The Impact of Online Communities-based Social Customer Relationship Management (S-CRM) on Customer Loyalty and Brand Image on Hotels

Yasser Ibrahim Ahmed
Professor at Galala University; Faculty of Tourism and Hotel Management, Helwan University
E-mail: Yasser.Ibrahim@FTH.Helwan.edu.eg

Tamer Mohamed Abbas
Professor at the Faculty of Tourism and Hospitality, King Salman International University; Faculty of Tourism and Hotel Management, Helwan University
E-mail: tamerabbas@yahoo.com

Mohamed Ahmed Kamal
Faculty of Tourism and Hotel Management, Helwan University, Cairo, Egypt,
E-mail: moh.kamal_hotel@yahoo.com

ARTICLE INFO

ABSTRACT

Despite the enormous importance of social customer relationship management (SCRM), customer loyalty, and brand image in the hospitality sector, research on this element in hotels has been minimal. The present study aims to investigate the impact of implementing SCRM procedures (customer service quality, integrated marketing channels, online communities / use of social media, rewards, and value-added services) to improve customer loyalty and brand image in hotels. Based on the relevant literature and the pilot research, a conceptual framework for the investigation was developed. Questionnaires were used to collect data for the study. Based on prior research, a questionnaire form was created and delivered to hotel guests at twenty different five-star hotels in Greater Cairo. The researchers distributed 400 questionnaires to a random sample of hotel guests in 20 hotels; 277 were valid, with a 69.25 percent response rate. (SPSS V.25) and (AMOS V.20) were used to evaluate the valid data. According to the findings, integrated marketing channels, online communities, and the usage of social media all have a major influence on customer loyalty in hotels. Furthermore, consumer loyalty has a huge impact on the brand's image. Furthermore, social customer relationship management (SCRM) via customer loyalty has a major influence on the brand's image.

1. Introduction

During the previous decade, the number of people who utilize social media has grown. Scholars claimed that it plays a critical function in developing customer

connections as an effective SCRM tool (Kim and Wang, 2019). Social media has evolved into a powerful tool for businesses to deliver their image to clients all over the world, regardless of time or geography, if they have an Internet connection (Nakache, 2017). Popular social networking programs include Facebook, Twitter, Linkedin, YouTube, and Pinterest, among many more (Deepa and Deshmukh, 2013).

Many competitive benefits may be derived from Social CRM, including cost savings, process integration, and high-speed communication (Harrigan, et al, 2011; Bahrami *et al.* 2012; Trainor *et al.,* 2014). SCRM incorporates social media and social networking platforms into customer relationship management, such as Twitter, Facebook, Linkedin, and YouTube. Organizations may test new ideas with customers and receive feedback by using social networking technologies (Kubina and Lendel, 2015).

According to Zafar *et al.,* (2012), acquiring new consumers costs 5 to 6 times more than retaining existing ones (Ata and Toker, 2012). As a result, this paper investigates how hotels may utilize SCRM methods to manage customer relationships to gain customer loyalty, as customer loyalty is a critical component of hotels in an online world. Brand image is seen as an important predictor of consumer happiness and loyalty. Brand image is essential because it helps companies reach better levels of performance and income (Yu-TeTu and Hsu, 2013).

2. Literature review
2.1. Social Customer Relationship Management (SCRM)
A new generation of CRM known as social CRM or CRM 2.0 emerged in the early to mid-2000s (Greenberg, 2010). The rise of popular social networks such as Facebook, MySpace, Twitter ,Google, and others aided in the development of new techniques for businesses to connect with and gather information from their consumers. Social CRM's objective is to engage customers in collaborative discussions and to enhance customer relationships (Trainor *et al.,* 2014). Social CRM increases the amount of data available to CRM software and provides marketers with a new channel to connect with consumers more efficiently (Greenberg, 2010).

SCRM (social media and CRM) is defined as a corporate strategy of engaging consumers through social media to establish trust and brand loyalty (Woodcock *et al.* 2011). SCRM is sometimes known as CRM 2.0, referring to its evolution from standard CRM through the usage of Web 2.0. (Greenberg, 2010). SCRM is comparable to eCRM, which is CRM with the use of electronic technology; however, SCRM focuses on social media technologies specifically (Harrigan *et al.* 2011; Trainor *et al.* 2014)

During the previous decade, the number of people who utilize social media has grown. Scholars claimed that it plays a critical function in developing customer connections as an effective eCRM tool (Kim and Wang, 2019).

Social media platforms have improved electronic word-of-mouth platforms and led to the creation of a more collective intelligence that is adaptable, collaborative, democratic, and dynamic (Chalkiti and Sigali, 2012). Customers expect to learn about products and services from their more experienced peers, and they also significantly depend on online reviews and internet evaluations during the decision-making process (Askool and Nakata, 2010).With so many online rating sites and sites where individuals may submit their opinions in written or video format, businesses now have an incredible chance to engage more directly involved with their consumers (Woodcock *et al.* 2011; Edosoman *et al.* 2011; Jekimovics *et al.* 2013).

2.2.Customer Loyalty
Richins (1983) discovered that between 30 and 90 percent of dissatisfied consumers did not plan to purchase the brand again, and that 34 percent of these people shared their unhappiness with friends and family. Even though Richins' study was conducted in the 1980s, it is still relevant today, given that the transmission of information has become simpler and more inexpensive for the public with the advent of social media.

The hospitality business relies largely on word-of-mouth. It may greatly benefit from Social CRM, which is essentially an electronic form of word-of-mouth. Any amount of negative feedback from customers may have a detrimental impact on sales and the brand itself (Sigala, 2016). Because bad word of mouth spreads faster than good word of mouth, the power of word of mouth becomes even more important. The customer informs eight friends about a positive experience and twenty friends about a poor experience (Harrigan and Miles, 2014).

2.3.Brand Image
Social media allows companies to engage with their consumers and immediately express their brand value to them, allowing them to begin establishing connections with them more quickly (Schoja, 2016). When a company utilizes social media for branding, the platform it employs must be done cleverly and professionally. This implies that the message it provides to consumers must be consistent, well defined, and actionable (Swarts, 2014).

As Internet brand communities grow in popularity, marketers are increasingly employing the term "community" as a new marketing buzzword in place of the conventional phrase "relationship" (McWilliam, 2000). Facebook is the most popular social media platform in the hospitality sector (Kietzmann *et al.,* 2011); hotel companies create fan pages to provide online brand communities where customers may interact with the brands. Customers in the hotel industry have altered the way they get information, share experiences, and make decisions because of this medium (Harrigan *et al.* 2015).

2.4.The Research Hypotheses
2.4.1. Relationship between Customer service quality and Customer Loyalty
Previous research has shown that service quality has a direct impact on customer loyalty (Cronin *et al.,* 2000; Martensen and Grønholdt, 2003; Wolfinbarger and Gilly,

2003; Ho and Lee, 2007). Others have observed that service quality has an indirect influence on loyalty, mostly through the use of customer satisfaction as a moderating variable (Collier and Beinstock, 2006; Cristobal *et al.* 2007; Ladhari, 2009). On this basis, the following hypothesis can be developed:

H1: Customer service quality has a positive impact on loyalty.

2.4.2. Relationship between Integrated marketing channels and Customer Loyalty
Yuniaris, (2011) revealed that the integrated marketing channels have positive and significant influence on loyalty. It is confirmed by another study by Mabkhot *et al.* (2017) which claims that there is a positive influence among integrated marketing channels and loyalty towards the brand image and loyalty. Hence, the following hypothesis can be formulated:

H2: Integrated marketing channels have a positive impact on loyalty.

2.4.3. Relationship between Online communities /use of social media and Customer Loyalty
The process of creating loyalty incorporates numerous elements, including brand connection and community involvement. The commitment of community members to the community results in an increased connection to the brand around which the community is built, which leads to repurchase intent and good word of mouth (Balakrishnan *et al.* 2014). Therefore, this research suggests that proper management of hotels' websites and their social media pages result in customer loyalty. On this basis, the following hypothesis can be developed:

H3: Online communities /use of social media have a positive impact on loyalty.

2.4.4. Relationship between Rewards and Customer Loyalty
Loyalty and incentive programs that directly complement the value proposition and positioning of the target product are better suited to the aims of loyalty marketing. Previous studies have proven the usefulness of rewards and loyalty programs in increasing customer loyalty (Breugelmans *et al.* 2015; Kang *et al.* 2015; Liu and Mattila, 2016; Kamran-Disfani *et al.* 2017). On this basis, the following hypothesis can be developed:

H4: Rewards have a positive impact on loyalty.

