

EFFECT OF SOCIAL MEDIA MARKETING ON CUSTOMER BRAND ENGAGEMENT IN THE BANKING INDUSTRY: EVIDENCE FROM AN EMERGING ECONOMY

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Abstract:

The ubiquitousness of social media has made it an effective strategy for firms to communicate with consumers. Despite its relevance, it can be daunting and confusing when used as a marketing tool. This study examines the influence of social media marketing on customer-brand engagement in the banking industry. Based on a quantitative design, data were collected from 224 active followers of commercial banks' social media pages in Nigeria. Cronbach's alpha was used to test the reliability of the data while the hypotheses were analyzed using multiple regression analysis. The result showed that the social media marketing dimensions of entertainment, personalization and eWOM positively and significantly affect customer-brand engagement. Therefore, it was recommended that firms should design and develop contents that are fun, exciting, and resonates with customers and customize content to customers' interests. Also, firms should incentivize customers to share their brand experiences on their platforms.

Keywords: *social media marketing, customer-brand engagement, eWOM, entertainment, social media, uses and gratification.*

1. Introduction

Today, the internet is a vital facet of consumers' daily life. The advent of social media has further made it a ubiquitous tool for communication, creativity, and social relationships. With social media, consumers are empowered to express themselves with others more than ever before (Carvalho & Fernandes, 2018). The

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growth of social media was first identified in blogs, and subsequently a host of social networking sites such as Facebook, Twitter, Instagram, YouTube, and Tiktok. Today, about 57 percent of the world's population uses social media (Chaffey, 2021). In Nigeria, more than 33 million people have a social media account, and a majority of them spend an average of 2 hours 53 minutes daily across social media platforms (Varella, 2021).

Accordingly, marketers now recognize that engaging in social media is the best way to communicate with consumers who spend most of their time online (Constantinides, 2009). As an integral component of their marketing strategy, firms use social media to reach out to customers. Stelzner (2014) reported that 90 percent of businesses include social-media communication in their marketing strategies by using Facebook, Instagram, Twitter, and YouTube to communicate branded information to consumers. Social media, in a way, converts consumers into marketers and advertisers, and consumers can create positive or negative pressure on the company, its products, and its services, depending on both how the company is presented online and on the quality of products and services presented to the customer (Akar & Topçu, 2011).

Despite that companies use social media to connect with consumers cost-effectively, most firms find using social media as a marketing tool daunting and confusing. One of the persistent challenges is the difficulty in measuring the impact of social media marketing activities on marketing performance (Godey et al., 2016). Another major challenge that companies face in this regard, is the ability to fully engage consumers with their brand (Hodis, Sriramachandramurthy, & Sashittal, 2015). Consumers hardly engage with these firms or assimilate the values these firms wish to create through their social media marketing campaigns (Triantafillidou & Siomkos, 2018).

Firms are like uninvited party crashers to social media parties. They talk more about their brand on social media than post trending content about industry and lifestyle to connect with consumers (Morley, 2016). Sometimes, these posts are inappropriate and irritatingly promotional (Parsons & Lepkowska-white, 2018). When they attempt to engage customers with up-to-date photos and content, these posts are seldom regular and lack excitement and fun. Also, when consumers who follow these banks on social media write reviews or post comments to complain about the brand or complement the brand, they do not receive a prompt and appropriate response. And not responding is capable of making or breaking any business. Nevertheless, social media is still a relatively new marketing tool, and empirical studies on how it influences customer-brand engagement are scarce (Cheung et al., 2020).

Several scholars have examined social media marketing on brand loyalty (Erdogmus & Cicek, 2012; Ebrahim, 2020; Ibrahim, 2021; Yazdanian, Ronagh, Laghaei, & Mostafshar, 2019), purchase intention (Kim & Ko, 2010; 2012; Seo & Park, 2018), brand equity (Koay, Ong, Khoo, & Yeoh, 2020; Godey et al., 2016); relationship quality (Do et al. 2015) customer equity (Kim & Ko, 2012), brand image (Cheung et al., 2020), willingness to pay (Torres, Augusto, & Wallace, 2018) customer-engagement behavior (Cheung et al., 2020; Soares et al., 2019) and sales (Desai & Shah, 2020). Despite the avalanche of studies, only a few examined the effect of social media marketing on customer brand engagement in the banking sector and a developing country context. Therefore, building on the social media marketing model (Kim and Ko, 2010; 2012; Yadav and Rahman,

2017), the present study seeks to examine the influence of social media marketing on customer-brand engagement among customers of commercial banks.

