and companies and that increased levels of engagement result in a greater likelihood of communicating via social media (through "likes" or "sharing with friends"). In the same context, customer engagement, according to Pansari & Kumar, (2017), happens when consumers develop rewarding connections with brand-related social media content based on trust, commitment, and emotional connection.

Brands are attempting to enchant, please, and attract customers through social media engagement, answering requests immediately, asking for feedback, and attempting overall immediate communication. Because of the increase in competition, the contraction and slowness of global organizations and their worldwide markets were forced to focus on customer surveys. Arora et al. (2021) explain that an engaged customer will most likely feel a sense of satisfaction and contentment. He/she will become more loyal to the company due to their communication. To ensure a connection with customers, social CRM could be utilized by numerous brands to increase the level of customer satisfaction through social media and to ensure their loyalty by engaging them in brand enhancement surveys.

Listening and acquiring consumer knowledge is critical to maintaining consumer engagement. And updating services or goods in response to consumer input would help the firm demonstrate that it understands its consumers. It may enable a business to address an issue or to improve the design of a service or product to better meet the demands of consumers (Sashi, 2012). The scientific argument that customers are willing to engage with brand-related social media content is one of the most important and most often-cited business arguments of the past years. The argument, which has been made by a number of academics and industry leaders, posits that while customers may be reluctant to interact with brand content on their own social media platforms, they will engage with brand content when it is integrated into a broader social platform. For example (So et al., 2014) analyzed the role of customer engagement in the tourism sector and concluded that social media is an important revenue driver for brands. But the ability to generate engagement and build a brand requires a deeper level of trust. That's why it's so important for brands to leverage their own social media content to build that trust with their target audiences. This not only generates engagement but also helps build a brand's reputation and its ability to

Speak directly to its audience (Tatar & Eren-Erdogmus, 2016). Next chapter will discuss the role of trust in the customer-brand relationship to increase satisfaction level.

1.6 Trust

Salciuviene et al. (2011), defined trust toward sellers as the foundation for constructiveness, credibility, faith in another. According to Rajaobelina & Bergeron (2009), trust as a personal feature toward brands has been identified as an important factor in encouraging customers to form long-term relationships with brands. (Al Hawari., 2011) also linked service superiority with building consumer trust. Furthermore, the author concluded that gaining consumers trust towards brands is considered a necessary component for every brand image development and viability. According to Macintosh (2009), factors such as expertise and reputation of brand contribute to increased customer trust toward brand, which is mostly driven by relationship creation. For instance, when a trusted branded item is presented in a friendly language and is provided by a trustworthy brand, consumer trust grows, which in turn enhances customer loyalty (Guenzi et al., 2009)

Previous studies that analyzed customer engagement in social media context found that customers that have a high level of trust in a particular brand are likely to be more engaged with this brand's social media content (Tsai et al. 2011). Furthermore, participants in online communities, particularly those based on social media, develop a sense of group belonging, which boosts their trust in brand-related social media content (Hollebeek, 2011). Additionally, (Brodie et al. 2013) highlighted that marketing research, especially those conducted in online community settings, consistently demonstrates a clear correlation between trust, satisfaction, and positive feelings. A recent study about customer engagement in social media, (Santini et al., 2020) implying a greater role for trust in customer engagement and loyalty to brands. The study proved that trust is considered a key motivator for consumer social media engagement.

Consumer trust, according to Al Hawari. (2011), is a crucial component that improves customer loyalty. In the same context, Rampl. (2012) concluded that the quality of trust toward brand is believed to be one of the prerequisites of loyalty. According to Aurier (2011), there is a definitive relationship between trust and behavioral loyalty. Another study that linked trust and loyalty done by (Deng et al., 2010) found that when clients develop a sense of trust in brands, they are more likely to develop a sense of loyalty toward the same brands. Customer trust contributes

to the consumer's commitment to the brand as a result of prior beneficial interactions (Purchase & Peterson, 2008). In the same context, (Dabholkar & Sheng, 2012) highlighted that one of the reasons for customers to trust brands is when they participate in an effective communication that tackles customers concerns over products and services provided by brands. Therefore, trust is considered as significant determinant of customer retention (Ranaweera & Prabhu, 2003).

Trust is also playing an important role in keeping long-term relationships with customers, according to (Saleh et al., 2013), Long-term relationships between customers and brands are built on trust as a consequence of effective communication and interactions between two parties. In a study about the impact of users trust on Twitter, (Pentina et al., 2013) conducted his study on a cross-cultural American–Ukrainian sample and found out that interactions with brand-related content on social media is impacted by consumers' trust in the specific social media platform, and the information received. The study showed that trust can lead to customer's engagement with a brand on social media while technology adoption should be present to reach a satisfactory level with brands on social media.

1.7 Customer Satisfaction through Social CRM practices

According to (Hawary & Harahsheh., 2014) study, customer satisfaction can be broadly defined as the customer's positive emotional response after experiencing the brand products or services. Alolayyan et al. (2018) stressed that if the product or service exceeds the expectations of customers, it will affect the customer's satisfaction level and consequently increase the possibility of repurchasing. In the social CRM context, many studies highlighted that Social CRM's foundation is aimed at achieving customer satisfaction (Hooley et al., 2005; Rapp et al., 2010; Trainor et al., 2014). According to these studies, marketing practices, including social CRM practices, contribute to the creation of strong customer connections with brands, which favorably affect customer satisfaction and loyalty toward brands. The findings of (Pinto,2015) study on the social media component of Social CRM revealed that customers effective interactions with brand-related social media content resulted in an increased level of customer satisfaction with brands.

In a study by (Agnihotri et al., 2016) discovered a strong influence of social CRM practices on customer satisfaction using the information transmitted via brand-related social media content. (Khan et al., 2017) conducted research on the banking industry found out that social CRM, in terms of information dependability and responsiveness, helps to do predictions on achieving higher level of customer satisfaction. Another study that examined the impact of social CRM on customer satisfaction in banks (Iriqat & Daqar, 2017) aimed at identifying the role of social CRM in improving customer satisfaction in banks. Their results showed a positive relationship between social CRM practices and reaching a high level of customer satisfaction. According to the study, social CRM systems assisted banks in segmenting the market, targeting consumers, and developing products that meet the preferences of clients.

Some studies also show mixed results when it comes to Social CRM practices and customer level of satisfaction. For instance, Aldaihani & Ali. (2018) specified that SCRm practices have to enable customer empowerment, and customer empowerment has a statistically positive impact on customer satisfaction. Another study by (Kim et al., 2012) found that the frequency of social CRM activities plays an important role in achieving customer satisfaction. On the other hand, the study also revealed that customers' intention to maintain their connection with the bank changed when the frequency of social CRM practices activities differed from their desires. A study by (Rootman & Cupp, 2016), linked variables like customers' trust in brand-related social media content with customer satisfaction. The study stressed that the "trustful content" of a brands-related social media content can lead to customer satisfaction.

Brands are keen to adopt the use of social media platforms and applications to improve their relationships with customers and ensure their satisfaction. In their study, Trainor et al. (2014) analyzed and confirmed that social CRM has a positive impact on satisfaction and loyalty. Social CRM can better address the needs of customers (Nure, 2018) and thus provide better value to customers than the competition in the market while showing better value (Yerpude and Singhal, 2018; Ghafari et al., 2011). The next chapter highlights the customer satisfaction rule, which increases the likelihood of increased brand loyalty.

1.8 Customer Loyalty through Social CRM practices

According to Genre & Russo (2016), customer loyalty is seen to be the result of customer engagement and satisfaction. (Liu et al., 2011) discovered that several characteristics contribute to customer loyalty, including trust, customer satisfaction, and shared value. Mgiba & Madela (2020) concluded that customer loyalty aids in the retention of consumers, which in turn aids in the increase of earnings. Deng et al. (2010) defined customer loyalty as “commitment made by the customers with their preferred brands despite getting the influence of switching offers through situational and marketing efforts made by the competitors”. Customers become loyal, according to (Warden, 2007), when they are offered loyalty programs that improve their lifetime commitment. Leninkumar (2017) highlighted that customer loyalty is a critical aspect in gaining a competitive edge in today's highly competitive and changing economy. Customers are encouraged to be loyal in the banking industry, according to (Ball et al., 2004), by offering a variety of services. The author stressed that intense competition in the financial industry is forcing retail banks to concentrate more on consumers, use relationship marketing, and consider client loyalty to be one of the most essential tasks.