2.4.5. Relationship between Value-added Services and Customer Loyalty
According to Ab Hamid et al. (2011), customers will feel empowered and in control if they can readily discover a product/service, learn more about it, and make a purchase decision, this is referred as value-added services. Based on this the following hypothesis can be formulated:

H5: Value-added Services have a positive impact effect on loyalty.

2.4.6. Relationship between Customer Loyalty and Brand Image
Ogba and Tan, (2009) and Yu-TeTu and Hsu, (2013) mentioned that brand image has been considered as one of the most important pillars of loyalty. Saleem and Raja, (2014) mentioned that there is a significant relationship between customer loyalty and brand image. this basis, the following hypothesis can be developed:

H6: Customer loyalty has a positive effect on brand image.

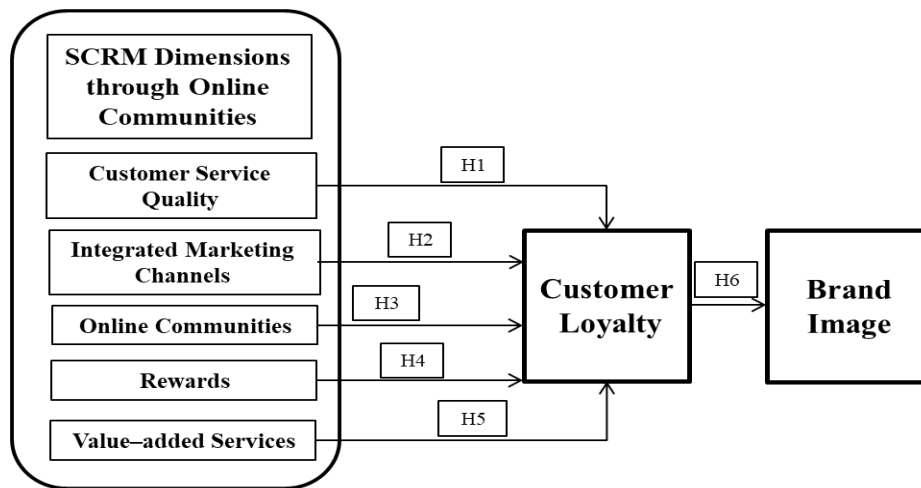Following these views, seven hypotheses and a proposed model (see Fig. 1) are presented below.

Fig. 1. Proposed research model

3. Research methodology

The present study investigates the link between SCRM features through online communities and client loyalty in the hotel industry. The study's goal is to determine the impact of online communities- based social customer relationship management (S-CRM) on customer loyalty and brand image in hotels. From September 2019 through February 2020, a questionnaire was distributed, using a convenience sample, this questionnaire was administered to 277 hotel guests from 20 five-star hotels located in Greater Cairo that are using SCRM.

3.1.Survey Structure

A questionnaire survey was utilized to obtain data for the investigation. Scales for SCRM, customer loyalty, and brand image aspects were adopted and updated from (Kim *et al.* 2004; Ab Hamid *et al.,* 2011; Cherapanukorn, 2017). Hotel managers with more than 10 years of experience, as well as a random sample of hotel customers, assessed the survey. The survey's final version was subdivided into four major sections. The first section requested demographic information from hotel visitors (i.e., sex, age, educational level, occupation, and monthly income). The second part comprises 24 questions on a five-point Likert scale ranging from "never" (1) to "often" (5) that ask customers about how the hotel employs social customer relationship management (SCRM) techniques through online communities. In the third and fourth parts, they were asked to score 5 and 10 elements on a five-point Likert scale ranging from 'strongly disagree' (1) to 'strongly agree' (5), respectively, to assess their hotel loyalty and brand image. The 39 elements are classified into seven categories: customer service quality (5 elements), integrated marketing channels (4 elements), online communities /use of social media (6 elements), rewards (5 elements), value-added services (4 elements), customer loyalty (5 elements), and brand image (10 elements).

3.2.Research Population and Sampling Technique

The study's target population was five-star hotel guests in Cairo. The researchers distributed 400 questionnaires to a random sample of hotel guests in 20 hotels; 277 were valid, with a 69.25 percent acceptance rate (See table 1).

Table 1

Hotel' Guests Response Rate

S	Code of Hotel	Distributed Forms	Collected & Valid Forms	Valid Percentage	S	Code of Hotel	Distributed Forms	Collected & Valid Forms	Valid Percentage
1	H# 01	20	15	75 %	11	H# 11	20	15	75 %
2	H# 02	20	14	70 %	12	H# 12	20	14	70 %
3	H# 03	20	15	75 %	13	H# 13	20	13	65 %
4	H# 04	20	14	70 %	14	H# 14	20	12	60 %
5	H# 05	20	11	55 %	15	H# 15	20	17	85 %
6	H# 06	20	12	60 %	16	H# 16	20	12	60 %
7	H# 07	20	12	60 %	17	H# 17	20	15	75 %
8	H# 08	20	15	75 %	18	H# 18	20	15	75 %
9	H# 09	20	15	75 %	19	H# 19	20	15	75 %
10	H# 10	20	12	60 %	20	H# 20	20	14	70 %
Total		**400**	**277**	**69.2 %**					

3.3.Data Analysis

This study used three approaches to data analysis: the first was to check for incomplete data to consider it invalid and exclude it from analysis; the second was to code data to all constructs, so customer service quality questions were coded from CSQ1 to CSQ5, integrated marketing channels questions were coded from IMC1 to IMC4, online communities /use of social media questions were coded from OC1 to OC6, rewards questions were coded from R1 to R5 , value-added services were coded from VAS1 to VAS5, customer loyalty questions were coded from CL1 to CL5, and brand image questions were coded from BI1 to BI10.

SPSS V.25 was used to conduct a descriptive study of the link between SCRM practices, customer loyalty, and the brand image scale. In contrast, using AMOS V.20, (SEM) was utilized to assess the measurement model of SCRM, customer loyalty, and brand image. Table 2 shows the mean, standard deviation, and mean rank of the questionnaire items.

Table 2

Construct measurements

Construct	Code	Measure	Mean	Std. Dev.	Mean Rank
Customer Service Quality **(CSQ)**	CSQ1	a) Complaints are handled professionally	3.90	0.81	2
	CSQ2	b) Receive confirmation on reservation	4.10	0.80	1
	CSQ3	c) Within 48 hours, customer service replies	3.81	0.89	4

<div align="right">Continued</div>

	CSQ4	d) In responding to inquiries, customer service is professional	3.82	0.82	3
	CSQ5	e) If there is an issue with the reservation, customer service will notify you	3.65	0.91	5
Integrated Marketing Channels **(IMC)**	IMC1	a) Orders placed on the internet could be checked through physical channels	3.74	1.06	1
	IMC2	b) Review bookings made over phone or another offline medium via the internet	2.44	1.20	3
	IMC3	c) Cancel or amend bookings made over the phone through the hotel's website	2.34	1.21	4
	IMC4	d) Cancel or amend reservations made through the website by calling a customer service agent by phone	3.01	1.26	2
Online Communities /Use of social media **(OC)**	OC1	a) The hotel uses social media tools such as Facebook, Twitter, YouTube, Google, etc.	3.92	0.86	2
	OC2	b) Share/exchange information with other hotel guests on the social media platform	3.79	0.84	4
	OC3	c) Obtain useful information about the hotel through social media members	3.90	0.81	3
	OC4	d) The hotel's website includes hyperlinks to the hotel's social media pages	3.26	1.34	6
	OC5	e) The hotel makes good use of social media to contact with its customers	3.43	1.02	5
	OC6	f) I find comments on social media to be beneficial	4.30	0.65	1
Rewards **(R)**	R1	a) The hotel's website provides interesting offers for regular visitors	2.75	1.34	2
	R2	b) The hotel website provides attractive cash rewards for each online transaction	2.65	1.26	3
	R3	c) For any online payment, the hotel's website provides excellent point redemption	2.53	1.54	4
	R4	d) The hotel website provides appealing gifts for each online transaction	2.33	1.18	5
	R5	e) The hotel website often offers attractive discounts	3.06	1.18	1

