Building Business Customer Engagement through Social Media Marketing Factors

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Abstract

Social media is of crucial importance in a firm's marketing strategies. The interest of scholars and practitioners in social media has been grown significantly. Yet, the B2B companies don't utilize these advancements to the fullest due to their lack of resources and capabilities. Moreover, the adoption of social media marketing tools is slower in B2B markets, with the exception of larger firms that are keen to exploit such digital measurement techniques. The present study attempted to address the gap that social media components would help to enhance the industrial utilization of social media in a social CRM setting. A structured questionnaire was designed, and 250 respondents from B2B small and medium enterprises were approached through convenience sampling by using structural equation modeling. Reputation and Utility attributes are a significant contributor to social CRM.

Moreover, character and security have a direct impact on consumer engagement. Social CRM plays a vital role in enhancing consumer engagement if enterprises focus on utility attributes and the reputation of the firm. Thus, SMEs can use social media as a cost-effective tool to create stronger relationships with the customers and engage them with their products through content. Positive reviews that enhance the opportunities of competitive growth in the long run and marketing managers should focus on these attributes while marketing their products through the SNSs.

Keywords: B2B; Consumer engagement; Social CRM; Social Media Marketing; Textile Sector

The relationship between businesses and customers has been transformed by the Social Media (SM) and mobile devices, which are compelling firms to use such customer relationship management (CRM) techniques that would build relationships beyond the mere economic transactions (Castronovo & Huang, 2012; Hollebeek, 2013). Social Media (SM) channels act as a cost-effective communication interface between companies and customers/clients (Hainla, 2017; Neti, 2011) and offer vital attribute of providing opportunities for seller and buyer to engage in interactions (Pitt, Plangger, Botha, Kietzmann, & Pitt, 2017).

In a business context, the ultimate objective of Social Media Marketing (SMM) factors is to create a stronger relationship and engage people with company products (Mohammadian & Mohammadreza, 2012). Owing to these advantages, firms are now mixing social data with their prevailing CRM systems as social CRM to deliver customized products according to customers' requirements by using Social Media Marketing tools (VanBoskirk, Overby, & Takvorian, 2011). Thus, Social Media Marketing should have exciting features such as excellent content, reputation, and security to attract customers (Mohammadian & Mohammadreza, 2012).

The prevailing B2B literature supports the utilization of SM at every stage of customer relationship (Guesalaga, 2016; Moncrief, Marshall, & Rudd, 2015) and has mostly argued that the usage by B2B organizations is quite dissimilar to other business models; hence, it needs different theories and implications too (Salo, 2017). According to Iankova et al. (2018), Social Media usage by B2B is different from B2C, specifically with respect to its part in CRM. Although B2B firms consider Social Media as a vital tool in creating reputation and originating customer relationships yet,

contrarily, dependence upon traditional marketing tools like personal sales (i.e., offline channels) is persistent (Iankova et al., 2018).

The B2B firms consider relationship orientated usage less critical as compared to other business models (Iankova et al., 2018). As social media is of crucial importance in a firm's marketing strategies now-a-day, it is valuable to find out the success factors of SM, which can enhance the utilization and usage of SM for the B2B in small and medium-sized enterprises (SMEs) context. In this study, SMEs are focused due to their better representation in the Pakistani industrial sector and at an overall global level with the significance of driving economic development. SMEs sector is a significant employer consuming 80% non-agriculture-based labor force and a prominent contributor of GDP with almost 40% share (Finance Division Government of Pakistan, 2018). SMEs also represent 90% of firms in the Pakistani apparel sector (Frederick, Daly, & Center, 2019).

Although SMEs constitute the critical portion of our economies, yet the modern SCRM literature is mainly concentrated on larger firms. The adoption and integration of social media marketing (SMM) techniques require diverse resources (Trainor et al., 2014), and organizations that use Social media marketing for collecting and utilizing the bulk of new information (Cui & Wu, 2016). Due to SMEs' different capacities of resources, they also need novel approaches for the effective utilization of SMM. Consequently, it is arguable how social customer relationship management (SCRM) enables SMEs to enhance their customer engagement (CE) through SMM tools.