A Social CRM Based Integration of Customer Engagement and Empowerment

In their study, (Arora et al., 2021) suggest that there is a need to carefully consider how brands can create a unique social media experience to their customers, offers value, and exploits the power of the social communities. Brands should consider the following to lay the foundation for a successful social media program that will help them reinvent their customer relationships to maintain customer engagement and empowerment. As can be seen from the literature review, social CRM is about enabling engagement with the customer for the mutual benefit of the customer and the brand. The traditional model of managing customer relationships must adapt to the fact that the customer is now in control. Brands need to ensure that the customer experience becomes seamless - across social media and other channels to enable customer engagement.

Brands need to start thinking like a customer. Instead of asking why the brand should engage in social media, they need to ask why a customer would choose to interact with a brand on a social

platform. Brands are to recast social interaction strategies to focus on giving customers the value they seek and empower them so that they will choose them for all their options. Brands are encouraged to explore what customers value most. Dialogue and participation are what social media is all about. Devising creative ways to capture the customer insights and getting customers invested in the outcome will help build advocacy and brand affinity.

2. Research Methodology

2.1 Research Aim and Objectives

The objective of this study is to quantitatively examine the relationship between customer engagement, customer empowerment, social media adoption, customer trust, customer satisfaction, and customer loyalty in the context of social customer relationship management (SCRM). Specifically, this research aims to investigate the impact of customer engagement and customer empowerment on social media adoption and customer satisfaction, and to examine the role of customer trust in moderating the relationship between social media adoption and customer satisfaction. Additionally, this study aims to examine the relationship between customer satisfaction and customer loyalty.

The objectives

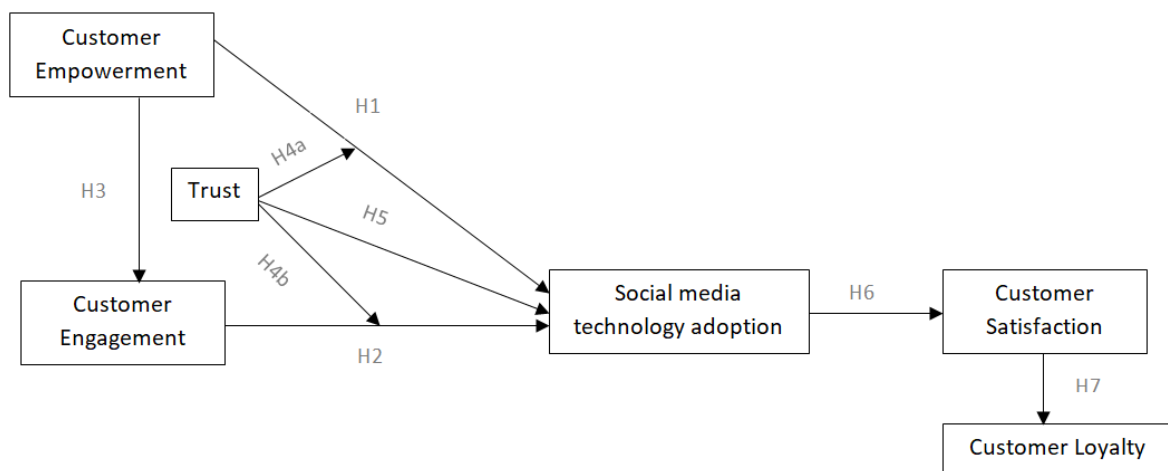
- Utilize an online survey to assess customer perceptions of social CRM practices, focusing on customer engagement and empowerment with brand-related social media content
- Select respondents for the survey using selective sampling methodology.
- Investigate the role of trust as a moderator in the relationship between customer engagement and empowerment on social media adoption.
- Determine the motivations behind respondents' engagement with and use of brand-related social media content.
- Conclude the impact of customer engagement and empowerment on achieving higher levels of satisfaction and increasing loyalty with brands through SCRM efforts.

2.2 Research model & hypotheses

The conceptual model is the structure that can connect several variables shown in this study. In the presented framework, the connection between independent and dependent variables is presented and described. The aim is to explain how they lead to customer satisfaction through mediating variable. Conceptual model also ensures that all variables are measurable so that the study can come to a proper conclusion through variable measurements which will be elaborated on in the variable's measurements section.

The theoretical research model was based on the model of Aldaihani & Ali. (2018) model, which was used to study the impact of social CRM on achieving customer satisfaction in the banking sector. According to Aldaihani & Ali's model, the independent construct (SCRM) is assumed to significantly predict the dependent variable (customer satisfaction). For our study, additional variables were added to capture the impact of social CRM as presented in brand-related social media content in reaching customer loyalty. The conceptual model of the current study as demonstrated in Figure 1 showed Six variables with Seven hypothesized effects: Customer empowerment, engagement as independent variables, trust as moderator factor, technologic adaptation as mediating variable, and customer satisfaction and loyalty as dependent variables.

Figure 1: The conceptual model of the study



In this concept, the independent variables are empowerment and engagement. Trust is the moderating variable, while technology adoption is another independent variable for satisfaction.

Thus, dependent variables are satisfaction and loyalty. Technology adoption provides the link between the independent and dependent variables. For example, by empowering customers to provide feedback and complain on brands' social media accounts, they will be more motivated to use social media platforms to interact with brand-related social media content, resulting in high levels of satisfaction and loyalty. Through this concept, the relationships between variables are explained by the hypotheses below.

Relationship between Empowerment, Engagement, and Customer Satisfaction

Satisfaction is defined as the customer's fulfillment response. An engaged customer is naturally going to feel a sense of satisfaction (Thakur, 2019). In a recent study on commercial banks in Tunisia, (Berraies & Hamouda, 2018) investigated the impact of customer empowerment on banks' performance through engagement and customer satisfaction. Their results pointed out that engagement and customer satisfaction mediated the relationship between customer empowerment and banks' performance. Building on these results, one can conclude that customer empowerment and engagement are positively related to customer satisfaction. According to Castillo (2017), both customer empowerment and engagement are essential factors for organizations to increase their profitability and customer satisfaction. Singh et al. (2013) indicated that there is a positive association between customer empowerment, engagement, and customer satisfaction. Hence, the following hypothesis was proposed:

H1: Customer Empowerment positively impacts customers social media technology adoption

H2: Customer Engagement positively impacts customers social media technology adoption

Relationship between Customer Trust, Empowerment, and Engagement

In terms of customer empowerment strategies, Acar and Puntoni, (2016) indicated that customers are empowered to meet engagement strategies. Social CRM is going to act as an added tool to attract and retain customers by engaging them in various ways, like via social media, email, etc. (Harrigan et al., 2017). Social CRM includes trustable operations like online business operations, procedures, and social characteristics to interact with the customers about their problems related to different aspects of products (Greenberg, 2009). Social CRM is a medium to maintain trustable relationships with customers and engage them for business development (Arora & Sharma, 2018).

Social CRM is perceived as a customer-centric approach to produce service and merchandise support, raising whole awareness, selling a product, and making a community. Social media's role in customer satisfaction is that it has now projected itself as a trustworthy source of reliable and abundant information (Khan et al., 2017). When the relationship with customers is empowered, trusted, and engaged, more fruitful and long-term results will be seen (Iriqat & Daqar, 2017). From this concept, the following hypotheses are proposed.

H3: Customer Empowerment positively impact Customer Engagement.

H4: Customer Trust moderates the mediating effect of brand-related social media content between customer empowerment and their engagement.

Relationship between Customer Trust and Technological Adaptation

When social media integrates with CRM, it improves brand performance and can also overcome the problem associated with a lack of face-to-face interaction (Charoensukmongkol & Sasatanun, 2017). Technology-based social CRM is helpful in providing a platform where brands can successfully communicate and understand the needs and wants of customers (Parvatiyar & Sheth, 2001). Increased trust is cited as critical to the success of the relationship between the customer and the brand.