Value-added Services **(VAS)**	VAS1	a) The service is packaged well	3.83	0.88	1
	VAS2	b) The service package is flexible	3.41	0.87	2
	VAS3	c) The hotel offers more varieties of services	3.30	1.01	3
	VAS4	d) Services offered are up to date with the current trend	3.09	1.22	4
Customer Loyalty **(CL)**	CL1	a) I will propose the hotel to others	3.31	1.07	4
	CL2	b) I will advise relatives to visit the hotel	3.22	1.09	5
	CL3	c) I intend to revisit/continue using this hotel	3.63	1.06	1
	CL4	d) I will consider the hotel as my best choice when I need hotel service	3.39	1.01	3
	CL5	e) I would like to stay in this hotel next time / would not switch to another hotel	3.53	1.05	2
Brand Image **(BI)**	BI1	a) This hotel is comfortable for me	3.83	0.92	2
	BI2	b) This hotel offers a high level of service	3.70	1.02	4
	BI3	c) This hotel has a very clean image	3.63	1.02	6
	BI4	d) This hotel is luxurious	3.67	1.04	5
	BI5	e) This hotel is expensive	3.78	0.91	3
	BI6	f) This hotel is a suitable place for high class	3.45	1.01	9
	BI7	g) I feel special by visiting this hotel	3.51	1.03	7
	BI8	h) The staff is very kind	3.93	0.88	1
	BI9	i) I have a long history with this hotel	3.30	1.04	10
	BI10	j) This hotel has a unique image	3.46	1.04	8

3.4. Analysis of Findings
3.4.1. Respondents' Profiles

The demographic profile of respondents varied (as shown in table 3) since hotel visitors ranged in age from 18 to 40 years (i.e., 46.21 percent), while the lowest age group was more than 50 years (i.e., 23.47 percent). Males made up 56.68 percent of the guests, while females made up 43.32 percent. In terms of education, many of visitors held a university diploma (i.e., 63.54 percent). In terms of occupation, many of hotel visitors are executives (i.e., 60.65 percent). Finally, the bulk of hotel visitors (63.54 percent) had a monthly income of more than L.E 20,000. Table 3 shows the demographics of visitors who stayed at five-star hotels in Greater Cairo.

Table 3
Demographic Characteristics (N=277)

Demographic Data (Variables)		Frequency	Percentage %
Gender	Male	157	56.68 %
	Female	120	43.32 %
Age	18 up to 40	128	46.21 %
	More than 40 up to 50	84	30.32 %
	More than 50	65	23.47 %
Educational Level	Secondary	1	00.36 %
	University	176	63.54 %
	Postgraduate	100	36.10 %
Occupation	Non-executive	72	25.99 %
	Executive	168	60.65 %
	Pensioner	37	13.36 %
Monthly Income	Less than LE 5000	2	0.72 %
	LE 5000 – Less than LE 10000	12	4.33 %
	LE 10000 – Less than LE 20000	87	31.41 %
	LE 20000 and above	176	63.54 %

3.4.2. Analysis of Variance

Mann-Whitney U test is adopted to test the differences between guests' gender, regarding to their perception of hotel practices of social customer relationship management (SCRM), customer loyalty and brand image. Kruskal-Wallis test on the other hand was utilized to identify the variance between guests' age, educational level, occupation, and monthly income, regarding their perception of hotel practices of social customer relationship management (SCRM), customer loyalty and brand image.

Variance analysis results showed that there were statistically significant differences at 2 points out of the 39 points (i.e., $P < 0.05$). Consequently, no significant differences were detected males and females in terms of their perception of hotel practices of social customer relationship management (SCRM), customer loyalty and brand image except that "Hotel uses social media tool such as Facebook, Twitter, YouTube, Google, etc.", "Hotel website often offers attractive discounts. The percentage of those who participated in these points, 56.7% was males and 43.3% were females. The largest proportion of participants in this point was males.

Gender has a relatively minimal influence on the perception of services delivered, according to Kim et al., (2004) and Serenko *et al.* (2006). Though Ndubisi and Kahraman (2005) suggested that women were more loyal, Fry *et al.* (1973) verified that males are more likely to remain loyal. This study supports earlier research (e.g., Gaurav, 2008) that found no substantial influence of gender differences on loyalty concern.

Table 4
The variance between guests' gender, regarding their perception of hotel practices of (SCRM), customer loyalty, and brand image (n =277)

Construct	Gender	N	Mean Rank	Mann-Whitney U	Z	Asymp. Sig. (2-tailed)
Section One: Customer Service Quality / Efficiency						
a) Complaints are handled professionally	Male	157	133.93	8623.5	-1.288	0.198
	Female	120	145.64			
b) Receive confirmation on reservation	Male	157	139.47	9346.5	-0.119	0.905
	Female	120	138.39			
c) Within 48 hours, customer service replies	Male	157	133.74	8594	-1.328	0.184
	Female	120	145.88			
d) In responding to inquiries, customer service is professional	Male	157	142.13	8928.5	-0.798	0.425
	Female	120	134.90			
e) If there is an issue with the reservation, customer service will notify you	Male	157	137.31	9154.5	-0.427	0.669
	Female	120	141.21			
Section Two: Integrated Marketing Channels						
a) Orders placed on the internet could be checked through physical channels	Male	157	131.92	8308.5	-1.775	0.076
	Female	120	148.26			
b) Review bookings made over phone or another offline medium via the internet	Male	157	137.76	9226	-0.303	0.762
	Female	120	140.62			
c) Cancel or amend bookings made over the phone through the hotel's website	Male	157	134.13	8655.5	-1.198	0.231
	Female	120	145.37			
d) Cancel or amend reservations made through the website by calling a customer service agent by phone	Male	157	138.42	9329	-0.141	0.888
	Female	120	139.76			
Section Three: Online Communities /Use of social media						
a) The hotel uses social media tools such as Facebook, Twitter, YouTube, Google.	Male	157	129.11	7867.5	-2.527	0.012*
	Female	120	151.94			
b) Share/exchange information with other hotel guests in the social media	Male	157	133.74	8594	-1.338	0.181
	Female	120	145.88			

c) Obtain useful information about the hotel through social media members	Male	157	133.43	8546	-1.414	0.157
	Female	120	146.28			
d) The hotel's website includes hyperlinks to the hotel's social media pages	Male	157	135.21	8825	-0.924	0.355
	Female	120	143.96			
e) The hotel makes good use of social media to contact with its customers	Male	157	133.48	8553.5	-1.364	0.172
	Female	120	146.22			
f) I find comments on social media to be beneficial	Male	157	137.27	9148	-0.458	0.647
	Female	120	141.27			
Section Four: Rewards						
a) The hotel's website provides interesting offers for regular visitors	Male	157	134.25	8674	-1.167	0.243
	Female	120	145.22			
b) The hotel website provides attractive cash rewards for each online transaction	Male	157	135.68	8898	-0.814	0.416
	Female	120	143.35			
c) For any online payment, the hotel's website provides excellent point redemption	Male	157	133.00	8478.5	-1.490	0.136
	Female	120	146.85			
d) The hotel website provides appealing gifts for each online transaction	Male	157	131.70	8274	-1.795	0.073
	Female	120	148.55			
e) The hotel website often offers attractive discounts	Male	157	130.78	8129	-2.034	0.042*
	Female	120	149.76			
Section Five: Value Added Services / Quality Services						
a) The service is packaged well	Male	157	137.43	9173	-0.394	0.693
	Female	120	141.06			
b) The service package is flexible	Male	157	137.35	9161	-0.416	0.677
	Female	120	141.16			
c) The hotel offers more varieties of services	Male	157	135.52	8874	-0.866	0.387
	Female	120	143.55			
d) Services offered up to date with the current trend	Male	157	136.35	9004	-0.650	Continued
	Female	120	142.47			
Section Six: Customer Loyalty						
a) I will propose the hotel to others	Male	157	138.32	9314	-0.167	0.867
	Female	120	139.88			
b) I will advise relatives to visit the hotel	Male	157	137.22	9140	-0.440	0.660
	Female	120	141.33			
c) I intend to evisit/continue using this hotel	Male	157	134.04	8640.5	-1.225	0.221
	Female	120	145.50			

d) I will consider the hotel as my best choice when I need hotel service	Male	157	138.22	9297	-0.194	0.846
	Female	120	140.03			
e) I would like to stay in this hotel next time / would not switch to another hotel	Male	157	136.22	8984	-0.685	0.493
Section Seven: Brand Image						
a) This hotel is comfortable for me	Male	157	138.03	9268	-0.242	0.809
	Female	120	140.27			
b) This hotel offers a high level of service	Male	157	134.15	8658	-1.202	0.229
	Female	120	145.35			
c) This hotel has a very clean image	Male	157	140.12	9244.5	-0.278	0.781
	Female	120	137.54			
d) This hotel is luxurious	Male	157	137.21	9139.5	-0.441	0.659
	Female	120	141.34			
e) This hotel is expensive	Male	157	139.28	9376.5	-0.070	0.944
	Female	120	138.64			
f) This hotel is a suitable place for high class	Male	157	135.49	8869.5	-0.875	0.382
	Female	120	143.59			
g) I feel special by visiting this hotel	Male	157	135.32	8842.5	-0.908	0.364
	Female	120	143.81			
h) The staff is very kind	Male	157	132.38	8380	-1.661	0.097
	Female	120	147.67			
i) I have a long history with this hotel	Male	157	136.02	8952.5	-0.734	0.463
	Female	120	142.90			
j) This hotel has a unique image	Male	157	137.96	9257	-0.257	0.797
	Female	120	140.36			
* Significant (p≤ .05)						