2. Literature Review

2.1 Social media marketing

Social media marketing involves using social media channels such as Facebook, Instagram, and TikTok to promote a brand and support traditional marketing efforts. It is the process of using social media platforms to create, communicate, and deliver marketing offerings that enhances stakeholders' value (Ebrahim, 2019). According to Desai and Shah (2020), social media marketing programs include establishing a social media presence on major platforms, curating and creating shareable content and advertorials, cultivating customer feedback throughout the campaign through surveys and contests, and customer brand engagement.

In the literature, social media marketing dimensions are entertainment, informativeness, interaction, trendiness, customization, and word-of-mouth (Kim & Ko, 2012; Yadav and Rahman, 2017). Entertainment refers to when marketers create experiences that are fun and playful on the social media platform. Personalization is the extent marketing efforts and messages are tailored to satisfy consumers' personal preferences (Cheung et al., 2020). Word-of-mouth is customers' comments and opinions about brands posted on social media pages, while trendiness is when brands post up-to-the-minute, current, and trending information. With these, firms can develop effective communication with customers and build brand loyalty (Eid, Abdelmoety, & Agag, 2020), fostering customer brand engagement (Cheung et al., 2020).

Entertainment is one of the strong motivations consumers use social media (Torres et al., 2018). The contents curated on social media platforms such as video, text, or images make it a dependable means for hedonistic purposes. People who seek hedonism use social media for entertainment and pleasure (Seo & Park, 2018). Entertainment in the social media context induces positive emotions, increases participating behavior, and generates an intention to use continuously (Torres et al., 2018). Firms that provide contents that satisfy consumers' entertainment value would engender positive behavioral responses such as customer engagement, loyalty, and equity. Therefore, we expect entertainment to positively affect customer brand engagement.

H1: Entertainment has a positive effect on customer-brand engagement

Personalization is the extent to which a firm's social media contents reflect and satisfy individual preferences (Seo & Park, 2018). Personalization is also known as customization. Yadav and Rahman, (2018) defined it as the degree to which a brand's social media content is tailored to fulfill the preferences of a customer. Personalizing social media marketing to customer preferences requires collecting and using customers' data. This creates privacy concerns that can enhance or diminish customer-brand engagement (Tong, Luo, & Xu, 2020). However, empirical evidence suggests that consumers value personalization more than they express concerns about their privacy (Chellappa, & Sin 2005; Inman & Nikolova, 2017). Therefore, the extent brands satisfy individual preferences can have a positive effect on consumer behavior (Torres et al., 2018). Accordingly, we hypothesize as follows:

H2: Personalization has a positive effect on customer–brand engagement

Interaction is the sharing of information and opinions with others (Godey et al., 2016). The opportunity to have conversations with other customers and or brands is an important attraction on social media. It offers insights to consumers who are looking for a particular product or service and an opportunity for brands to keep customers more on their pages to engage with their friends and acquaintances and their products and services (Moslehpour, Dadvari, Nugroho, & Do, 2020). Kim and Ko (2010) posit that the frequent interaction customers have with brands suggests that they are willing to buy a product or service. Also, social media interaction can enable co-creation behavior, engender consumer advocacy and brand communities, and reciprocal information exchange (Jarrett, 2008). Recent reports showed that social media interaction increases a brand's visibility and traffic (Moslehpour et al., 2020). Hence, we expect it to increase customer brand engagement.