The aim is to explore social media marketing (SMM) success factors and their empirical effect on SCRM and CE in the context of B2B SMEs. Up till now, researchers have studied these concepts individually (Mohammadian & Mohammadreza, 2012; Walczak & Gregg, 2009), but to best of authors' knowledge, the combined impact of these factors on CE through SCRM in B2B context and garment sector SMEs of Pakistan is somehow lacking.

Review of Literature

The study of Mohammadian & Mohammadreza (2012) & Farook & Abeysekara (2015) concluded that communication, content, characters, security, and reputation are the success factors of social media that support firms in creating social and structural relations with the customers. Based on prior studies, this research explores how the incorporation of these social media factors with SCRM can assist service-oriented businesses, e.g., SMEs apparel traders, in increasing customer engagement (CE).

Social Media Marketing (SMM)

Social media (SM) is described as "a group of Internet-based applications that build on the ideological and technological foundations of Web 2.0 and that allow the creation and exchange of user-generated content" (Kaplan & Haenlein, 2010). In an industrial advertising context, the choice and nature of channels influence anticipated marketing results like brand recognition, sales volume, and customer services. (Salo, 2017). Moreover, it can be assumed that the way business relationships are formed and processed is impacted differently by social media tools. For instance, ethical consideration and acceptability of various social media channels' contents and impact of unethical content on brand equity/corporate reputation (Salo, 2017). Thus, instead of a direct effect on performance, the influence of social media is depicted via customer/client behaviors (Agnihotri, Dingus, Hu, & Krush, 2016; Itani, Agnihotri, & Dingus, 2017; Rodriguez, Peterson, & Krishnan, 2012).

The benefit of Social Customer Relationship Management (SCRM)

SCRM is "the integration of customer-facing activities, including processes, systems, and technologies, with emergent social media applications to engage customers in collaborative conversations and enhance customer relationships" (Trainor et al., 2014). Prior research on microenterprises in Thailand by Charoensukmongkol & Sasatanun (2017) found that the usage of social media, along with CRM, can enhance business performance. Moreover, they conclude that social media channels can quickly fulfill the communication gap caused by the absence of face-to-face interaction. The social media role as a CRM technique is a novel and exciting field. According to Kim & Ko (2012), it is thought to be an information technology resource from a resource-based view (RBV) standpoint, which is being utilized to achieve performance through facilitating interaction and building relationships between business and customer. Ernst, Hoyer, Krafft, and Krieger (2011) argue that good SCRM enables enterprises to build effective relationships with their

consumers. Michaelidou et al. (2011) studied the use of social networking sites (SNS) by SMEs in the United Kingdom and revealed that most of the SMEs feel SNSs usage as irrelevant. However, firms obtain up-to-date information through social media (Agnihotri et al., 2016) as salespeople who use Social Media in selling perform far better than the ones who do not use social media because it helps salespeople in engaging clients earlier than usual (Fidelman 2012).

Customer Engagement (CE)

CE is defined as "*a psychological state that occurs by virtue of interactive, co-creative customer experiences with a focal agent/object (e.g., a brand) in focal service relationships*" (Brodie, Hollebeek, Jurić, & Ilić, 2011). Customer engagement (CE) is described as a psychological state (Mollen & Wilson, 2010; Vivek, Beatty, & Morgan, 2012) whereas some studies emphasize on its behavioral indications towards a company or a brand which go beyond purchase (Hollebeek, 2013; van Doorn et al., 2010). The attention towards customer engagement was boosted with the arrival of social media owing to its ability to generate exceptional opportunities and smoothening the ways for a closer relationship with a customer (Gorry & Westbrook, 2011; Hudson & Thal, 2013). The work of Kumar et al. (2010) argued that once the customer relates to a brand, the time spent on engagement activities on different social media channels such as; content creation, commenting, and questioning answering has increased gradually. Trainor et al. (2014), in their study, found that a customer-centric management system directly impacts SCRM capabilities in B2B firms. The focus of customer relationship management (CRM) is mainly on such activities, which help in building a stronger relationship with the customers/clients and enhance customer engagement (Greenberg, 2010).