Regarding both age and educational level, variance analysis results showed that there were no statistically significant differences for 39 points (i.e., $P < 0.05$). Consequently, no significant differences were detected in guests' age and educational level in terms of their perception of hotel practices of social customer relationship management (SCRM), customer loyalty and brand image (See table 5).

Table 5 revealed the results of variance between guests' occupation, regarding their perception of hotel practices of social customer relationship management (SCRM), customer loyalty and brand image. Variance analysis results showed that there were statistically significant differences at 1 point out of 39 points (i.e., $P < 0.05$). Consequently, no significant differences were detected in guests' occupation in terms of their perception of hotel practices of social customer relationship management (eCRM), customer loyalty and brand image except that "I find comments on social media to be beneficial". The largest percentage of those who participated in these points for the category (non-Executive) represents 25.99%. A possible explanation of

these results first, as for the non-executive guests did not consider comments of social media is useful for them due, they do not trust the opinions of people they are not knowing personally. Previous research (e.g., Patterson and Prassongsukarn, 2001; Patterson, 2007; Akbar, 2013) looked at the relationship between demographics and loyalty-related factors. They conducted a study that found a link between professions, loyal behaviors, and repurchase intentions in the service business. According to the surveys, individuals with professions and vocations were usually the least loyal throughout the selected service industries. Using the notion of social support, it can be argued that these occupational groupings already have significant social contacts on the job and would place a high value on the benefits of sticking with a single service provider. Table 5 also revealed the results of variance between guests' monthly income, regarding their perception of hotel practices of social customer relationship management (SCRM), customer loyalty and brand image. Variance analysis results showed that there were statistically significant differences at 3 points out of 39 points (i.e., $P < 0.05$). Consequently, no significant differences were detected guests' occupation in terms of their perception of hotel practices of social customer relationship management (SCRM), customer loyalty and brand image except that "Cancel or amend bookings made over the phone through the hotel's website", "I will propose the hotel to others" and "I will advise relatives to visit the hotel", the largest percentage of those who participated in these points for the category who have income level more than 20000 LE which represent 63.53%. A possible explanation of these results first, as for the guests who have monthly income of more than LE 20000, they are using hospitality services in 5-stars hotels on a regular basis, so they have enough experience dealing with hotels website' features. This is consistent with previous studies (e.g., Lee-Kelley *et al.,* 2003; Patterson, 2007), who suggested that there is some relationship between buying and booking on the Internet and income levels and relationship between occupation and loyal behaviors and repurchase intentions in the service industry. People who have sufficient salary would place a high value on the benefits of staying with and be loyal to a single service provider.

Table 5
The differences between ages, education, occupation and income regarding their perception of hotel practices of (SCRM), customer loyalty and brand image (n =277)

Construct	Asymp. Sig.			
	Age	Educational Level	Occupation	Monthly Income
Section One: Customer Service Quality / Efficiency				
a) Complaints are handled professionally	0.470	0.068	0.900	0.058
b) Receive confirmation on the reservation	0.630	0.368	0.194	0.106
c) Within 48 hours, customer service replies	0.913	0.758	0.869	0.320
d) In responding to inquiries, customer service is professional	0.722	0.394	0.468	0.092
e) Customer service will inform if there is any problem with reservation	0.450	0.502	0.819	0.131

Continued

Section Two: Integrated Marketing Channels				
a) Orders placed on the internet could be checked through physical channels	0.692	0.959	0.362	0.309
b) Review bookings made over phone or another offline medium via the internet	0.784	0.832	0.703	0.083
c) Cancel or amend bookings made over the phone through the hotel's website	0.989	0.793	0.906	0.020*
d) Cancel or amend reservations made through the website by calling a customer service agent by phone	0.617	0.934	0.830	0.164
Section Three: Online Communities / Use of social media				
a) The hotel uses social media tool such as Facebook, Twitter, YouTube, Google, etc.	0.851	0.976	0.207	0.356
b) Share/exchange information with other hotel guests on the social media platform	0.317	0.160	0.231	0.059
c) Obtain useful information about the hotel through social media members	0.920	0.142	0.590	0.383
d) The hotel's website includes hyperlinks to the hotel's social media pages	0.245	0.408	0.131	0.923
e) The hotel makes good use of social media to contact with its customers	0.622	0.440	0.253	0.282
f) I find comments on social media to be beneficial	0.383	0.130	0.006*	0.273
Section Four: Rewards				
a) The hotel's website provides interesting offers for regular visitors	0.519	0.914	0.654	0.146
b) The hotel website provides attractive cash rewards for each online transaction	0.505	0.806	0.447	0.117
c) For any online payment, the hotel's website provides excellent point redemption	0.875	0.953	0.893	0.223
d) The hotel website provides appealing gifts for each online transaction	0.143	0.942	0.199	0.087
e) The hotel website often offers attractive discounts	0.247	0.767	0.176	0.364
Section Five: Value Added Services / Quality Services				
a) The service is packaged well	0.950	0.308	0.789	0.600
b) The service package is flexible	0.449	0.388	0.392	0.086
c) The hotel offers more varieties of services	0.951	0.415	0.148	0.097
d) Services offered are up to date with the current trend	0.916	0.846	0.465	0.076
Section Six: Customer Loyalty				
a) I will propose the hotel to others	0.748	0.736	0.137	0.010*

b) I will advise relatives to visit the hotel	0.958	0.850	0.486	0.027*
c) I intend to revisit/continue using this hotel	0.997	0.509	0.386	0.186
d) I will consider the hotel as my best choice when I need hotel service	0.894	0.372	0.337	0.420
e) I would like to stay in this hotel next time / would not switch to another hotel	0.525	0.827	0.297	0.053
Section Seven: Brand Image				
a) This hotel is comfortable for me	0.958	0.351	0.366	0.283
b) This hotel offers a high level of service	0.447	0.630	0.370	0.340
c) This hotel has a very clean image	0.909	0.270	0.519	0.444
d) This hotel is luxurious	0.965	0.731	0.965	0.687
e) This hotel is expensive	0.185	0.303	0.728	0.696
f) This hotel is a suitable place for high class	0.849	0.333	0.296	0.308
g) I feel special by visiting this hotel	0.955	0.232	0.511	0.325
h) The staff is very kind	0.835	0.141	0.205	0.237
i) I have a long history with this hotel	0.649	0.418	0.260	0.798
j) This hotel has a unique image	0.969	0.697	0.419	0.500

3.4.3. Structural Equation Modeling
3.4.3.1.Confirmatory Factor Analysis
CFA was used to analyze the reliability and validity of the five SCRM practices scales, the customer loyalty scale, and the brand image scale. Because the basic model was unsuitable, various adjustment indices were recommended to improve model fit. As a result, several components (IMC-1, IMC-4, OC-2, OC-3, OC-6, R-2, R5, and BI- 5) were deleted. Finally, a satisfactory model fit was achieved: The index of incremental fit (IFI) was 0.953, the index of Tucker–Lewis (TLI) was 0.945, and the index of comparative fit (CFI) was 0.952, all of which were greater than the recommended level of 0.90, and the root mean square error of approximation (RMSEA) was 0.053, which was less than the cut off value of 0.06 (Hu and Bentler, 1999 and Steiger, 2007) (see Table 6). The CFA results indicated that the lowest rate of CR and Cronbach's for all constructs was 0.860, which above the permissible limit of 0.70 (Pallant, 2020), demonstrating that the data are credible. Furthermore, the Average Variance Extracted (AVE) values for all constructs above the allowed threshold of 0.50, indicating strong convergent validity (Hair *et al.,* 2006) (see Table 6). Furthermore, the CFA findings (see Table 7) demonstrate that the AVE for each construct was larger than the squared correlation for each of the two components, indicating excellent discriminant validity (Hair *et al.* 2006).