H3: Interaction has a positive effect on customer–brand engagement

Electronic word-of-mouth is the positive or negative brand or product-related comments consumers make over the internet (Hennig-Thurau, Gwinner, Walsh, & Gremler 2004). It is the extent consumers create, read, share and curate brand-related content on social media (Cheung et al., 2020). The borderless nature of social media makes it possible for consumers to share their consumption-related experiences with other users in a bid to help the brand or other customers or vent their dissatisfaction. eWOM generates big data which can provide marketers rich insight into consumer behavior when mined on social media (Verma & Yadav, 2021). Also, because eWOM is more relevant than personal experience, firms incentivize or prompt customers to write eWOM about their brand on social media as a way of building brand communities and influencing consumer evaluation (Gvili & Levy, 2018). Van Doorn et al. (2010) posit that eWOM activity is a major motivational driver of customer engagement behaviors. Accordingly, we hypothesize as follows:

H4: Electronic word-of-mouth (EWOM) has a positive effect on customer–brand engagement

"Trendiness is the extent to which a brand communicates the latest, up-to-date and trendy (i.e., "hot topics") information about the brand" (Cheung et al., 2020, p. 5). It involves using social media sites to pass along current information. Trendy information includes updates of brand-related information, product reviews, and new ideas about brands initiated by both marketers and consumers (Godey et al., 2016). With the ubiquitous nature of social media, people trend events, update, and follow conversations on social media using hashtags. For instance, Twitter updates its 'trending' dashboard every minute following topical mentions of names or keywords. And brands are using this feature to promote their products or events. Consumers also rely on social media to search and solicit brand-related information (Seo & Park, 2018). Trendiness is important in building brand trust (Godey et al., 2016), strengthening brand image (Manthiou et al., 2016), and brand equity (Seo & Park, 2018). Hence, we hypothesize as follows:

H5: Trendiness has a positive effect on customer–brand engagement

2.2 Customer brand-engagement

Customer brand engagement is an emerging area that has attracted the attention of practitioners and academics. The concept has different alias such as consumer engagement, actor engagement, and customer engagement behavior. In

the same vein, several authors have attempted to define it. For instance, Hollebeek, Glynn, and Brodie (2014) conceptualize it as customer engagement behavior which refers to consumers' positively valenced brand-related cognitive, emotional, and behavioral activity during or related to focal consumer/brand interactions. Dwivedi (2015) defined it as "consumers' positive, fulfilling, brand-use related state of mind that is characterized by vigor, dedication, and absorption" (p.100). Similarly, Verhoef et al. (2010, p. 247) recognize engagement as a behavioral manifestation toward the brand or firm that goes beyond transactions and includes all consumer-to-firm interactions and consumer-to-consumer communications about the brand. It emanates from consumers' induced interest in a brand characterized by their beliefs, feelings, and actions following interactions with the brand along various touchpoints. These include experiences, interaction, and connections with a brand's websites, social media, and other customers (Vivek, Beatty, Dalela, & Morgan, 2014)

Customer engagement includes non-transactional and transactional behavior (Patterson, Yu, & De Ruyter, 2006). Non-transactional behavior includes helping other customers or posting opinions of products and companies on social media (An & Han, 2020). Non-transaction engagement results from delivering meaningful messages that resonate with consumers and elicit passion and involvement with the brand (Maslowska, Malthouse, & Collinger, 2016). Non-transactional engagement manifest as commitment, word-of-mouth, referrals, blogging, etc. On the other hand, transactional behavior manifests as satisfaction, loyalty, and repurchase intention. The literature also delineates between low-level and high-level engagement. Low-level engagement is when consumers passively produce (e.g., Liking content) or consume content (e.g. reading a post). High-level engagement is when consumers actively process the role of the brand in their lives or participate in various forms of co-creation (Maslowska et al., 2016).

Depending on the level of engagement, customer brand engagement can result in increased purchase intent (Vivek et al., 2014), sales growth, cost reductions, brand referrals, customer value co-creation, and superior profitability, trust, and commitment (Hollebeek et al., 2014; (Carvalho & Fernandes, 2018)), loyalty, and firm performance (Barari, Ross, Thaichon, & Surachartkumtonkun, 2020). Empirical research also shows that social media marketing (Cheung et al., 2020), social capital (Gvili & Levy, 2018), and intrinsic motivation (An & Han, 2020) drive customer brand engagement.