SMM Factors

Following the literature review, it is assumed that SMM tools, along with CRM activities, can affect and enhance customers' engagement, which in turn influences selling and buying patterns. However, the strategic and tactical integration of CE initiatives within the organizations, specifically in CRM for value creation, is still ambiguous (Bijmolt et al., 2010; Mollen & Wilson, 2010). This creates challenges for firms that are incorporating SCRM. Lipiäinen (2015) studied the roles and objectives of utilizing social media along with CRM in industrial markets and found that public social media tools do not play any role in CRM but, on the other hand, closed such as private social media channels are likely to contribute in future. Mohammadian & Mohammadreza (2012) explored social media success factors in the context of the B2C market of Iranian students. According to the authors, communication, content, reputation, security, and characteristics are the most influential factors for the successful implementation and utilization of SMM, which must be considered by the businesses.

Hypotheses Development

The breakthrough of SM along the integration with CRM facilitated companies to gather the bulk of information about customers and examine their buying pattern (Itani et al., 2017) which in turn assists companies in adapting their product offerings according to customers' different likings (Woodcock, Green, & Starkey, 2011). The Social Media usage facilitates better communication with the customers in SMEs (Wamba & Carter, 2015) by providing up to date exchange of information through immediate interactions (Guha et al., 2018; Trainor et al., 2014). Mohammadian & Mohammadreza (2012) found that communication is the primary and most crucial component for the success of social media. Thus, it can be argued that information delivery or communication is the topmost attribute of social media-centered marketing tools as social media gives tremendous opportunities for the firms to communicate and achieve CE through CRM.

SNSs enable users to interact with other people as well as companies; this emphasized such social media marketing tools more than a mere disseminator of information for firms (Nair, 2011). Thus, the prospective impact of a company's online posts on engaging its audience must be carefully considered by its brand page administrators. Apart from the chief facet of communication, attractive content is also considered an essential factor for arousing CE. Mohammadian & Mohammadreza (2012) have found that content is a very crucial element for the success of social media. According to Holliman & Rowley (2014), customer desires useful, up to date, appropriate, and appealing content. This concludes that creating valuable content for B2B customers requires a publishing approach, which is more helping rather than selling.

An essential aspect for capturing user attention is the written or visual characters on SM. These consist of visual design (color combination, pictures, words type and visual elements, navigation, speed of loading pages (Mohammadian & Mohammadreza, 2012). The combination of different colors (Cyr, Head, & Larios, 2010) and text is the most important element to be considered in the selection of the design of the social site (Lynch, 2008). According to Walczak & Gregg (2009), navigation is also a very crucial aspect of user interaction on a website. Mohammadian & Mohammadreza (2012) identified that characters on social media sites are positively associated with business success. The use of visual characters or human conversation style characters for delivering product-related information on retail, the social website have been found to bring positive customer responses (Holzwarth, Janiszewski, & Neumann, 2006). So, it is proposed that;

H1a: Character as a factor of social media marketing predicts consumer engagement
H1b: Character as a factor of social media marketing promotes SCRM
H1c: SCRM mediates the relationship between Character and consumer engagement

Quinton & Wilson (2016) indicate that SM provides opportunities for sharing information, maintaining old and building new relationships quickly due to its widespread usage. This proximity facilitates swift trust development, such as through existence in a social media network of a good reputation. The reputation of SNSs is found to be another significant element for the successful implementation and adoption of social media (Mohammadian & Mohammadreza, 2012). The reputation of online means is the information made available by yourself or by others (Tuten, 2008) through electronic word of mouth (eWOM) or online reviews and recommendations, sharing of information, and cross or between-group interactions (Mohammadian & Mohammadreza, 2012). Riegelsberger, Sasse, & McCarthy (2005) express that the online trust of the customers is influenced by the reputation of a firm or its website.

On the contrary, Bad reputation of social media cannot attract or engage customers (Weinberg, 2009). Park and Lee (2007) elaborate that the reputation of a brand website influences the impact of eWOM. According to Wang, Kandampully, Lo, & Shi (2006), the high fame of a company positively enhances CRM and strengthens the relationship with the brand.