Leveraging technology and its adoption in a real-time and interactive format between customers and brands helps brands better communicate and engage. Nure (2018) notes that technology in this way facilitates the long-term role of relationship marketing with customers. For this study, we will adopt Rapp et al. (2010) hypothesis that technology adoption improves customer satisfaction. The theory of technology acceptance states that perceived behavior can influence the outcome and trust of technology use.

H5: Customer's social media adoption increases with the increase of their Trust on brand.

H6: Social media technology adoption positively influence customer satisfaction

Relationship between Customer Satisfaction and Customer Loyalty

Caring about customers will help brands retain customers. The findings were observed in another research paper that studied the impact of customer relationship management on customer loyalty and concluded that social CRM plays a significant and positive role in influencing customer loyalty (Nure, 2018). Author found that customer engagement has a significant influence on customer loyalty. It was proven in his research work that social media is not only

related to customer satisfaction but also related to customer loyalty (Mohammad, 2020). Hence, to ensure linkage with customers, social CRM can be used to increase the level of customer satisfaction to make them loyal by engaging through social media communities. Hence, the following hypothesis was proposed:

H7: Customer satisfaction positively affects the customers loyalty.

2.3 Data collection methods and research instruments

Primary data will be collected through an online survey to evaluate the research model proposed for this study. Based on previous research papers that examined the effect of social media marketing content on university students, an average sample size of 284 participants was established for this study. The number of respondents was selected after calculating the average number of respondents from the following studies:

No.	Author	Type of Questionnaire	Sampling	No. of respondents
1	Amadu et al., 2018	Online questionnaire	Non-Probability sampling	200
2	Hasan & Sabbir, 2019	Online questionnaire	Probability Sampling	330
3	Kabadayi & Price, 2014	Online questionnaire	Non-Probability Sampling	269
4	Erdogmus & Cicek., 2012	Online questionnaire	Non-Probability sampling	338
Average:				284

The respondents are students from Vilnius who use social media to follow their favorite brands. The sampling size is selected from the university because students enable a dynamic distributed-learning environment in relation to SCRM (Anshari et al., 2015). The sampling will be performed using selective sampling, where participants have to agree with two questions that will be

mandatorily required to proceed with the data collection. Following (Erdogmus & Cicek., 2012), the participants will be selected using screening questions before identifying the respondents in the study. Question 1: Do you use social media more than once a week? Question 2: Do you follow at least one brand when you use social media? If the answer to the first and second questions is (yes), the respondent will be selected and will be allowed to fill out the research questionnaire as seen in Appendix I . Their Email addresses will be collected, and the online survey questionnaire will be sent to them through Email.

Scales used to formulate the questions on the survey

For this study, the research items were adopted from existing studies to highlight the quality and validity of the survey instrument. All the items include statements that requested respondents to demonstrate their agreement level based on five-point Likert scales (1 = totally disagree, 5 = totally agree). The constructs examined in the questionnaire are the following: a shortened construct based on Vinerean, S. and Opreana, A., 2015. Final set of 11 scales used to measure consumer engagement based on the cognitive, emotional and behavioral dimensions. Three items measured "customer empowerment," adopted from scale by De Veirman et al., 2017. Four items were used to assess "trust" based on the study by Azar et al. (2016). Nine items were derived from El Ouiridi et al., (2016) where factors such as Facilitating conditions (FC), Performance expectancy (PE), Effort expectancy (EE), Social influence (SI), Behavioral intention (BI) are set to measure level of adoption customers have towards social media and social networks technologies. Finally, satisfaction was measured with four items adopted from Gummerus et al. (2012) and five items measuring loyalty adopted from Chen (2012). The use of scale items from existing literature further increases the reliability of this study. The wording of the items was adjusted to fit the scope of the study.

A 5-point Likert scale was chosen as a variable measurement in this study because Likert Scales have the advantage that they expect a simple yes / no answer from the respondent, but rather allow for degrees of opinion, and even no opinion at all. Therefore, quantitative data is obtained, which means that the data can be analyzed with relative ease. It takes less time and effort to complete than higher-point scales (Pat Newson, 2021). It delivers deeper insight into what people are thinking and feeling. Because the 5-point scale is the common (universal) method of collecting data, the format aligns with a vast library of scientifically vetted questions and comparative external benchmark data.

3. Empirical results analysis

Since the main objective of the study is to evaluate customer satisfaction and loyalty through social media engagement and empowerment, the data is analyzed to determine the relationship between customer engagement and customer empowerment with the adoption of social media technologies. The study also seeks to discover the relationship between customer engagement and empowerment; however, customers' trust plays a moderating role between engagement and empowerment with social media adoption, as trust makes a relationship more fruitful and long-term when customers are empowered and engaged. The influence on customer satisfaction is also predicted by social media adoption and its effect on customers' loyalty.

A statistical analysis of the sample of 284 participants is conducted for these purposes. Prior to inferential analysis, descriptive analysis and reliability analysis are conducted to summarize the data and clean the data for hypothesis testing. By using Cronbach's alpha, it is determined whether the scales in the survey are reliable enough to be used as variables. Cronbach's alpha is a measure used to assess the reliability, or internal consistency, of a set of scales or test items. In other words, the reliability of any given measurement refers to the extent to which it is a consistent measure of a concept. Cronbach's alpha is one way of measuring the strength of that consistency.

The descriptive analysis provides basic information about variables by describing their distribution and demonstrating their central tendency. The hypotheses were analyzed using regression analysis. The moderator was examined using Hayes Process Model 1, which specifically examines the relationship between dependent and independent variables through a moderator.

All analyses were performed using IBM SPSS 23. It is statistical software that provides data management, advanced analytics, multivariate analysis, business intelligence, and criminal investigation. In this study, SPSS provided data analysis for descriptive and bivariate statistics, inferential statistics for parametric and non-parametric tests, and hypothesis testing.

3.1. Reliability statistic

Reliability is the degree to which a scale, observation, test, or any other measurement procedure produces consistent results. Or it can be said that it is the stability or consistency of scores over time or across raters. It is worth noting that a lack of reliability may arise from divergences between observers or instruments of measurement or from the instability of the attribute being measured. The reliability of the questionnaire is usually assessed using a pilot test. Reliability could be assessed in three major forms; test-retest reliability, alternate-form reliability, and internal consistency reliability (Berge et al. 2004). In the study, the scales of the questionnaire were tested for internal consistency and reliability. Using an internal consistency index of reliability eliminates the issues associated with testing over multiple time periods by estimating it after only one administration (Thomas et al., 2014). The internal consistency of this study's measures was tested by calculating Cronbach's alpha, which is used to measure reliability. A threshold of alpha is 0.7; this means that an alpha over 0.7 implies that the scale is reliable enough.

Table 1. Reliability statistic of variables scales

Variables	Items	Cronbach's alpha
Customer engagement	11	0.964
Customer empowerment	3	0.924
Trust	4	0.910
Social media adoption	9	0.949
Customer satisfaction	4	0.927
Customer loyalty	5	0.934

The reliability of the variables was tested, as there were 11 items in the variable "customer engagement." Thus, 11 items were entered, and the Cronbach alpha was 0.964, which was larger than 0.7, indicating that customer engagement for 11 items is reliable. There were 3 items for customer empowerment, and Cronbach's alpha for these items was 0.924. 4 items of trust were also reliable with a 0.910 Cronbach's alpha. Cronbach's alpha was 0.949 for social media adoption with 9 items in the survey. For customer satisfaction, 4 items in the survey showed a 0.927 Cronbach's alpha, and for customer loyalty, 5 items showed a 0.934 Cronbach's alpha. In all these variables, the alpha was greater than 0.7, which statistically shows that the items are reliable and valid.

3.2. Descriptive Analysis

The actual purpose of descriptive analysis is to know how the variable performs. Descriptive statistics are used to summarize data in an organized manner by describing the relationship between variables in a sample or population. Calculating descriptive statistics is an imperative first step in conducting research and should always be done before making inferential statistical comparisons. Descriptive statistics include types of variables (nominal, ordinal, interval, and ratio) as well as measures of frequency, central tendency, dispersion/variation, and position. Descriptive statistics allow decision-makers to assess specific populations in a more manageable format because they condense data into a simpler summary (Z Ali, 2016).