Table 6

Factor loadings, validity analysis, and reliability test of the measurement model

Construct	Factor Loading	CR	α	AVE
▪ Customer Service Quality **(CSQ)**		0.917	0.914	0.688
(CSQ – 1)	0.843			
(CSQ – 2)	0.787			
(CSQ – 3)	0.803			
(CSQ – 4)	0.879			
(CSQ – 5)	0.831			
▪ Integrated Marketing Channels **(IMC)**		0.905	0.905	0.827
(IMC – 2)	0.931			
(IMC – 3)	0.887			
▪ Online Communities /Use of social media **(OC)**		0.883	0.860	0.717
(OC – 1)	0.833			
(OC – 4)	0.785			
(OC – 5)	0.917			
▪ Rewards **(R)**		0.911	0.905	0.773
(R – 1)	0.893			
(R – 3)	0.869			
(R – 4)	0.876			
▪ Customer Loyalty		0.956	0.956	0.813
(CL – 1)	0.930			
(CL – 2)	0.914			
(CL – 3)	0.867			
(CL – 4)	0.913			
(CL – 5)	0.883			
▪ Brand Image		0.966	0.965	0.759
(BI – 1)	0.862			
(BI – 2)	0.908			
(BI – 3)	0.887			
(BI – 4)	0.866			
(BI – 6)	0.840			
(BI – 7)	0.914			
(BI – 8)	0.827			
(BI – 9)	0.838			
(BI – 10)	0.894			
Note: (CR) = (Composite reliability); (α) = (Alpha reliability); (AVE) = (average variance extracted).				

Table 7
Discriminant validity and correlation matrix

Construct	CSQ	IMC	OC	R	CL	BI
CSQ	0.688					
IMC	0.465	0.827				
OC	0.602	0.387	0.717			
R	0.240	0.456	0.227	0.773		
CL	0.480	0.465	0.468	0.343	0.813	
BI	0.516	0.404	0.596	0.212	0.704	0.759

Notes: Bold numbers represent AVE of the constructs, while other numbers represent the squared correlations of each two constructs

Table 8
Modified Model' Fitness

	Confirmatory Factors							
	($\chi 2$)	($\chi 2$ / df)	(P)	(IFI)	(TLI)	(CFI)	(RMR)	(RMSEA)
Modified (CFA)	1450.20	1.782	0.000	0.953	0.945	0.952	0.041	0.053
Cut-off Values	The Lower the better	< 3		> 0.90			The Lower the better	< 0.07
(Model fit indices indicate good fit to the data)								

3.4.4. Study Structural Model and Hypotheses Testing

The suggested model for the research was adjusted because of the CFA mentioned above. More precisely, value-added services were removed from the model, demonstrating the importance of restating the study hypotheses given in Fig.1. Finally, the research hypotheses were as follows:

H1: Customer service quality (CSQ) has a positive impact on loyalty.
H2: Integrated marketing channels (IMC) have a positive impact on loyalty.
H3: Online communities /use of social media (OC) have a positive impact on loyalty.
H4: Rewards (R) have a positive impact on loyalty.
H6: Customer loyalty (CL) has a positive impact on the brand image (BI).

The findings revealed a strong relationship between integrated marketing channels, online communities and use of social media and customer loyalty, Supported H- 2 (ß = 0.066, p = 0.022); H- 3 (ß = 0.075, p = 0.029) respectively. In conclusion, it is noted that the SCRM practices through online communities have a positive impact on customer loyalty (see figure 2 and table 9).

The brand image was used as a dependent variable; customer loyalty was used as a moderating variable, and social customer relationship management including customer service quality, integrated marketing channels, online communities /use of social media, rewards, and value-added services. Table 9 displays the results of hypothesis testing.
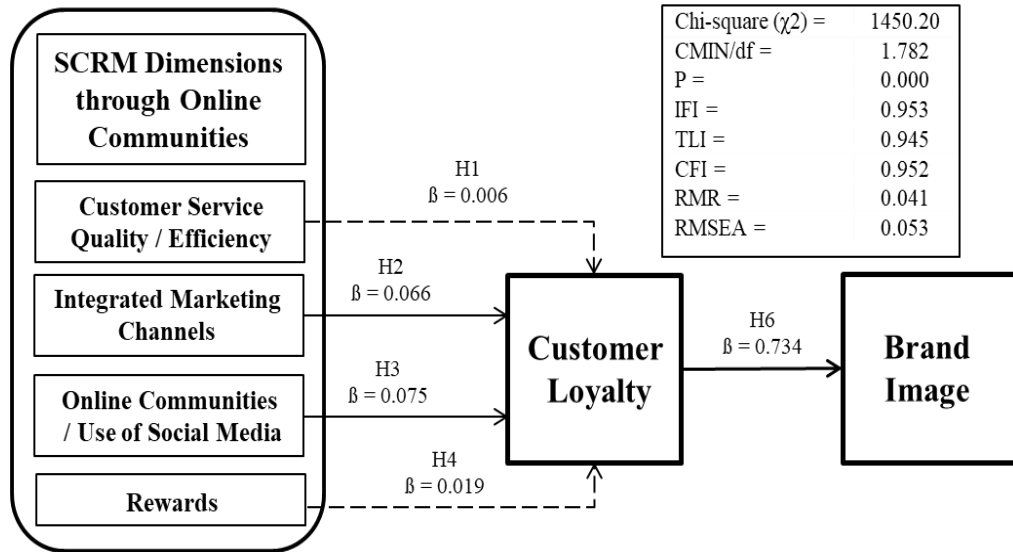
Fig. 2. The study modified model

Table 9

Standardized parameter estimates of the structural model

Hyp.	(Path)		(ß)	(t-values)	(P)	(Results)
H- 1	Customer Service Quality	→ Loyalty	0.006	0.133	0.894	Rejected
H- 2	Integrated Marketing Channels	→ Loyalty	0.066	2.294	0.022*	**Supported**
H- 3	Online Communities /Use of social media	→ Loyalty	0.075	2.179	0.029*	**Supported**
H- 4	Rewards	→ Loyalty	0.019	0.727	0.467	Rejected
H- 5	Value-added Services → Loyalty		Cancelled			
H- 6	Customer Loyalty → Brand Image		0.734	16.674	***	**Supported**
* = (Absolute t-value > 1.96, p< 0.05); ** = (Absolute t-value > 2.58, p< 0.01); *** = (Absolute t-value > 3.29, p< 0.001).						

Relationship between Customer Service Quality and Customer Loyalty

The paths that connect customer service quality with customer loyalty yields an insignificant coefficient value of β = 0.006 (P not significant at 0.894).

Hence an insignificant coefficient for customer service quality, suggesting that customer service quality is not having a positive impact on customer loyalty, as predicted, thereby rejecting H1. In other words, the result rejects H1.

Relationship between Integrated Marketing Channels and Customer Loyalty

The paths that link integrated marketing channels and customer loyalty have a significant correlation value of = 0.066. (P significant at 0.006). As a result, there is a substantial positive coefficient for integrated marketing channels, indicating that, as expected, integrated marketing channels are positively related to customer loyalty, therefore validating H2. In other words, the conclusion is positive to H2.

Relationship between Online Communities /Use of social media and Customer Loyalty

The paths that connect online communities /use of social media with customer loyalty yield a significant coefficient value of β =0.075 (P significant at 0.029). Hence a significant positive coefficient for online communities /use of social media, suggesting that online communities /use of social media are positively associated with customer loyalty, as predicted, thereby confirming H3. In other words, the result supports H3.

Relationship between Rewards and Customer Loyalty

The paths that connect rewards with customer loyalty yield an insignificant coefficient value of β = 0.019 (P not significant at 0.467). Hence an insignificant coefficient for rewards, suggesting that rewards are not having a positive impact on customer loyalty, as predicted, thereby rejecting H4. In other words, the result rejects H4.