Hence, it is proposed that;
H2a: Reputation as a factor of social media marketing predicts consumer engagement
H2b: Reputation as a factor of social media marketing promotes SCRM
H2c: Reputation mediates the relationship between Character and consumer engagement

Another critical factor in SMM is the security of social sites, which is of great concern while interacting with or engaging the customers. Farook & Abeysekara (2015) also conclude that social media security plays a very important role in engaging customers in social networking sites. According to Mohammadian & Mohammadreza (2012), it refers to the "measurement of risk that users feel in job processes with social media." Security is considered to be one of the important factors for the success of any social media (Mohammadian & Mohammadreza, 2012). Thus, Social media website managers should induce more strict security features so to save customers from fraudulent transactions (Sarwar, Haque, & Yasmin, 2013). Farook & Abeysekara (2015) found that security enhances CE in SMM. According to the authors, the security factor is of utmost importance for increasing users' confidence and motivating them to engage and make purchases using social media. Thus, it can be regarded as a primary element for influencing CE in any type of social media, especially in B2B transactions. Hajli & Lin (2016) indicate that the security and privacy concerns in social networking sites affect the adoption of social media. So, it is pertinent to find out the role of security factor on CE in B2B and SME context. So, it is proposed that:

H3a: Security as a factor of social media marketing predicts consumer engagement
H3b: Security as a factor of social media marketing promotes SCRM
H3c: Security mediates the relationship between Character and consumer engagement

Attaining people's attention towards brand posts and convincing them for viewing the content is considered a challenge for firms. Thus, it is pertinent to keep updating the content or wording of brand posts on social networking sites for continuously engaging the present and prospective customers, which in turn will help to retain the customers and developing loyalty. Farook & Abeysekara (2015), through the review of the literature, identified five influential factors of CE, i.e., vividness, interactive options, and characters on the site, product specification, entertainment, and novel content. Valos, Turner, Scheepers, & Stockdale (2018) studied the integration challenges of online communities in B2B marketing communication and indicated the

crucial importance of messages content in communication. Content is an important component to drive sales (Salo, 2017). Järvinen & Taiminen (2016) indicate that valuable and timely content, which also solves customers' problems rather than just the promotion of company offerings, generates high-quality B2B sales. Hence, it is proposed that;

H4a: Utility attributes as a factor of social media marketing predicts consumer engagement
H4b: Utility attributes as a factor of social media marketing promotes SCRM
H4c: Utility attributes mediates the relationship between Character and consumer engagement

Research Methodology

Keeping in view the theoretical orientation, this study is deductive and revolves around the premises of positivist philosophy. Businessmen dealing in textile related products under the domain of B2B were considered for data collection. No gender-based discrimination was made; however, keeping in view the cultural context, only male owners operating in the B2B context were approached. Due to geographical disbursement of businesses and availability of owners, the non-probability convenience sampling technique was followed as the best available method to approach the respondents who were in the right spot at the right time might fulfill the questionnaires (Giannakis-Bompolis & Boutsouki, 2014). Generally, 5-10 responses are required against every item of instrument/scale, and the total numbers of items in this study were twenty-three; hence a sum of hundred and fifteen items was sufficient for the inferential purpose.

This study used SmartPLS 3.2.9 Software, which deals efficiently with small sample sizes. Keeping in view the criteria, we floated 300 questionnaires among the business owners who were using social media sites for business purposes. Two hundred fifty-four questionnaires were received back, partially filled questionnaires were discarded, and at the end, a useable sample of 250 was retained for final data analysis. The response rate remained 83%. Before administrating questionnaires to the respondents, they informed written consent was obtained from the respondents. The profile of respondents showed that 58.8% are running their own business, and their age is <30 years. 34.8% of respondents are high school qualified, followed by 38% of college graduates. 41.6% of respondents use the internet for more than 5 hours, followed by 36.8% of respondents who use the internet have 2-3 hours daily.