Table 2. Descriptive statistic

	Minimum	Maximum	Mean	Std. Deviation	Skewness	Kurtosis
Customer Engagement	1.00	4.82	3.5346	1.08473	-1.088	-.294
Customer Empowerment	1.00	5.00	3.4472	1.10107	-.644	-.746
Trust	1.00	5.00	3.3856	1.04096	-.563	-.877
Social Media Adoption	1.00	4.78	3.4906	.98855	-.827	-.592
Customer Satisfaction	1.00	5.00	3.4701	1.06439	-.738	-.638
Loyalty	1.00	5.00	3.3930	1.06307	-.631	-.917

The table 2 shows minimum and maximum value, the average value with standard deviation, the skewness and kurtosis.

For customer engagement, the mean value is 3.53 with a standard deviation of 1.08. The skewness of the variable is -1.088, and the kurtosis is -0.294, indicating that the distribution is highly negatively skewed. And with this, it is concluded that values of this variable cluster around the right tail of the distribution. Customer empowerment values were 3.4, meaning that participants did not disagree with or agree with statements about customer empowerment. The distribution is moderately skewed on the right side, with a skewness of -0.644 and a kurtosis of -0.746. The average value for trust is 3.39, and its skewness has a value of -0.563, demonstrating fairness among participants. Likewise, the average values for the variables social media adoption, customer satisfaction, and customer loyalty are 3.47 and 3.39, respectively, which are neutral

values for the statements. The distribution of these variables is also negatively skewed, or we can say that the shape of the variables is properly curved for each variable. As the variables are negatively skewed, this concludes that the variables don't belong to a normal distribution.

3.3. Inferential statistics

For testing the hypothesis, inferential statistics were applied. Inferential statistics have two main uses: providing estimates about populations and testing hypotheses to draw conclusions about populations. The main purpose of inferential statistics is to draw inferences about the overall population of research by considering a sample of it. This is a way to make assumptions about key elements with an equitable degree of confidence (Botti et al. 2008). By using inferences, it is possible to statistically answer research questions, achieve study objectives, and reach conclusions regarding the study's purpose. It can be said that the main advantage of making inferences is that they can make suggestions and define limitations.

In this study, inferences were made based on hypotheses, and hypothesis testing was used to determine whether a hypothesis should be accepted or rejected. Null and alternative hypotheses were defined, and conclusions were drawn based on the analysis results about whether to reject or accept the null hypothesis. The null hypotheses basically state that this set of observations has no statistical significance, whereas alternative hypotheses state the significance between observations. Thus, if analysis results conclude that observations are statistically significant, researchers reject the null hypothesis in order to indicate the results of the analysis. In this research, hypotheses were tested using correlation, regression analysis, and moderation according to Hayes Process Model 1.

The main purpose of regression is to indicate the cause-and-effect relationship between variables. As there must be dependent and independent variables, this test is conducted by testing the effect of the independent variable on the dependent variable. There are several measurements that show the relationship between variables. These are coefficients of determination, or R², F-statistics, significant value, and coefficient value. "R² is a number that ranges from 0 to 1, and it indicates how well a dependent variable can be predicted by the predictors (independent variables). R² is usually expressed as a percentage. For example, if R² is 0.70, it can be written as 70%, which means that 70% of the outcome variable is predicted by the independent variable. F-

statistics and significance values play a crucial role in regression models since they determine whether or not the model is statistically significant. The coefficient value describes the nature of the relationship between variables, such as whether there is a positive or negative relationship between variables. Thus, a positive relationship indicates a direct relationship, while a negative relationship indicates an indirect relationship (K & Maxwell, 2003).

For moderating purposes, Hayes Process Model 1 is used. Basically, this process is conducted to determine how the moderating variable interacts with the dependent and independent variables. So, for such a hypothesis where a third variable is present, the Hayes process is used. In addition, to determine if there is any relationship between variables, we analyzed the correlation to find out how well one variable can influence the other.

3.4. Hypothesis testing

Customer empowerment and Social media technology adoption

H1: Customer Empowerment positively impacts customers' social media technology adoption.

To determine the relationship between customer empowerment and customers' social media technology adoption, H1 was proposed and analyzed using linear regression. Here, the dependent variable is social media adoption, which is dependent on customer empowerment, so empowerment acts as a predictor. Customer empowerment is considered a factor that promotes the adoption of digital media. This is because it allows consumers to communicate and share their views with others. In light of this fact, dependent and independent variables were chosen.

Table 3 presents the results where the model significance can be seen by the value of F-statistics which is 259.37 and the p-value for this F-statistics is 0.00, as this p-value is lesser than 0.05 ($0.00 < 0.05$) and it shows that p-value came lower than the significant threshold which 0.05. This concludes that the model for customer empowerment and social media adoption is statistically significant where the cause-and-effect relationship is expressive. From the table, it can also be seen that the value of the coefficient of determination (R²) is 0.48 which means 48% of social media technology adoption is predicted by customer empowerment by this linear model.

Table 3. Regression for H1

Variable	B	F (p-value)	t	p
(Constant)	1.35		9.66	.00
Customer empowerment	.62	259.37 (0.00)	16.11	.00

Note. $R^2=0.48$, Dependent variable: Social media adoption

In Table 3, the measurement of the coefficient of customer empowerment is presented as B. The coefficient value for customer empowerment is 0.62, and for this coefficient, the t-statistics are 16.11 with a p-value of 0.00. The value of coefficient 0.62 indicates the relationship between customer empowerment and social media adoption by customers is positive, where the t-statistic and p-value signify this relationship. Positive relationships are a sign of a direct relationship. This advice says that if a brand increases customer empowerment, the adoption of social media technology will likely increase. By empowering customers, brands are encouraging them to adopt social media. Therefore, customers who use social media can express themselves and demonstrate their needs, which allows them to share their content and interact with others according to their terms. Through this relationship, brands that encourage their customers' contribution to the creation of services can also boost their social media activity.

Based on these analyses and the conclusions that were derived from the results, it is possible to conclude that the null hypothesis can be rejected. According to this hypothesis, there is no relationship between customer empowerment and social media adoption. On the other hand, an alternative hypothesis is accepted, which states that customer empowerment positively impacts social media adoption.

According to previous research by Dey et al., 2019, consumer empowerment stems from the knowledge consumers gather from digital and online sources. How effectively customers can utilize information for evaluating competing products and satisfying their needs depends largely on their ability to decipher the information and gain insights. In essence, consumers should also be empowered because it enables them to have more options and solutions to their problems and needs. Moreover, the widespread adoption of social media has greatly impacted marketing activities, as it has made it easier for customers and marketers to share information.

Customer engagement and social media technology adoption

H2: Customer Engagement positively impacts customers' social media technology adoption.

H2 was proposed and analyzed using linear regression to determine the relationship between customer engagement and customer adoption of social media technology. Here the dependent variable is social media adoption, which is dependent on customers' engagement, so engagement plays the role of the independent variable. Kumar and Pansari (2019) defined customer engagement as the level of connectedness between a customer and a firm, stating that a higher level of customer engagement enhances a firm's competitiveness while social media platforms enable their users to build virtual communities for sharing their ideas or thoughts. These abilities are advantageous for any brand since social media provides a new way for firms to communicate directly with their customers. With the development of advanced technologies, like online consumer reviews, the focus of customer engagement studies has shifted towards the behavioral interactions of customers with a product or service. As a result, customer engagement was considered to be a predictor of social media adoption.

As shown in Table 4, the model significance can be determined from the F-statistics of 215.16 and the p-value of 0.00 ($0.0 < 0.05$), as this p-value is less than the significant threshold of 0.05. This concludes that the model for customer engagement and social media adoption is statistically significant where the cause-and-effect relationship is present. The value of the coefficient of determination (R^2) is 0.43, which means 43% of social media technology adoption is predicted by customer engagement in this linear model.