Relationship between Value-added Services and Customer Loyalty

It can be seen from the modified final study structural model that no direct relationship between value-added services and customer loyalty was found. The initial study model exposed a weak relationship between value-added services and customer loyalty, but the original model did not produce an acceptable fit due to a high correlation between value-added services and other constructs. The index suggested removing the direct path between value-added services and customer loyalty, and the modified model produced an acceptable fit. So, it was found that value-added services are not associated with customer loyalty in a straight line, thus canceling H5.

The Association between Customer Loyalty and Brand Image

The route that connects customer loyalty with brand image yields a significant positive coefficient value of (β = 0.734, "P significant 0.001"), implying that customer loyalty is, as expected, positively associated with brand image, thus approving H6.

4. Discussion and Implications

The current study examined the effect of social customer relationship management through online communities and social media on customer loyalty and brand image. The results showed that social customer relationship management had a significant effect on customer loyalty and brand image. In general terms, and through factor investigation clients of the hotel most agreed to integrated marketing channels and online communities, implying that hotels need to be alerted about how customers will take in these features and its elements that would motivate loyalty to greater ranks and develop an excellent brand image.

Regarding customer service quality there is an insignificant link between customer service quality and customer loyalty was identified β = 0.006, implying that customer service quality does not positively affect customer loyalty in hotels. It is quite unexpected that this type of outcome was discovered. As one might imagine, service quality influences on and leads to customer loyalty. According to the findings, the link between online customer service quality and customer loyalty is negligible.

Surprisingly, these findings contradict previous findings in other research (Jun and Cai, 2001; Diaz and Ruiz, 2002; Joseph *et al.* 2005; Bell *et al.* 2005; Glaveli *et al.* 2006; Patterson, 2007; Kheng *et al.* 2010). While results come in agreement with previous study' findings (e.g., Yuktanandana, and Prasertsakul, 2015). One of the reasons for seeing and receiving such results is that, currently, web users can only notice a difference in the customer service provided by service providers. In contrary logic, it might be viewed that all service providers offer roughly the same items and quality in terms of service quality. This conclusion may be supported by the fact that there has been little study on the impact of customer service quality on customer loyalty in hotels via the web, as prior studies were solely confined to commercial areas such as banking. Another reason for this outcome might be that many hotel visitors during the survey period were locals with little hotel experience. Finally, an unexpected conclusion of our study is that customer service quality does not affect on customer loyalty in Egyptian hotels; this contradictory but intriguing finding must be investigated further in future studies.

Moreover, regarding integrated marketing channels there is a straight positive significant link between integrated marketing channels and customer loyalty was identified $\beta = 0.066$, implying that integrated marketing channels are favorably affect customer loyalty in hotels. This agrees with previous studies' findings (Bolton *et al.* 2000; De Wulf *et al.* 2001; Verhoef, 2003; Smith and Taylor, 2004; Vuuren *et al.* 2012; Brindha, 2014; Khizar *et al.* 2016; Cogoljević *et al.* 2017; Leong *et al.* 2017; Oluwafemi and Adebiyi, 2018). This conclusion might be explained by the significant importance of integrated marketing channels that lead to hotel customer loyalty and the creation of incentives for consumers so that they would continue to do business with the hotel. The benefits may be realized by effectively implementing a variety of IMC for the joint benefit of the customer and the organization. IMC also assists management in avoiding redundancy, leveraging on promotional tool synergy, and developing more efficient and successful marketing communication strategies.

In addition, regarding online communities and the use of social media there is a straight positive significant link between online communities and use of social media and customer loyalty was identified $\beta = 0.075$, implying that online communities and use of social media is favorably affecting customer loyalty in hotels. This agrees with previous studies' findings (Wilimzig, 2011; Balakrishnan *et al.* 2014; Vásquez and Escamilla, 2014; Luo *et al.* 2019; Choi *et al.* 2020). This conclusion might be explained by the critical role of online communities in developing brand loyalty, which leads to repurchase intent and favorable word of mouth. Customers considered hotel Web sites sharing prior customers' evaluations through Blogs and Facebook, Twitter, and Google as one of the essential aspects leading to intention to revisit and create customer loyalty.

Regarding rewards there is an insignificant link between rewards and customer loyalty was identified $\beta = 0.019$, implying that rewards are not positively affect customer loyalty in hotels. The result agrees with previous study findings (Yuktanandana, and Prasertsakul, 2015). While the result comes in contrast with another previous studies' findings (Bell *et al.* 2005; Patterson, 2007; Juwaheer, 2011;

Agyei and Kilika, 2013; Fida *et al.,* 2020). This finding could be justified as there has been little research about rewards on customer loyalty in hotels, another reason for this result may be due to that hotel rewards did not meet the guest expectations, and this led to the opposite outcome. In discussion with hotel' guests suggest that immediate rewards are preferable to delayed rewards. Alternatively, it could be argued that loyal customers may come to expect a price discount, or some form of better service. In other words, hotel guests look for immediate rewards for his or her loyalty. The ability of a loyalty program to attract members is determined not only by the value of the incentives it provides, but also by the availability of the benefits. According to psychological research, when redemption benefits in a loyalty program are difficult and delayed, they are a less strong motivator. Many accumulating benefit systems, such as frequent-flyer programs, attempt to (partially) address this difficulty by giving members a statement of collected points at regular intervals. Typically, these remarks are supported by material encouraging aspirational values and the simplicity with which the many possible prizes may be obtained. Finally, an unexpected finding of our study is that rewards tend to have no impact on customer loyalty in Egyptian hotels, this inconsistent but interesting finding must be further examined in future studies.

Finally, there is a direct positive significant path between customer loyalty and brand image was identified $\beta = 0.734$. Supporting that customer loyalty positively influences the brand image in hotels. This agrees with previous studies' findings (Ogba, and Tan, 2009; Andreani *et al.* 2012; Yu-TeTu and Hsu, 2013; Saleem and Raja, 2014; Durmaz *et al.* 2018). This finding could be explained the huge importance of building customer loyalty which directly builds an excellent brand image.

The value of this research is the identification and prioritization of SCRM practices, which influence customer loyalty and brand image in hotels. The results show that there are statistically significant correlations between SCRM practices and customer loyalty. In other words, SCRM practices such as integrated marketing channels and online communities had positive impacts on customer loyalty and brand image in hotels.

As a result, the study suggests that hoteliers and hotel owners concentrate on how SCRM features through online communities and social media are built and administered.

Hotels, for example, should put more focus on selecting their plans based on the IMC factor that contributes the most to the criterion of interest. Also, Hotel Managers should establish effective two-way communication between the hotel and the customer, as it allows the hotel to integrate various marketing activities aimed at ensuring that customers are not only well-informed about hospitality services available now and those that will be available in the future, but also to remind and persuade subscribers to patronize a hotel. They should also pay greater attention to integration of virtual and physical operations, since it is critical to maintain ongoing consumer interactions across both channels. This is because customers prefer to

interact with hotels as a single organization. They also demand the same quality of consumer care across all channels.

Furthermore Five-star hotels should pay extra care to online communities and the use of social media channels because it provides an excellent marketing channel with current and potential customers, as this study had shown online communities directly influence customer loyalty. They also should pay more attention to online communities and social media as guests nowadays obtain information about the hotel through social media members, so hotels should create and well moderate social media tools such as Facebook, Twitter, YouTube, Google, etc., and information provided should be accurate and Up to date.

5. Limitations and Future Research

The study has several limitations; it surveyed the effect of SCRM hotel practices on customer loyalty and brand image on Greater Cairo hotels through online communities, so it may be a good opportunity for future researchers to study the effect of SCRM practices in restaurants, motels, resorts in cities such as Alexandria, Marsa Alam, Hurghada, Aswan, and others. Despite these limitations, this study provides useful recommendations for hospitality scholars and business professionals.