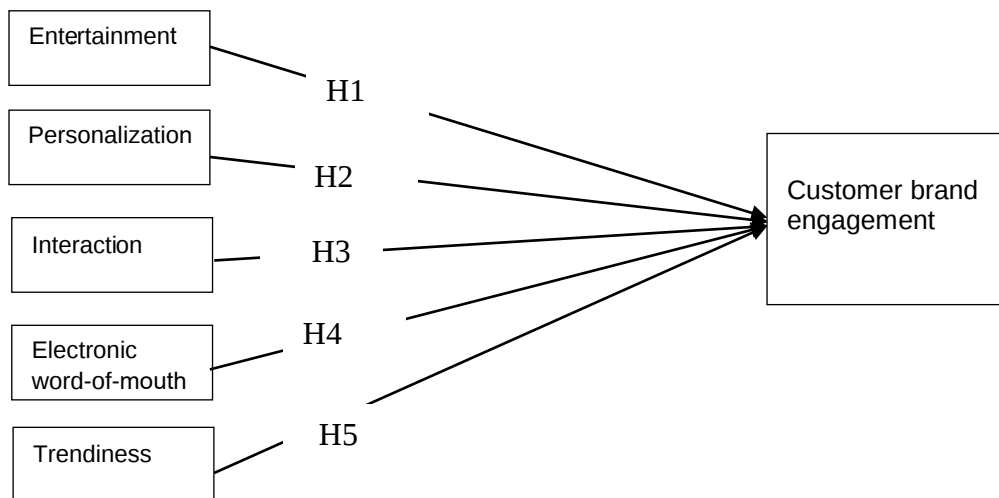


Figure.1 Conceptual Framework

3. Research Method

3.1 Design and Sample

In the context of this study, commercial banks are among the most active industry on social media with a significant marketing budget on social media marketing. Therefore, we surveyed a cross-section of 254 respondents. The criteria of inclusion for the study were having an active bank account and an account on at least one social media platform. A screening question requesting if respondents have a social media account was used to filter participants for the study. To sample the respondents, a convenience sampling technique was used. The convenience sampling technique is appropriate for online surveys. It involves posting a survey on a website and inviting visitors to respond, or circulating it on social media such as Facebook, WhatsApp, and Twitter for people to respond (Lehdonvirta, Oksanen, & Blank, 2020). In this study, the survey was mostly sent as a direct message to customers who follow and engaged with their respective banks' social media posts between October and November 2021. Of the 254 responses, only 224 respondents have a social media account and were used for analysis.

3.2 Research Instrument

The measures used were from the validated scale used in extant studies. The independent variables consist of social media marketing constructs – entertainment (4-items), interaction (4-items), personalization (3-items), eWOM (3-items), and trendiness (3-items) were all adapted from Kim and Ko (2012) and Cheung et al. (2020). The dependent variable customer engagement contained 5-items adapted from (Dwivedi, 2015). The independent variables measured were anchored on a 5-point Likert scale ranging from 5 = strongly agree to 1 = strongly disagree, while a 5-item frequency scale ranging from 1 = never to 5 = always was used to measure the dependent variable customer-brand engagement.

4. Results and discussion

4.1 Demographic Profile of Respondents

The data showed that the respondents are majorly male (46.9%), while 119 (53.1%) are female. A majority of respondents are young adults between the ages of 20 -34 years (77%) and single (62%) and educated with a Degree or Diploma (67%). In other words, our respondents are representative of the digital natives who are sufficiently literate to understand and partake in the study. Also, our data show that most of our respondents are mostly government (30%) or private-sector employees (22%). Also, about 50% of our respondents earn on average N100,000 or below, while about a third earn between N100,000 and N250,000. And most of them have had a bank account for 5 to 15 years (84%).

Table 1. Respondents' profile

		Frequency	Valid Percent
Gender	Male	105	46.9
	Female	119	53.1
Marital Status	Single	138	61.9
	married	86	38.1
Age (in years)	Less than 20	8	3.6
	20 – 34 yrs.	173	77.2
	35 – 50 yrs.	40	17.9
	> 50 yrs.	3	1.3
Educational Qualification	SSCE	31	13.8
	OND/NCE	7	3.1
	BSc/HND	150	67.0
	PG	36	16.1
Occupation	Private sector employee	50	22.3
	Government employee	69	30.8
	Self-employed	48	21.4
	Student	49	21.9
	Unemployed	8	3.6
Income	< 100,000	112	56.3
	100,001 – 250,000	65	32.7
	250,001 – 350,000	6	3.0
	350,001 -500,000	10	5.0
	>500,001	6	3.0
Relationship length	<5yrs	61	27.2
	5 – 10yrs.	80	35.7
	11 – 15yrs.	53	23.7
	16 – 20 yrs.	19	8.5
	>20 yrs.	11	4.9
	Total	224	100.0

Source: SPSS output

4.2 Factor Analysis and Reliability test

Before testing the hypotheses, we tested the measures for reliability and performed data reduction. We performed principal component analysis on the measurement scale with an *eigenvalue of 1*, and a cut-off point of 4 to reduce the data.