Table 4. Regression for H2

Variable	B	F (p-value)	t	p
(Constant)	1.37		9.08	.00
Customer engagement	.60	215.16 (0.00)	14.66	.00

Note. $R^2=0.48$, Dependent variable: Social media adoption

From Table 4, the measurement of the coefficient is presented as B. The coefficient value for customer engagement is 0.60, and for this coefficient, the t-statistic is 14.66 with a p-value of 0.00, which is less than the significance threshold of 0.05. The value of coefficient 0.60 indicates the relationship between customer engagement and social media adoption by customers is positive, where the t-statistic and p-value signify this relationship. Having a positive relationship

can be a sign of a direct relationship. Therefore, it can be concluded that customers' adoption of social media technology can increase if a brand increases customer engagement. Additionally, engaging with customers can enable brands to connect with customers and grow customer social media adoption. Therefore, customers who use social media are looking for information about the advertised product, and some users join social media platforms based on recommendations from friends. By posting images, videos, and links or replying to similar posts, users can engage with the content of social media sites. This concept illustrates the relationship between the brand and its customers and accepts the fact that interactions with social media are highly valued.

Following these analyses and the conclusions reached, the results suggest that the null hypothesis can be rejected. This states that no relationship exists between customer engagement and social media adoption. Additionally, an alternative hypothesis, which sums up the conclusion, states that customer engagement positively influences social adoption by customers.

These conclusions reflect the previous study by Kaplan and Haenlein (2010), which showed that a community of internet-based applications that is built on social media's technological foundations can enable user-generated content to be produced and shared. Social media has been classified by Nadeem et al., (2015) as a multitude of online information outlets that are developed, disseminated, and used by consumers to educate each other about goods, services, and brands on the market. Zaglia (2013) has described numerous user engagement qualifications within social media communities, which also coincide with this study's hypothesis.

Customer empowerment and customer engagement

H3: Customer Empowerment positively impact Customer Engagement.

In order to understand the relationship between customer engagement and customer empowerment, H3 was proposed and analyzed using linear regression. As a dependent variable, customer engagement was measured by the extent to which customers are empowered by service providers. Therefore, empowerment plays the role of an independent variable in this study. Customer empowerment aims to increase customer value by enabling them to express their needs and wants. The brand encourages customers to participate in its online community and, in return, offers empowerment-related rewards like discount codes or coupons for future purchases or loyalty points and rewards program credits. Utilizing their power of empowerment, customers can use social media means to create brand-related content via writing articles and reviews, publishing weblogs, or contributing to the brand through rating, participating in conversations, or providing

comments on brand videos or other related items. This empowerment of customers encourages customer engagement, and thus, empowerment predicts the engagement of participants.

According to the results shown in Table 5, the model significance can be seen from the values of the F-statistic, which is 204.39, and the p-value is 0.00. Because the p-value is less than 0.05 ($0.00 < 0.05$), this implies that the customer engagement and customer empowerment models are statistically significant. The cause-and-effect relationship in the model is also significant. It can also be seen that the value of the coefficient of determination (R^2) is 0.42, which means 42% of customer engagement is predicted by customer empowerment within this linear model.

Table 5. Regression for H3

Variable	B	F (p-value)	t	p
(Constant)	1.33		8.25	.00
Customer empowerment	.64	204.39 (0.00)	14.30	.00

Note. $R^2=0.42$, Dependent variable: Customer engagement

In Table 5, the measurement of the coefficient is presented as B. The coefficient value for customer empowerment is 0.64, and for this coefficient, the t-statistic is 14.30 with a p-value of 0.00, which is less than the significance threshold of 0.05. The value of coefficient 0.64 indicates the relationship between customer engagement and customer empowerment is positive, where the t-statistic and p-value signify this relationship. This advice states that if a customer's empowerment increases, then customer engagement is also likely to increase. Engagement with customers enables the firm's ability to connect with its customers and also grows social media adoption by customers. By following this, customers who are social media users are searching for information related to the advertised product. On the recommendation of friends, some users join social media platforms. Customer interactions with community members and their contribution to organizational performance are two factors that motivate customers to engage in the brand community. Therefore, the presence of these factors will result in customer engagement in the brand community.

Based on these analyses and the conclusions derived from the results, it is possible to conclude that the null hypothesis can be rejected, primarily because there is no relationship between

customer engagement and customer empowerment. On the other hand, an alternative hypothesis supports the conclusion that customer empowerment positively affects customer engagement.

These findings support the previous study by S. Bansal (2018), which found that customer empowerment is a method for customers to provide feedback on the organization's goods or services. Customer engagement can be increased by collecting information on customers' needs and expectations, meeting these needs, and introducing new services that add value for customers. Therefore, instead of collecting and analyzing customers' information to identify and meet their needs, the organization may empower its customers, as they are best able to understand their needs and determine the most effective way to fulfill them.

Trust, customer empowerment and social media adoption

H4a: Trust moderates the relationship between customer empowerment and social media adoption.

For analyzing the moderating effect of trust in the relationship between customer empowerment and social media adoption, H4a was proposed and analyzed using Hayes' Process Model 1. The dependent variable in this case is social media adoption, which depends on customer empowerment and trust, moderating their relationship, making customer empowerment an independent variable. Social media platforms are integrated into the marketing strategy, advancing technology and providing various mechanisms and communication tools that companies can rely on to interact and engage with actual and potential customers. This is aimed at exploring the impact of customers' empowerment on social media via brand trust.

Table 6 presents the results, which show that the value of the coefficient of determination (R²) is 0.53, indicating that 53% of social media adoption is predicted by customer empowerment and trust. It can also be said that customer empowerment and trust affect social media adoption by 53%. The model's significance can be measured by the F-statistic value of 105.72 and the p-value of 0.00, as the p-value for this F-statistic is less than 0.05 (0.00 < 0.05), indicating that the p-value was lower than the significance threshold of 0.05. This shows that the model for social media adoption, customer empowerment, and trust is statistically reliable, and the cause-and-effect relationship is evident. The lower and upper confidence intervals for the lower trust value

lie between 0.39 and 0.64, indicating that the interval does not contain a zero. The effect value for the lower trust value is 0.51, and the effect value for the higher trust value is 0.33, with a confidence interval between 0.18 and 0.49, indicating that moderate effects of trust levels between social media adoption and customer empowerment are significantly positive. The interaction effect of trust and customer empowerment is 0.37, which is significant with a 0.000 p-value. This also justifies that the moderation effect of trust is significant and that the social media adoption predicted by customer empowerment through trust is compelling.

Table 6. Regression for H4a

Variable	B	F (p-value)	t	p	LLCI, ULCI
(Constant)	.38		1.00	.32	
Customer empowerment	.65		4.98	.00	
Trust	.51		3.59	.00	
<i>Low Trust</i>	.51	105.72 (0.00)	8.02	.00	[.39, .64]
<i>High Trust</i>	.33		4.20	.00	[.18, .49]
Interaction	.37		2.75	.00	

Note. R²= 0.53, Dependent variable: Social media adoption, Interaction: Trust* customer empowerment

In Table 6, the measurement of the coefficient is presented as B. The coefficient value for customer empowerment is 0.65, and for this coefficient, the t-statistic is 14.30 with a p-value of 0.00, which is less than the significance threshold of 0.05. The value of the coefficient 0.65 indicates that the relationship between social media adoption and customer empowerment is positive, and the t-statistic and p-value signify this relationship. The coefficient of trust is 0.51, which is also positive with a t-statistic of 3.59 and a p-value of 0.00. The significant relationship implies a direct relationship, and this suggests that if customer empowerment and trust increase, then social media adoption can also increase.

Customers' ability to express themselves through social media is critical. Brands may use empowerment tactics to capture customers' ideas, replies, and feedback for product and process innovation. According to Acar and Puntoni (2016), empowering customers in the digital era can result in significant objective, attitudinal, and behavioral advantages. Following these analyses and the conclusions derived from the results, the null hypothesis can be rejected, stating that there is no moderation of trust between social media adoption and customer empowerment. On the other hand, the alternative hypothesis is accepted, stating that trust significantly moderates customer empowerment and social media adoption.