References

– Ab Hamid, N. R., Akhir, R. M., & Cheng, A. Y. (2013). Social media: an emerging dimension of marketing communication. Journal of Marketing Research, 12, 1.
– Ab Hamid, N. R., Cheng, A. Y., & Akhir, R. M. (2011). Dimensions of E-CRM: an empirical study on hotels' web sites. Journal of Southeast Asian Research, 2011.
– Agyei, P. M., & Kilika, J. M. (2013). The relationship between service quality and customer loyalty in the Kenyan mobile telecommunication service industry. European Journal of Business and Management, 5(23), 26-36.
– Akbar, S. (2013). Relationship of service quality and customer loyalty through the moderating effect of socio demographic characteristics. International Journal of Hospitality and Tourism Systems, 6(2), 81-91.
– Andreani, F., Taniaji, T. L., & Puspitasari, R. N. M. (2012). The impact of brand image towards loyalty with satisfaction as a mediator in McDonald's. Jurnal manajemen dan kewirausahaan, 14(1), 64-71.
– Askool, S., & Nakata, K. (2011). A conceptual model for acceptance of social CRM systems based on a scoping study. AI & society, 26(3), 205-220.
– Ata, U. Z., & Toker, A. (2012). The effect of customer relationship management adoption in business-to-business markets. Journal of Business Marketing.
– Bahrami, M., Ghorbani, M., & Arabzad, S. M. (2012). Information technology (IT) as an improvement tool for customer relationship management (CRM). Procedia-Social and Behavioral Sciences, 41, 59-64.
– Balakrishnan, B. K., Dahnil, M. I., & Yi, W. J. (2014). The impact of social media marketing medium toward purchase intention and brand loyalty among generation Y. Procedia-Social and Behavioral Sciences, 148, 177-185.

– Bell, S. J., Auh, S., & Smalley, K. (2005). Customer relationship dynamics: service quality and customer loyalty in the context of varying levels of customer expertise and switching costs. Journal of the Academy of Marketing Science, 33(2), 169-183.

– Bolton, R. N., Kannan, P. K., & Bramlett, M. D. (2000). Implications of loyalty program membership and service experiences for customer retention and value. Journal of the academy of marketing science, 28(1), 95-108.

– Breugelmans, E., Bijmolt, T. H., Zhang, J., Basso, L. J., Dorotic, M., Kopalle, P., ... & Wünderlich, N. V. (2015). Advancing research on loyalty programs: a future research agenda. Marketing Letters, 26(2), 127-139.

– Brindha, G. (2014). Integrated marketing communication strategies of Apple and Samsung. International Journal of Research - A Management Review,

– Chalkiti, K. and Sigala, M. (2012). Knowledge management and Web 2.0: preliminary findings from the Greek tourism industry. Social Media in Travel. Tourism and Hospitality. Ashgate Publishing. Surrey. pp. 261 - 279

– Cherapanukorn, V. (2017). Development of eCRM success A case study of hotel industry. International Journal of Trade, Economics, and Finance, 8(2), 90-95.

– Choi, Y., An, S., & Lee, C. K. (2020). Virtual travel experience and destination marketing: effects of sense and information quality on flow and visit intention. Journal of Destination Marketing & Management, 19, 100492.

– Cogoljevic, M. C., Dimitrijević, L., & Cogoljević, V. (2017). Research on the influence Integrated Marketing Communications at Enterprises business in the Republic of Serbia. EuroEconomica, 36(2).

– Coladarci, T., Cobb, C. D., Minium, E. W., & Clarke, R. C. (2010). Fundamentals of statistical reasoning in education. John Wiley & Sons.

– Cristobal, E., Flavian, C., & Guinaliu, M. (2007). Perceived e-service quality (PeSQ). Managing service quality: An international journal.

– Cronin Jr, J. J., Brady, M. K., & Hult, G. T. M. (2000). Assessing the effects of quality, value, and customer satisfaction on consumer behavioral intentions in service environments. Journal of retailing, 76(2), 193-218.

– De Wulf, K., Odekerken-Schröder, G., & Iacobucci, D. (2001). Investments in consumer relationships: A cross-country exploration. Journal of marketing, 65(4).

– Deepa, N., & Deshmukh, S. (2013). Social media marketing: The next generation of business engagement. International Journal of Management Research and Reviews.

– Diaz, A. B. C., & Ruiz, F. J. M. (2002). The consumer's reaction to delays in service. International Journal of Service Industry Management.

– Durmaz, Y., Çavuşoğlu, S., & Özer, Ö. (2018). The effect of brand image and brand benefit on customer loyalty: the case of Turkey. International Journal of Academic Research in Business and Social Sciences, 8(5), 528-540.

– Edosomwan, S, Prakasan, SK, Kouame, D, Watson, J & Seymour, T (2011), 'The history of social media and its impact on business', Journal of Applied Management and Entrepreneurship, vol. 16, no. 3, pp. 79-91.

– Fida, B. A., Ahmed, U., Al-Balushi, Y., & Singh, D. (2020). Impact of service quality on customer loyalty and customer satisfaction in Islamic banks in the Sultanate of Oman. Sage Open, 10(2), 2158244020919517.

- Gaurav, K. (2008). Impact of relationship marketing strategy on customer loyalty. The Icfaian Journal of Management Research, 7(11), 7-21.
- Glaveli, N., Petridou, E., Liassides, C., & Spathis, C. (2006). Bank service quality: evidence from five Balkan countries. Managing Service Quality.
- Greenberg, P. (2010). CRM at the Speed of Light: Social CRM Strategies, Tools, and Techniques. New York: McGraw-Hill.
- Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. (2006). Multivariate data analysis . Uppersaddle River.
- Harrigan, P., & Miles, M. (2014). From e-CRM to s-CRM. Critical factors underpinning the social CRM activities of SMEs. Small Enterprise Research, 21(1).
- Harrigan, P., Ramsey, E., & Ibbotson, P. (2011). Critical factors underpinning the e-CRM activities of SMEs. Journal of Marketing Management, 27(5-6), 503-529.
- Harrigan, P., Soutar, G., Choudhury, M. M., & Lowe, M. (2015). Modelling CRM in a social media age. Australasian Marketing Journal (AMJ), 23(1), 27-37.
- Ho, C. I., & Lee, Y. L. (2007). The development of an e-travel service quality scale. Tourism management, 28(6), 1434-1449.
- Hu, L. T., & Bentler, P. M. (1999). Cutoff criteria for fit indexes in covariance structure analysis: Conventional criteria versus new alternatives. Structural equation modeling: a multidisciplinary journal, 6(1), 1-55.
- Jekimovics, L., Wickham, M., & Danzinger, F. (2013). Social Networking and e-CRM Revolution or e-business as usual. Social Networking and e-CRM: Revolution or e-business as usual, 9(1), 153-162.
- Joseph, M., Sekhon, Y., Stone, G., & Tinson, J. (2005). An exploratory study on the use of banking technology in the UK. International Journal of Bank Marketing.
- Jun, M., & Cai, S. (2001). The key determinants of internet banking service quality: a content analysis. International journal of bank marketing.
- Juwaheer, D. T., (2011). Gender bias in hotel guests' perceptions of service quality: an empirical investigation of hotels in Mauritius. E-review of Tourism Research.
- Kamran-Disfani, O., Mantrala, M. K., Izquierdo-Yusta, A., & Martínez-Ruiz, M. P. (2017). The impact of retail store format on the satisfaction-loyalty link: An empirical investigation. Journal of Business Research, 77, 14-22.
- Kang, J., Alejandro, T. B., & Groza, M. D. (2015). Customer–company identification and the effectiveness of loyalty programs. Journal of Business Research, 68(2), 464-471
- Kheng, L. L., Mahamad, O., & Ramayah, T. (2010). The impact of service quality on customer loyalty: A study of banks in Penang, Malaysia. International journal of marketing studies, 2(2), 57.
- Khizar, N., Farooqi, S., Rehmat, M. & Naz, F, (2016). Effect of integrated marketing communication components on brand awareness and customer loyalty in beverage sector. Paradigms: A Research Journal of Commerce Economics, 10 (2), 64–73.
- Kietzmann, J. H., Hermkens, K., McCarthy, I. P., & Silvestre, B. S. (2011). Social media? Get serious! Understanding the functional building blocks of social media. Business Horizons, 54(3), 241–251.