Table 2. Factor analysis and reliability test

	Interaction	EWOM	Entertian.	Trendiness	Personalization
It is possible to have two-way interaction through the bank's social media	.820				
It is easy to convey my opinions or conversation with other users through my Bank's social media	.763				
It is possible to share information with other users through my Banks' social media	.760				
It is easy to convey my opinion through Bank's social media platforms	.725				
I share opinions on brands, items or services acquired from my Bank's social media with my friends		.686			
I upload contents from my Bank's social media to my Facebook page or blog.		.663			
I would like to share information on brands, products or services from my Bank's social media to my friends		.433			
I find it exciting using my bank's social media platforms.			.739		
It is fun to collect product information through my bank's social media platforms			.704		
I find my bank's social media content interesting			.621		
My bank trends hashtags and other trending information and developments on her social media				.857	
The content on my Bank's social media is the latest information				.788	
My bank share up-to-date content on its social media				.681	
I can possibly find customized information on my bank's social media					.858

My bank's social media provides customized services						.706
My bank's social media provides me with lively feed information that interests me						.471
<i>Cronbach alpha</i>	.844	.798	.782	.821		.739
<i>Explained variance</i>	36.88	11.64	7.28	5.93	4.81	

Source: SPSS output

4.3 Test of Hypotheses

Data were collected to examine the relationships stated in the hypotheses. Before testing the hypotheses, the goodness of fit of the data, and multicollinearity was examined. The ANOVA result is significant at a 0.05 significance level ($F = 18.62$, $p = 0.00$) showing that the model is a good fit. Also, the Variance Inflation Factor (VIF) is above 1. This means the data is free from multi-collinearity problems. Also, the Durbin-Watson test of 2.43 shows that the data set is free from auto-correlation. The R square and adjusted R square show that the data explains between 30% and 28% of the changes in the dependent variable. Next, we present the regression result. To test the hypotheses, the decision criteria are set at a 95% confidence interval. That is, we reject the null hypotheses (H_0) and accept the alternate hypotheses (H_a) if and only if the significant probability value is greater than 5% (i.e., $p < 0.05$) and *vice-versa*. That is, there is a significant relationship between the variables.

Table 3. Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1 (Constant)	-.092	.368		-.251	.802		
Entertainment	.268	.087	.215	3.096	.002	.664	1.505
Personalization	.398	.080	.313	4.975	.000	.814	1.229
Interaction	-.054	.082	-.050	-.662	.509	.571	1.751
Electronic WOM	.229	.079	.222	2.909	.004	.550	1.820
Trendiness	.056	.074	.047	.764	.446	.857	1.167
<i>F</i>	18.624***						
<i>R²</i>	.299						
<i>Adjusted R²</i>	.283						

a. Dependent Variable: Customer brand engagement

Source: SPSS output

Hypothesis 1 predicted a positive effect of entertainment on customer-brand engagement among commercial bank customers. The result showed a positive and significant effect of entertainment on customer-brand engagement ($\beta = .27$, $t = 3.10$, $p = 0.02$). Supporting H1. In other words, customers will engage will provides

following social media marketing efforts, if their social media contents are entertaining. In the second hypothesis, we predicted a positive effect of personalization on customer brand engagement. Our data confirms H2, and showed that there is a positive and significant effect of personalization on customer-brand engagement ($\beta = .40$, $t = 4.98$, $p = 0.002$). In other words, when banks personalize their social media marketing efforts to specific customer needs, then customers will be willfully engaged with the brand on social media.