The previous study by Kim and Park (2012) found that empowerment can be used for trust-related studies, as trust is a preceding belief factor that affects an individual's online purchase intentions. Other researchers have also empirically tested the relationship between trust and purchase intentions in a social media environment, with results showing that a large number of different retailers on social media has resulted in increased competition; thus, it has become increasingly important for retailers to consider consumers' suggestions about their products and services in order to increase their customers' trust in them and their online purchase intentions.

Trust, customer engagement and social media adoption

H4b: Trust moderates the relationship between customer engagement and social media adoption.

For analysing the moderating effect of trust between the relationship of customer engagement and social media adoption, H4b was proposed and analyzed using Hayes Process Model 1. Here, the dependent variable is social media adoption, which is dependent on customer engagement. Trust then moderates their relationship, so engagement plays the role of an independent variable. Customers' engagement behavior is largely derived from entertainment and the societal and economic benefits received through social media. The study argues that brand engagement through social media is a convenient tool to prompt customers to satisfy their hedonistic (in the form of entertainment, enjoyment, and fun) and utilitarian (in the form of product or service information relating to offers, price, reviews, etc.) needs.

Table 7 presents the results, which show that the value of the coefficient of determination (R^2) is 0.51, indicating that 51% of social media adoption is predicted by customer engagement and trust. It can be said that customer engagement and trust affect social media adoption by 51%. The significance of this model can be determined by the F-statistic, which is 96.86, and the p-value for this F-statistic is 0.00, lower than the significance threshold of 0.05. This implies that the model

for social media adoption, customer engagement, and trust is statistically significant, especially the cause-and-effect relationship. For the lower value of trust, the lower and upper confidence intervals are 0.34 and 0.56, respectively, indicating that the interval is not zero; also, the effect value is 0.45, whereas for the higher value of trust, the effect is 0.19 with a confidence interval of -0.01 and 0.39, showing that the moderation effect of the lower level of trust is present between social media adoption and customer empowerment, but the moderation effect of the higher level of trust is insignificant. The interaction effect of trust and customer engagement is 0.11, which is significant with a 0.000 p-value, validating the fact that trust has a significant moderation effect and that social media adoption predicted by customer engagement through trust is compelling.

Table 7. Regression for H4b

Variable	B	F (p-value)	t	p	CI [LL, UL]
(Constant)	.11		.26	.80	
Customer engagement	.66		5.26	.00	
Trust	.70	96.86 (0.00)	4.14	.00	
<i>Low Trust</i>	.45		8.01	.00	[.34, .56]
<i>High Trust</i>	.19		1.85	.06	[-.01, .39]
Interaction	.11		2.34	.02	

Note. R²= 0.51, Dependent variable: Social media adoption, Interaction: Trust* Social media adoption

Table 7 shows that the coefficient value for customer engagement is 0.66, has a t-statistic of 5.26, and a p-value of 0.00, which is below the significance threshold of 0.05. This indicates a positive relationship between social media adoption and customer engagement, as supported by the positive coefficient value, the t-statistic, and the p-value. Similarly, the coefficient for trust is 0.70, which is also positive and has a t-statistic of 4.14 and a p-value of 0.00. This suggests that an increase in customer engagement and trust could lead to an increase in social media adoption.

According to research on online media (Miyazaki and Fernandez, 2001), customers are primarily concerned with how companies use the data they collect online, which can impact their engagement and purchases. The findings of this analysis suggest that the null hypothesis, which states that there is no relationship between trust and the relationship between social media adoption and customer engagement, can be rejected. Instead, the alternative hypothesis, which concludes that trust significantly affects the relationship between customer engagement and social media adoption, is accepted.

Several scholars have considered trust as a contextual and conditional variable that acts as a moderating factor rather than one having a direct effect (Langfred, 2004; See-To and Ho, 2014). That is, engagement behavior is primarily triggered by the interaction of several motivational variables, and the context in which this engagement behavior occurs should play a moderating role rather than a motivational role. Thus, it is assumed that when customers perceive a higher level of trust toward a certain brand, their engagement, commitment, and loyalty toward it will also be higher, which in turn promotes the intention to purchase.

Social media adoption and Trust

H5: Customer's social media adoption increases with the increase of their Trust on brand.

To discover the relationship between customer trust and social media technology adoption, H5 was proposed and analyzed using Pearson's correlation. Each variable is continuous and can increase, decrease, or change its position as if both variables were equal. Due to this relationship leading to the advent of social media, enabling connections with like-minded peers has been made possible, and individuals can now share ideas or look for production information from their personal circles and even strangers. Customers can communicate their experiences and opinions regarding products on social media, and modeling can occur when the consumer follows the recommendations of peers to gain their approval.

Table 8. Regression for H5

		SMA	Trust
SMA	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	284	
Trust	Pearson Correlation	.627**	1
	Sig. (2-tailed)	.000	
	N	284	284

** . Correlation is significant at the 0.01 level (2-tailed).

Table 8 shows that the correlation between social media adoption and trust is 0.627; the relationship is 0.63 and is positive, indicating a strong positive relationship between the two variables. The significance of this relationship can be seen in the p-value of 0.00, which is below the threshold of 0.05. This suggests that the relationship between social media adoption and trust

is statistically significant. Based on these results, it can be concluded that the null hypothesis, which posits that there is no relationship between customer trust and social media adoption, can be rejected. Instead, the alternative hypothesis, which suggests that customer trust and social media adoption are positively related, is accepted.

These conclusions are consistent with previous research by Muralidharam and Men (2015), which found that peer communication through social media has a positive impact on trust building and consumers' online purchase intentions. When consumers receive positive feedback about retailers on social media from their peers, it can help establish trust and increase their intention to make online purchases.

Social media adoption and customer satisfaction

H6: Social media technology adoption positively influence customer satisfaction

For finding out the relationship between customer satisfaction and social media technology adoption, H6 was proposed and analyzed using linear regression. Here, the dependent variable was customer satisfaction, which was dependent on social media adoption; thus, social media technology adoption by participants played the role of the independent variable. As an emerging e-commerce business model, social commerce distinguishes itself by leveraging social media to affect customers' purchase decision-making. However, in the context of social commerce, the specific mechanism between social media and customer satisfaction, as an influential intangible and leading measure of business success, has not yet been fully understood. Simple dyadic interactions between customers and marketers had been redefined by social media, which had transformed them into more complex interactions between multiple groups, including customers, organizations, stakeholders, and non-customers (Jaakkola & Alexander, 2014). As a result, social media's role as social network facilitators had supplanted traditional media in terms of establishing connections, engaging customers, and maintaining long-term relationships among multiple groups. Based on social capital theory, a model was developed that explains how social media enhances customer satisfaction.

The results presented in Table 9 demonstrate the model significance as the value of the F-statistic is 245.22 and the p-value for this F-statistic is 0.00, which is less than 0.05 (0.00 * 0.05) and below the significance level of 0.05. This leads us to conclude that the model for customer

satisfaction and social media adoption is statistically significant with a cause-and-effect relationship. The value of the coefficient of determination (R²) is 0.47, which means 47% of customer loyalty is predicted by customer satisfaction within this linear model.

Table 9. Regression for H6

Variable	B	F (p-value)	t	p
(Constant)	1.37		7.11	.00
Social media adoption	.60	127.53 (0.00)	11.29	.00

Note. R²= 0.31, Dependent variable: Customer satisfaction

Table 9 shows the measurement of the coefficient B as 0.60. The t-statistic for this coefficient is 11.29 with a p-value of 0.00, which is less than the significance threshold of 0.05. This value of coefficient 0.60 confirms that there is a significant positive relationship between customer satisfaction and social media adoption. The t-statistic and p-value signify this relationship. A positive relationship indicates that as social media adoption by customers increases, it is likely that customer satisfaction will also rise. This relationship would encourage social interaction and collaboration among consumers to exchange domain knowledge and experience, which leads to informed and accurate purchase decisions and overall satisfaction.

The results of this study indicate that the null hypothesis can be rejected. This is because no relationship exists between customer satisfaction and social media adoption. On the other hand, an alternative hypothesis is accepted, which suggests that social media adoption positively affects customers' satisfaction.