The second portion of the instrument was based on the items pertaining to the study constructs. The perception of respondents regarding security-related information on social media network sites was assessed based on three items, which were developed by Walczak & Dawn (2009). The sample item includes, "*This social networking site provides information about the security matters on a timely basis.*" The reputation of social media networking sites was assessed based on three items developed by Walczak & Gregg, (2009). The sample item is, "*This social networking site has a good reputation among the business community*." The character of SNS was assessed based on three items (Walczak & Dawn, 2009); the sample item is "*The design of this social networking site is according to my needs*." Mediating variable Social CRM was assessed based on a scale developed by Jayachandran, Sharma, Kaufman, & Raman, (2005) with five items. A sample question is, "*The Social networking site provide us with leads for cross-selling/resale opportunities*." Finally, customer engagement (outcome variable) was assessed based on four items scale developed by Jayachandran et al. (2005), and the sample item contains "*This Social networking site helps me to support other members/friends while conducting business*." This study used some measures to overcome the likelihood of standard method biasness. So, some questions were reverse coded, and items were randomly placed for avoiding any biasness (Malhotra, Kim, & Patil, 2006).

Data analysis

By considering the complex structure of research, which requires more advanced multivariate data examination and analysis tools for generating more reliable and generalized results (Hair Jr, Sarstedt, Hopkins, & G. Kuppelwieser, 2014). Therefore, this study used PLS-SEM based on variance parameters for data analysis. The correlations have been assessed on the grounds of measurement and structural models (Joe F Hair, Ringle, & Sarstedt, 2011). This research used Smart PLS (3.2.9) (Ringle, Wende, & Becker, 2015) for the following reasons; the theory which was adopted is under development, and no underlying assumptions were considered for data reporting (Joe F Hair et al., 2011). Moreover, the PLS-SEM is best for the small size of the dataset, which helps to achieve better statistical results.

Assessment of Measurement Model

Structural Equation Modelling (SEM) was employed to assess the nature direction of relationships among study constructs. Keeping in view the theoretical orientation of study constructs, a reflective measurement model was established (Hair Jr, Hult, Ringle, & Sarstedt, 2016). Measurement model was assessed on the basis of reliability and reliability. Cronbach's Alpha, rho-A & composite reliability (Table-1) were used indicators of construct reliability (Bacon, Sauer, & Young, 1995) and all the values of respective indicators were above the cut off values, confirming the reliability of measurement model (Joseph F Hair, Ringle, & Sarstedt, 2013) confirming the realibility of measurment model.

Convergent validity was assesed on the basis of outer loadings and average variance extracted (AVE) (Chin, 2010) because in reflective measurement model outer loadings (Chin, 2010; Mela & Kopalle, 2002, Hulland, 1999) and AVE (Joseph F Hair, Ringle, & Sarstedt, 2013; Hair Jr et al., 2016) are best parameter to assess convergent validity. Initially items with lower outer loading were screen out. One item (RE-2) from the construct "Reputation" was dropped while two items (SCRM-2 and SCRM-3) were dropped from SCRM. Similarly one item (U-4) was also dropped from the construct "Utility Attributes) due to week outer loadings. However U-1 and U-2 were retained in spite of slightly lower outer loadings because AVE of respective construct was within the acceptable range (greater than .50). Similarly one item (SE-1) from the construct "Security" was also retained in spite of lower outré loading value (Malhotra, 2012).

In case of discriminant validity (Table 1 and Table 2) three indicators were used namely, cross loadings, Fornell & Larcker, (1981) Criteria and HTMT (Hair Jr et al., 2016). Cross loading values indicated higher loadings on respective construct as compared to other study constructs (Lucas, Diener, & Suh, 1996). Fornell & Larcker, (1981) Criteria was used other measure of discriminant validity. Hence square root of AVE of each latent construct was higher than correlations among latent variables" (Chin, 2010; Joe F Hair et al., 2011). Heterotrait-Monotrait Ratio (HTMT) was also used an indicator to assess the discriminant validity and values were within the acceptable range (less than .90) (Henseler, Ringle, & Sarstedt, 2015).