Contrary to our expectation, our result showed that there an insignificant effect of interaction on customer-brand engagement among commercial banks ($\beta = -.054$, $t = -.662$, $p = 0.51$). Therefore, H3 was not supported. Hence, banks interacting with customers on social media does not translate to customers' engagement with the brand. In Hypothesis 4 we tested the effect of electronic word-of-mouth on customer-brand engagement. The result shows that there is a positive and significant effect of EWOM on customer-brand engagement ($\beta = .23$, $t = 2.909$, $p = 0.04$), supporting H4. In other words, banks interacting with customers on social media does not translate to customers' engagement with the brand. Finally, the result relating to Hypothesis 5 showed a non-significant effect for trendiness on customer-brand engagement ($\beta = .056$, $t = 76$, $p = 0.45$). This means that trending hashtags and current updates as a social media marketing strategy do not affect customers' brand engagement.

4.4 Discussions

The widespread use of social media for social interaction and entertainment has increased its relevance as a critical marketing strategy. Firms commit resources to engage customers on their social media handles but usually do not achieve their desired results. This study examined the effect of social media marketing on customers' brand engagement in the banking sector in Nigeria. The result showed that social media marketing has a positive effect on customer brand engagement. Particularly, entertainment, personalization, and eWOM components of social media marketing have a positive and significant effect on customer brand engagement while interaction and trendiness do not predict customer brand engagement.

We hypothesized a positive significant effect of entertainment on customer brand engagement. The result confirms our hypothesis. The result is consistent with previous findings by Shareef et al. (2019) who found a positive effect of entertainment on advertising value and Moslehpour et al. (2020) who found that entertainment predicts purchase intention, but contradicts reports from Cheung et al. (2020). Thus, when banks share entertaining content online, customers would be willing to engage with the brand. Also, consistent with the uses and gratification theory, consumers use social media to gratify their quest for entertainment. Therefore, when banks provide fun, entertaining, and exciting content on their brand page, customers would engage with the bank.

The result also confirms the positive effect of personalization on customer brand engagement supporting earlier studies by Ebrahim (2019) and Wang et al. (2019) who found a significant effect of personalization on brand and customer loyalty respectively. The finding contradicts Cheung et al. (2020) who reported a non-significant effect of customization on customer-brand engagement. When banks personalize their social media content to customers' unique interests, it increases customer brand engagement. The result also showed that personalization is the most important component of social media marketing on

customer brand engagement. Also, the positive effect of eWOM on customer brand engagement supports prior literature by Cheung et al. (2020); Ebrahim (2019); Yadav & Rahman, (2017) whose report showed that eWOM predicted customer brand engagement, brand loyalty, and purchase intention.

Interestingly, we found a non-significant effect of interaction on customer brand engagement. Contrary to expectations and previous findings we expected interaction to positively predict customer-brand engagement (Moslehpour et al., 2020; Yadav & Rahman, 2018). However, our finding is inconsistent with findings by Moslehpour et al. (2020) and Yadav and Rahman (2018) but somewhat supports Soares et al. (2019) who showed that interaction inversely affected brand engagement. Given, that social media fosters social interaction between people, we expected it to also influence customer brand engagement. However, the insignificant effect of interaction could be that consumers find social media space as an avenue for person-to-person interaction. More so, the Facebook and Instagram platforms used mostly for this study are predominantly viewed as social interaction platforms among consumers and not professional platforms like Twitter or LinkedIn. Brands' presence on these platforms, especially banks, is considered intrusive.

Finally, our result did not support the effect of trendiness on customer-brand engagement. This is contrary to earlier findings that report a significant effect of trendiness and customer behavior for luxury fashion (Kim & Ko, 2010; 2012; Godey et al. 2016), airline (Seo & Park, 2018), and telecommunication (Ebrahim, 2019). A plausible explanation of these findings is that brands' participation in the social media space is usually perceived to be commercially driven, as such the tendency to sound woke and trendy may not resonate with consumers. This is especially true for banks whose domain is mainly financial. Being trendy means trending hashtags, sharing up-to-date information and developments on social media, and attributes consumers find uncommon in financial institutions, especially commercial banks.