Based on the findings of Huan Liang et al. (2016), the researchers concluded that social capital would increase social interaction and collaboration among consumers, allowing them to exchange knowledge and experience, leading to a more informed and accurate purchase decision and an overall rise in satisfaction. Customers who show a high level of brand activity on social media are more likely to repurchase the brand. This is because our results demonstrated that customers who exhibit satisfied behaviors will likely repurchase from the firm.

Customer satisfaction and customer loyalty

H7: Customer satisfaction positively affects the customers' loyalty.

Based on linear regression analysis, H7 was proposed and analyzed to determine the relationship between customer satisfaction and loyalty. Here the dependent variable is customer

loyalty, which is dependent on customers' satisfaction, thus the satisfaction of participants plays the role of an independent variable. Satisfaction is an overall customer attitude or behavior toward the difference between what customers expect and what they receive regarding the fulfillment of some desires and needs (Hansemark, 2004). Customer loyalty plays a crucial role in achieving a competitive advantage in any organization. It is the result of an organization creating a benefit for customers so that they will maintain and increase repeat business with the organization. Reicheld (1996) emphasized the fact that organizations are willing to invest their loyalty in businesses that can deliver superior value relative to competitors. In order to follow these certainties, customer satisfaction was taken as an independent variable, whereas customers' loyalty was predicted by satisfaction.

In Table 10, the model significance is identified by the value of the F-statistics, which is 245.22, and the p-value for the F-statistics is 0.00. The p-value is less than 0.05 ($0.00 < 0.05$), and therefore the p-value comes under the significant threshold of 0.05. This means that the model is statistically significant and the cause-and-effect relationship is expressive. The value of the coefficient of determination (R^2) is 0.47, which means 47% of customer loyalty is predicted by customer satisfaction within this model.

Table 10. Regression for H7

Variable	B	F (p-value)	t	p
(Constant)	1.03		6.52	.00
Customer satisfaction	.68	245.22 (0.00)	15.66	.00

Note. $R^2=0.47$, Dependent variable: Customer loyalty

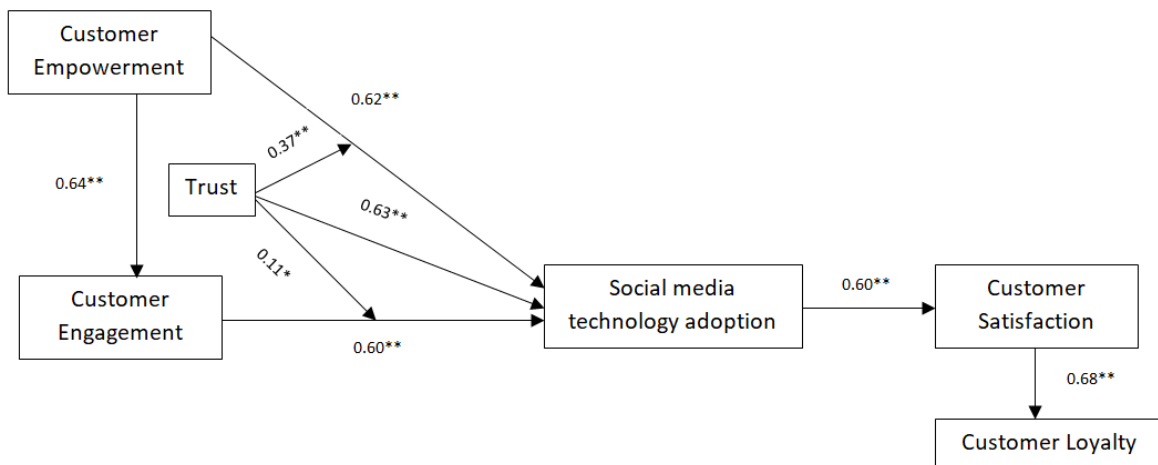
In Table 10, the measurement of the coefficient is presented as B. The coefficient value for customer satisfaction is 0.68, and for this coefficient, the t-statistic is 15.66 with a p-value of 0.00, which is less than the significance threshold of 0.05. The value of coefficient 0.68 shows the relationship between customer satisfaction and loyalty is positive, where the t-statistic and p-value signify this relationship. It indicates that a direct relationship exists between the brand and its customers. This indicates that if customer satisfaction increases, then customer loyalty will also increase. This relationship can be clearly witnessed between service providers and customer satisfaction, as it's considered essential in the service industry because it's the foundation of its success. Without satisfied customers, these organizations cannot survive. In fact, customer satisfaction is crucial to building consumer loyalty. Creating customer loyalty creates mutual rewards that benefit both firms and customers. With loyal customers, organizations can maximize their profit because loyal customers are willing to purchase more frequently, spend money on

trying new products or services, recommend products and services to others, and give organizations sincere suggestions.

Zeithami et al. (2000) reached the same conclusions in their previous study. The study found that consumer satisfaction positively affects loyalty. They recognized the fact that there is a significant positive relationship between consumer satisfaction and consumer loyalty. The quality of products or services has a strong positive impact on customer satisfaction. Some define the quality of products or services in terms of performance, conformance, reliability, durability, serviceability, aesthetics, and customer-perceived quality.

The conceptual model, after testing the hypothesis, will justify the cause-and-effect relationship between variables. It was concluded that independent variables such as empowerment and engagement were significant. Trust significantly moderates the relationship between social media adoption and engagement or empowerment. Technology adoption significantly provides the link between the independent and dependent variables. Customer satisfaction positively impacts customer loyalty, whereas the satisfaction of customers is affected by social media adoption.

Figure 2. Hypothesized model



4. Conclusion and recommendations

From the results of hypothesis testing that were tested by regression analysis and moderation analysis. An evaluation of customer satisfaction and loyalty in social customer relationship management was conducted through social media engagement and empowerment. As a result of this aim, seven hypotheses were presented, and the conclusion was reached that the hypotheses proposed fit the objectives of the study, and the relationships between variables were significant. The direct, positive, and significant effect of customer empowerment on social media adoption concluded that empowerment motivation revolves around individuals utilizing online media to exercise their impact or power on other individuals or organizations. The well-informed consumers of the contemporary world cannot just be considered as the targets of marketers, but the influence of these consumers in shaping marketing efforts also warrants close attention. The proliferation of evolving Internet technologies has provided extended information capabilities and a broader freedom of choice to consumers, resulting in more empowerment than ever before. Social media plays a pivotal role in facilitating consumers' ability to amplify their voices across the globe. Empowerment strategies may be employed by businesses in order to collect consumers' ideas, responses, and feedback for product and process innovation.

As a result of the significant impact of customer engagement on social media adoption, it's been found that customers using social media to discover the latest products and brands have increased by 43 percent compared with last year. By using social media platforms, customers have the opportunity to engage with brands at any time and from anywhere. Customers can interact with brands at any time and from any location by accessing social media platforms. This encourages customers to interact with the brand, and in order to improve customer engagement, the company must implement certain strategies. Customer engagement and empowerment are also directly related to customers' using social media to find knowledge related to the advertised product. Many users join social media platforms based on their friends' recommendations. Customer interactions with community members and their contribution to organizational performance are two factors that motivate customers to engage in the brand community. Therefore, the presence of these factors will result in customer engagement in the brand community.

Existing literature fails to reveal whether and how social media impacts the different stages of the consumer adoption process, despite the fact that social media is used to provide information about existing and new products. This study abridges this significant gap in the existing literature and makes incremental contributions to the growing knowledge of the consumer adoption process. By showing a significant impact of social media on customer loyalty, it is stated that social media

channels trigger online interaction through the online-based brand community that affects consumer-brand promise and trust and subsequently brand loyalty.

Engagement in a social media-based community has a significant impact on relationship marketing, which can then positively impact brand promise, trust, and loyalty. According to research, the relationship market succeeds when customers and brand owners interact on equal ground, especially when customers are allowed to air their views on a particular product or brand management. From the analysis, it is also identified that social media brand engagement refers to the participation of customers physically or psychologically in varied brand building activities that impact their decision-making. The study defined online customer engagement as a promising concept that provides enhanced predictive and explanatory power for focal consumer behavior outcomes, including brand loyalty. The most relevant conceptual contribution of this work is that customers who engage with companies over social media are more loyal and spend more with those companies than other customers.