Table 1. Indicator reliability, Cross Loadings, VIF, Alpha, rho-A, CR and AVE

Constructs	Indicator	Indicator reliability	Cross loadings	VIF	Alpha	rho-A	CR	AVE
Consumer Engagement	CE1	0.838	0.838	2.529	0.883	0.889	0.920	0.742
	CE2	0.915	0.915	3.193				
	CE3	0.889	0.889	3.170				
	CE4	0.799	0.799	1.872				
Character	CH1	0.833	0.833	3.182	0.751	0.765	0.858	0.67
	CH2	0.716	0.716	1.164				
	CH3	0.896	0.896	3.368				
Reputation	RE1	0.960	0.960	2.874	0.654	0.916	0.949	0.903
	RE3	0.941	0.941	2.874				
SCRM	SCRM1	0.821	0.821	1.216	0.893	0.686	0.807	0.583
	SCRM4	0.706	0.706	1.295				
	SCRM5	0.759	0.759	1.362				
Security	SE1	0.461	0.461	1.040	0.646	0.744	0.817	0.616
	SE2	0.889	0.889	2.652				
	SE3	0.920	0.920	2.697				
Utility Attributes	U1	0.639	0.639	1.263	0.742	0.772	0.839	0.572
	U2	0.645	0.645	1.282				
	U3	0.827	0.827	3.039				
	U5	0.881	0.881	3.269				

Table 2. Fornel-Larcker (1981) Criteria, HTMT, Coefficient of determination and predictive relevance

Construct	1	2	3	4	5	6	R²	R² Adj:	Q²
1.Consumer Engagement	**0.861**	0.335	0.453	0.604	0.890	0.147	0.54	0.534	0.37
2.Character	0.286	**0.818**	0.224	0.246	0.345	0.118	-	-	-
3.Reputation	0.413	0.187	**0.950**	0.897	0.431	0.215	-	-	-
4.SCRM	0.467	0.194	0.735	**0.764**	0.538	0.436	0.58	0.578	0.30
5.Security	0.683	0.204	0.315	0.343	**0.785**	0.164	-	-	-
6.Utility Attributes	0.115	-0.001	0.175	0.300	0.095	**0.756**	-	-	-

Note: "*Values in bold and under lined are square root of AVE of respective constructs, while values above the bold and under lined indicate HTMT ratio".*

Assessment of Structural Model

In order to assess structural model various criteria's were followed. Firstly, variance inflation factor (VIF) (Table 1) values were scrutinized to assess the issue of multicolinearity (Mela & Kopalle, 2002) and all the values of indicators were below cut off value of + 5.0 (Joseph F Hair, Ringle, & Sarstedt, 2013) indicating best parameter estimation. Secondly, Coefficient of determination (R2) (Table-2) was used to inspect percentage of variation endogenous construct as a result of exogenous construct. Here 58% change was observed in SCRM due to four exogenous constructs while 54% change was observed in consumer engagement due to four exogenous constructs along with mediating variable. These values of R2 are quite good, indicating a higher predictive accuracy in the model. Thirdly, effect size was assessed on the basis of f2 values. Large effect size was observed in consumer engagement due to security while small effect size was observed in consumer engagement due to utility attributes. Similarly in case of SCRM large effect size was observed to reputation while in case of character small effect size was observed. Fourthly, Q2 (table-2) was used as a measure to assess predictive relevance and values of Q2 have been found larger than .01 (Geisser, 1975; Stone, 1974), this indicates predictive relevance model.

Table 3. Hypotheses testing

Hypotheses		Beta	t	p	Status
H1a	Character → Consumer engagement	0.118	2.523	0.012	Supported
H1b	Character → SCRM	0.048	1.172	0.241	Not Supported
H2a	Reputation → Consumer engagement	0.061	0.913	0.361	Not Supported
H2b	Reputation → SCRM	0.661	13.822	0.000	Supported
H3a	Security → Consumer engagement	0.569	8.812	0.000	Supported
H3b	Security → SCRM	0.108	2.040	0.041	Supported
H4a	Utility Attributes → Consumer engagement	-0.012	0.301	0.764	Not Supported
H4b	Utility Attributes →SCRM	0.175	4.006	0.000	Supported
Hypotheses		Indirect effect	Total effect	VAF	Status
H1c	Character→SCRM→Consumer engagement	0.010	0.128	8%	Not Supported
H2c	Reputation→SCRM→Consumer engagement	0.137	0.198	69%	Supported

H3c	Security→SCRM → Consumer engagement	0.022	0.592	4%	Not Supported
H4c	Utility Attributes → SCRM → Consumer engagement	0.036	0.025	147%	Supported