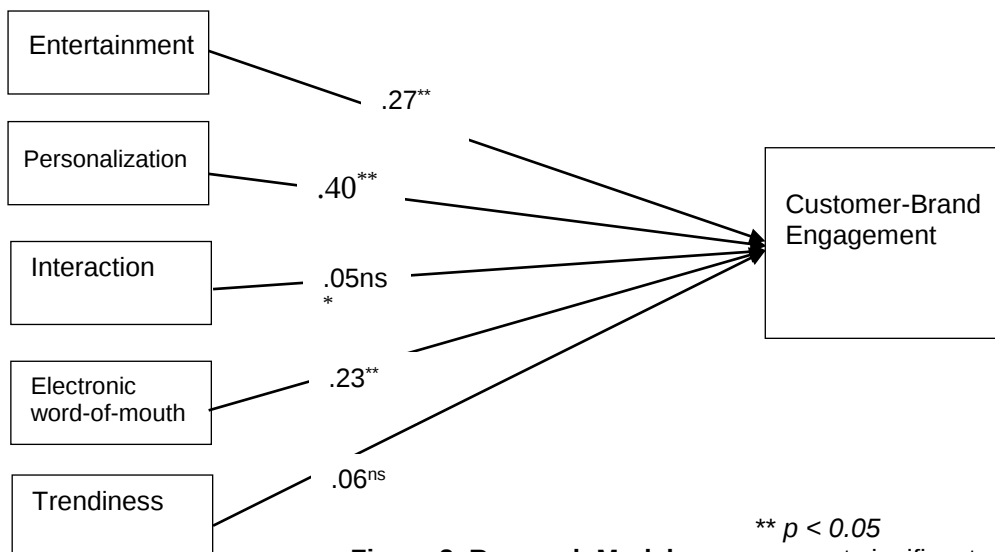


Figure 2. Research Model

5. Conclusions

As marketers begin to take advantage of growing consumers' participation in social media to market their brands, customers do not engage with these brands as marketers expect. Hence, this study sought to examine the effect of social media marketing on consumers' brand engagement in the context of commercial banks in Nigeria. This study concludes that the social media marketing efforts of commercial banks will yield much-anticipated customer engagement when the social media content is entertaining.

Also, social media content that is personalized to consumers' needs and provides opportunities for consumers to voice their complaints, compliments, or their experiences with the brand will increase consumer brand engagement. However, using social media to interact with customers and attempting to be woke by trending hashtags and likes does not affect customer brand engagement.

6. Managerial Implication

Social media is indeed an avenue company can invest their marketing budget to spur customers to engage with their various social media platforms. While social media marketing helps drive brand engagement, it is pertinent firms press the right buttons to get customers engaged. The findings of this study showed that the entertainment, personalization, and eWOM component of social media marketing affects customer-brand engagement. Therefore, to improve the strategic relevance of social media marketing, firms should efficiently deploy social media as a marketing tool to complement other channels. In doing so, firms should design and develop contents that are fun, exciting, and resonates with customers. Contents such as contests, games, puzzles, and fill-in-the-blanks have been proven to be effective in social media marketing.

Also, firms should recognize that customers now expect them to have a social media presence. Customers expect to be able to search and find information that interests them on firms' social media handles. Thus, firms must customize content based on customers' interests. What this means is that firms should have sufficient contents to appeal to different customer needs and as customers engage with the brand's predictive algorithm can be used to recommend content, products, and services to customers. In addition, since social media fosters customer-customer interaction, firms should incentivize customers to share their brand experiences on their platforms. Firms can invite customers to share their brand experiences and the rationale behind their choices and provide them with further suggestions for improvements and development. Customers should be encouraged to upload content and share product or brand information with others on firms' social media handles. By so doing, customers' engagement intention increases. Finally, trending hashtags, updates, and interactivity are important attributes of social media marketing. These activities may not be effective for banks' social media campaigns. Banks should be cautious when using their social media handles to trend hashtags and updates. It may not achieve the intended results.

7. Limitations and Suggestions to Further Studies

First, the study examined different social media platforms of commercial banks. However, given that these social media platforms serve different purposes our study did not account for customer responses across these channels. Further research may be conducted to investigate how consumers respond to social media marketing on different social media platforms. Second, we investigated commercial bank pages on social media. How customers relate to brands may be nuanced by the industry the brand operates. Therefore, consumers evaluate social media marketing programs differently depending on the industry. Further research can be conducted in other sectors such as the pension industry, and e-commerce stores. Finally, we expect other variables to mediate or moderate social media marketing and customer-brand engagement. Future studies may ascertain how factors such as relationship strength, brand reputation, credibility, and customer satisfaction moderate or mediate this relationship. Also, other outcome variables brand loyalty, brand value, relationship commitment, and consumer well-being may be investigated in future studies

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