Companies find it valuable to track the percentage of customers "engaged" by looking at such basic measures as site traffic, fans, and followers. Additional engagement metrics include buzz and voice share. While most companies rely on third-party analytics firms to capture these metrics, leaders such as Dell and Gatorade have invested in their own social media listening tools. Within these tools, employees complement SM monitoring software with a dashboard of key metrics such as brand discussions, customer interactions, and media campaign performance. These dashboards emphasize the importance of listening as an organizational priority and better enable companies to spot key trends quickly. Social media leaders invest in the tools necessary to track shifts in loyalty and NPS. They also invest in the manual "cleaning" of listening and analytical tool output to capture shifts in sentiment. Social analytics providers are still developing their machine-based algorithms to better capture sentiment trends, which are difficult to obtain with natural language translation. Further consolidation in this space is expected as the market continues to evolve and mature.

These findings match those of the research work of Liu, Min, & Han (2019) on use and gratification theory and social influence theory. Consumers make inquiries about products or services from certain organizations, and these interactions involve economic relations that are based on cost-benefit analyses or assessing the risks and benefits associated with those products or services. When individuals engage with brands, they adopt the latest ideas and technologies, which they use to benefit from the latest advances. These findings match those of the research work of Lupo (2018) regarding social exchange theory and adoption theory. As a consequence of

modern trends toward digital media, consumers are empowered. These findings match those of the research work of Zimmerman (2000) regarding empowerment theory in general.

This research uncovers some suggestions as well. The current study concludes that engagement strategies are required for enhancing customer engagement with brand-related social media because engaged customers are more likely to be loyal to their favorite brand. Thus, marketing professionals should focus more on employing innovative customer engagement strategies to engage customers with the brand and gain a competitive advantage. Social media significantly impacts consumer behavior. Therefore, marketers need to develop a strategy that will trigger consumer interest in relevant products and/or services before they make a final purchase decision through social media marketing. Such an initiative will contribute to enhancing customer equity. As using social media substantially improves the rate of new product adoption, marketers should use different social media marketing approaches. These include using chatbots, establishing a target audience, and using brand advocates.

The study also has some limitations. One of the main limitations of the current study is that it examines social media as a whole. In the future, it may be beneficial to examine how different types of social media, such as Facebook, YouTube, etc., can be leveraged for strengthening brand equity. Although social media use is especially prevalent among different age groups, investigating how old and young consumers interact with brands via social media can stimulate theoretical development. In addition, it can provide potentially valuable strategic opportunities for brand managers. Also, because of the strategic implications of customer interactions on social media related to brands, future research can be extended by establishing the role of user-based, firm-based, and social factors in predicting social media brand engagement and its consequences, such as value co-creation, brand equity, competitive advantage, and purchase intentions. Specifically, how consumers value fashion and electronic brands across different social media platforms needs to be considered in the future.

In this study, we aimed to understand how customers choose and prefer specific brand-related social media content to interact with and engage with. We found that people's values, beliefs, attitudes, and behaviors can be influenced by the views and opinions of their network as they share these on digital media platforms through comments, likes, dislikes, or blogging. Brands and organizations can also leverage this type of communication to promote their campaigns or goals. As a result, consumers become more engaged with the brand and may even develop a sense of community around it.

This research does not cover the role of individual digital media channels. For future research, individual digital media channels can be considered, which will provide a detailed channel analysis. A global-level inquiry can be undertaken to cover more countries where the advertising spend of mainstream media can be compared to digital media. Moreover, consumers' digital-brand engagement, physical and mental or psychological stress due to information and communication overload, false reviews, deceptive digital advertising, and ethics and cyber laws can be studied in this context.

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Annex I – Survey

Dear respondent,

currently the researcher ‘s team from Vilnius University are conducting a research about engagement with brands on social media. Your answers are anonymous and will not be associated with your identity. The results of the research will only be published in a generalized form.

Thank you in advance for your participation!

Prior to survey we would like you to think about 1 of your favorite brands that you follow in any social media platform, and you usually interact with the posts this brand publishes. Example (you like ZARA posts in Facebook).

These questions will help us to know how *involved* you are with your favorite brands. Please mark any 1 of the 5 measurements that suits your satisfaction level.

Choose option:

Questions	Totally disagree	Disagree	Neither disagree nor agree	Agree	Totally Agree
I have “Liked”, “Commented” and/or “Shared” different posts on my favorite brands' social Media pages.					
In general, I feel motivated to actively engage with social media posts from brands I like.					
I’m willing to collaborate in various social media initiatives with my favorite brands in developing products/services/features.					
In general, I feel motivated to engage actively on the Brand's social media pages.					
Exploring my favorite brand’s social media page stimulates my interest in learning more about the company and its products.					

Time flies whenever I visit my favorite brand's social media page because I want to find out more					
I'm very enthusiastic whenever I explore my favorite brand's social media page.					
I'm very pleased to interact with my favorite brand on social media.					
I'm emotionally attached to my favorite brand social media posts.					
My favorite brand social media posts are fun.					
My favorite brand social media posts are very useful.					

1. **These questions will help us to calculate how determined you are to implement your suggestion in front of others about your favorite brand. Please mark any 1 of the 5 measurements that suits your satisfaction level.**

Choose option:

Questions	Totally disagree	Disagree	Neither disagree nor agree	Agree	Totally Agree
On my favorite brand page, I want to give suggestions to other users					
On my favorite brand page, I want to influence other people					
On my favorite brand page, I want to influence companies and organizations					

These questions will assist us to measure the *level of trust* you have towards your favorite brands using social media. Please mark any 1 of the 5 measurements that suits your satisfaction level.

oose option

Questions	Totally disagree	Disagree	Neither disagree nor agree	Agree	Totally Agree
I believe it is safe to interact with brands on social media					
I believe that brands respect my privacy when I interact with them on social media					
I trust the information published by other consumers on brand's social media pages					
I believe that brands will not provide the information that they have obtained about me, through social media, to other people or entities					

These questions will help us out to calculate the *level of adoption* you have for using and interacting with your favorite brands through social media. Please mark any 1 of the 5 measurements that suits your satisfaction level.

oose option

Questions	Totally disagree	Disagree	Neither disagree nor agree	Agree	Totally Agree
I find social media useful in my daily life					
Using social media increases my productivity					
It is easy for me to master social media					

People who are important to me think I should use social media					
In general, my family supports the use of social media					
I have the resources necessary to use social media					
I have the knowledge necessary to use social media					
A specific person (or group) is available for assistance with social media difficulties					
I intend to use social media in the next 12 months					

These questions will measure the *level of satisfaction* you have towards your favorite brands in the Social Media context. Please answer using any 1 of the 5 measurements that suit you.

Choose option

Questions	Totally disagree	Disagree	Neither disagree nor agree	Agree	Totally Agree
I am satisfied with my decision to become a member/fan of my favorite brand social media group.					
I think that I did the right thing when I decided to become member/fan for my favorite brand social media group.					
I am satisfied with my decision to be a customer for my favorite brand.					

I am satisfied with my favorite brand					
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To help us to measure the *level of loyalty* you have towards your favorite brands in Social Media context please answer using any 1 of the 5 measurements that suit you.

Choose option

Questions	Totally disagree	Disagree	Neither disagree nor agree	Agree	Totally Agree
“For me, my favorite brand is the best alternative.”					
“I will buy my favorite brand social media regularly.”					
“Social media stimulates me to buy this brand repeatedly”					
“I would recommend buying my favorite brand on social media sites.”					
“I’m proud to tell my family and friends that I have purchased from my favorite brand.”					

7. Your Gender:

Choose option

- Male
- Female

8. Your Age group:

Choose option

- Less than 18 years
- 18-25 years
- 26-35 years
- 36-45 years
- 46-60 years
- Above 60 years

9. Your income:

Choose option

- Less than €500
- €500 to €1,499
- €1500 to €2,499
- €2,500 to €3,499
- More than €3,500

Thank You for taking the time to complete this questionnaire and submitting it back to us.

Your participation is important to us. Based on your comments and of other participants, we will be analyzing and exploring the possibilities of making any changes as may be needed