Discussion

Results in table 3 indicate the significance of SNS characters and their direct impact on client engagement. H2b and H2c were also accepted owing to the statistical significance. These results reconfirmed the previous arguments of the researchers as the good reputation of a firm's social networking site and online media greatly impacts SCRM performance through eWOM and consequently captures customer attention and engagement through strengthening brand relationship (Wang, Kandampully, Lo, & Shi 2006; Weinberg, 2009; Park and Lee 2007). This would be due to the fact that cultural norms of Pakistan are sensitive towards reputation of social media sites. Previous religious incidents of YouTube and Facebook captured huge attention of the people and provoked negative emotions. Hence, to gain the clients' trust and engage them in a better relationship, it is pertinent to use a good reputed SNS in the context of Pakistani B2B SMEs. Prior studies also found that lack of automation in CRM system prevail in SMEs (Eid & El-Gohary, 2013).

The impact of SNS security feature on SCRM was found statistically significant. This result was supported with similar conclusion by Farook & Abeysekara (2015) who argue that security is a crucial factor for attracting customers towards social networking sites. As the transactions, information and relationship of B2B clients is more sensitive due to its purely business nature at both ends, Pakistani textile SMEs are also concerned with the SNS security, privacy and trust in order to respond to SCRM techniques. Sarwar et al., (2013) also emphasized the need of strict security measures to avoid fraudulent transactions.

Hypothesis H4b and H4c were also supported. Utility attributes of an SNS related to content and communication positively impact SCRM which in turns enhance customer engagement in B2B SMEs. Clients expect business managers/owner to share utility features which spread WOM as part of Social CRM. This is supported by previous studies in which sharing information enhance loyalty and WOM (Narteh, 2013). The study of Nakara, Benmoussa, & Jaouen, (2012) highlighted gap regarding virtual world for SMEs and mentioned that security and control attributes must be investigated. This study addressed this gap by analysing security, reputation, character and utility attributes for SMEs customer engagement. This study also addressed this gap by investigating its role in enhancing customer engagement through SNSs marketing factors.

Thus, we concluded that reputation, security and utility attributes are the most important features of SNSs for maintaining better social customer relationship in Pakistan. Whereas, along with these three key factors (reputation, security and utility attributes) characters of the SNS are also important to create a relationship that goes beyond purchase to the level of customer engagement. In the context of Pakistani B2B SMEs in textile sector, reputation and utility attributes are found as the basic factors which not only impact SCRM and CE directly but also indirectly through SCRM. In order to make their SCRM techniques reap the benefits of clients' engagement in the long run, managers should focus on these attributes while marketing their products through the SNS.

Conclusion

The goal was to identify components of customer engagement in textile SMEs by exploring the role of Social CRM. In the current era of relationship marketing businesses transformed their marketing tools from physical to virtual space. This resulted in creating accounts at social networks that provide platform to manufacturers for enhancing their customer engagement with clients. Meanwhile, social CRM design dynamic communication channel which becomes a visible tool for creating and assessing value parameters (Hsu, 2012). Majority of research concerning customer engagement in B2B market, focused on positive aspects of antecedents of firm's performance and social/technological support such as (Gruss, Kim, Abrahams, Song, & Berry, 2018). The purpose of Social CRM is to enhance relationship management performance, so that engaged clients must have an ever-lasting relationship with business and through which a manager/owner understand consumer's demand.

From technological aspects, social CRM provide support in designing fundamental CRM processes that would impact CRM usage in future. The finding showed similar results that showed role of CRM in enhancing client-web engagement by using CRM tools (Hasani, Bojei, &

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Dehghantanha, 2017; Law, Ennew, & Mitussis, 2013). This illustrates that higher usage of social CRM provide manager/owner with first mover advantage regarding better relationship performance. Moreover, frequent interaction with clients could guide managers to identify their satisfaction parameters (Charoensukmongkol & Sasatanun, 2017b). However, multinational organizations use their brand name to promote/engage, while SMEs use their personal name to promote/engage customers/clients which create hurdles in generating social CRM.

Therefore, futures studies could examine the personality traits of owners/managers for enhancing customer engagement. The social support which business-clients get from SNSs could be examined in future studies from the lens of attachment and experience. This study highlighted few noteworthy limitations that need to be addressed. Firstly, owner/manager fail to endorse role of characters and security attributes while dealing with regular clients. Therefore, researchers might consider environmental factors for enhancing customer engagement.

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