– Kim, H. G., & Wang, Z. (2019). Defining and measuring social customer-relationship management (CRM) capabilities. Journal of Marketing Analytics, 7(1).
– Kim, M. K., Park, M. C., & Jeong, D. H. (2004). The effects of customer satisfaction and switching barrier on customer loyalty in Korean mobile telecommunication services. Telecommunications policy, 28(2), 145-159.
– Kubina, M., & Lendel, V. (2015). Successful application of social CRM in the company. Procedia Economics and Finance, 23, 1190-1194.
– Ladhari, R. (2009). A review of twenty years of SERVQUAL research. International journal of quality and service sciences.
– Lee-Kelley, L., Gilbert, D., & Mannicom, R. (2003). How e-CRM can enhance customer loyalty. Marketing Intelligence & Planning.
– Leong, L. Y., Jaafar, N. I., & Sulaiman, A. (2017). Understanding impulse purchase in Facebook commerce: does Big Five matter. Internet Research.
– Liu, S. Q., & Mattila, A. S. (2016). The influence of a "green" loyalty program on service encounter satisfaction. Journal of Services Marketing.
– Luo, N., Wang, Y., Jin, C., Ni, Y., & Zhang, M. (2019). Effects of socialization interactions on customer engagement in online travel communities.
– Mabkhot, H. A., Shaari, H., & Salleh, S. M. (2017). The influence of brand image and brand personality on brand loyalty, mediating by brand trust.
– Martensen, A., & Grønholdt, L. (2003). Improving library users' perceived quality, satisfaction and loyalty: an integrated measurement and management system. The Journal of Academic Librarianship, 29(3), 140-147.
– McWilliam, G. (2000). Building stronger brands through online communities. Sloan Management Review, 41(3), 43-54.
– Nakache, N. (2017). Why E-commerce is flourishing.
– Ndubisi, N. O., & Kahraman, C. (2005). Malaysian women entrepreneurs: understanding the ICT usage behaviors and drivers. Journal of Enterprise Information Management.
– Ogba, I. E., & Tan, Z. (2009). Exploring the impact of brand image on customer loyalty and commitment in China. Journal of Technology Management in China.
– Oluwafemi, O. J., & Adebiyi, S. O. (2018). Customer loyalty and integrated marketing communications among subscribers of telecommunication firms in Lagos Metropolis, Nigeria. Journal of Competitiveness, 10(3), 101.
– Pallant, J. (2020). SPSS survival manual: A step by step guide to data analysis using IBM SPSS. Routledge.
– Patterson, P. G. (2007). Demographic correlates of loyalty in a service context. Journal of Services Marketing, 21(2), 112-121.
– Patterson, P. G., & Prasongsukarn, K. (2001). The Association between Consumer Demographic Characteristics and Service Loyalty. Paper presented at the Bridging Marketing Theory and Practice.
– Richins, M. L., (1983). Negative Word-of-Mouth by Dissatisfied Consumers: A Pilot Study. Journal of Marketing, 47 (1). 68–78.
– Saleem, H., & Raja, N. S. (2014). The impact of service quality on customer satisfaction, customer loyalty and brand image: Evidence from hotel industry of Pakistan. Middle-East Journal of Scientific Research, 19(5), 706-711.

− Schoja, V. (2016). Why Should Companies Invest in Social Media Marketing? Parameters and Means for Performance Measurement. Anchor Academic Publishing.
− Sigala, M. (2016). Social CRM capabilities and readiness: findings from Greek tourism firms. Information and communication technologies in tourism 2016.
− Smith, P. R., & Taylor, J. (2004). Marketing Communications: An Integrated Approach (4th ed.). London: Kogan Page.
− Steiger, J. H. (2007). Understanding the limitations of global fit assessment in structural equation modeling. Personality and Individual differences, 42(5), 893-898.
− Swarts, K. M. (2014). Social media as a customer relationship management tool within the building and construction industry (University of Tasmania).
− Trainor, K. J., Andzulis, J. M., Rapp, A., & Agnihotri, R. (2014). Social media technology usage and customer relationship performance: A capabilities-based examination of social CRM. Journal of business research, 67(6), 1201-1208.
− Trusov, M., Bucklin, R. E., & Pauwels, K. (2009). Effects of word-of-mouth versus traditional marketing: findings from an internet social networking site. Journal of Marketing, 73(5), 90-102.
− Vásquez, G. A. N., & Escamilla, E. M. (2014). Best practice in the use of social networks marketing strategy as in SMEs. Procedia-Social and Behavioral Sciences.
− Verhoef, P. C. (2003). Understanding the effect of customer relationship management efforts on customer retention and customer share development. Journal of Marketing, 67(4), 30-45.
− Vuuren,V. T., Lombard, R. M. & Tonder, V. E. (2012). Customer satisfaction, trust and commitment as predictors of customer loyalty within an optometric practice environment. Southern African Business Review, 16 (3), 81–93.
− Wilimzig, B. J. (2011). Online communities: Influence on members brand loyalty and purchase intent. Retrieved from Google Scholar.
− Wolfinbarger, M.F., and Gilly, M.C., (2003). ETAILQ: Dimensionalizing, measuring and predicting e-tailing quality. Journal of Retailing, Vol.79 No.3.
− Woodcock, N., Green, A., & Starkey, M. (2011). Social CRM as a business strategy. Journal of Database Marketing & Customer Strategy Management, 18(1), 50-64.
− Yol, S., Serenko, A., & Turel, O. (2006). Moderating roles of user demographics in the American customer satisfaction model within the context of mobile services. AMCIS 2006 Proceedings, 245.
− Yuktanandana, A., & Prasertsakul, D. (2015). The Effects of Service Quality and Customer Satisfaction on Customer Loyalty: A Case of Thai Mobile Network Industry. Interdisciplinary Management Research, 11, 808-823.
− Yuniaris, W. (2011). The Influence of Integrated Marketing Communication on Loyalty of Post-Paid Halo Card Users in Malang. Business Management, 1 (1).
− Yu-TeTu, Y. T., & Hsu, T. K. (2013). The impact of brand image and customer commitment on loyalty: An empirical study of automobile sector. Information Management and Business Review, 5(4), 181-193.
− Zafar, M., Zafar, S., Asif, A., Hunjra, A. I., & Ahmad, H. M. (2012). Service quality, customer satisfaction and loyalty: an empirical analysis of banking sector in Pakistan. Information management and business review, 4(3), 159-167.

تأثير إدارة العلاقات مع العملاء عبر مواقع التواصل الاجتماعي والمجتمعات لتحسين ولاء العملاء وصورة العلامة التجارية في الفنادق

ياسر إبراهيم أحمد   تامر محمد عباس   محمد أحمد كمال

قسم إدارة الفنادق، كلية السياحة وإدارة الفنادق، جامعة حلوان، القاهرة، مصر

معلومات المقالة	الملخص
الكلمات المفتاحية إدارة علاقات العملاء؛ مواقع التواصل الاجتماعي؛ ولاء العملاء؛ الصورة الذهنية للعلامة التجارية؛ فنادق القاهرة الكبري. **(JAAUTH)** **المجلد 21، العدد 2، (ديسمبر 2021)، ص 206-232.**	على الرغم من الأهمية الهائلة لإدارة علاقات العملاء الاجتماعية (SCRM) عن طريق مواقع التواصل الاجتماعي والمجتمعات الإلكترونية المختلفة، ولاء العملاء، وصورة العلامة التجارية في قطاع الضيافة، إلا أن الدراسات التي تناولت هذا المفهوم في الفنادق كانت ضئيلة للغاية. تهدف الدراسة إلى تحديد تأثير تطبيق SCRM (جودة خدمة العملاء، وقنوات التسويق المتكاملة، والمجتمعات عبر الإنترنت / استخدام وسائل التواصل الاجتماعي، والمكافآت، والخدمات ذات القيمة المضافة) علي ولاء العملاء وصورة العلامة التجارية في الفنادق. بناءً على الأدبيات ذات الصلة والبحث التجريبي، تم تطوير إطار مفاهيمي للتحقيق. تم استخدام الاستبيانات لجمع البيانات من أجل الدراسة. تم توزيع 400 استبانة على عينة عشوائية من نزلاء الفنادق في 20 فندقًا مختلفًا من فئة الخمس نجوم في القاهرة الكبرى. 277 كانت صالحة، بمعدل استجابة 69.25 بالمائة. تم استخدام (SPSS V.25) و (AMOS V.20) لتقييم البيانات الصحيحة. وفقًا للنتائج، فإن قنوات التسويق المتكاملة والمجتمعات عبر الإنترنت واستخدام وسائل التواصل الاجتماعي لها تأثير كبير على ولاء العملاء في الفنادق. علاوة على ذلك، فإن ولاء العملاء له تأثير كبير على صورة العلامة التجارية. علاوة على ذلك، فإن إدارة علاقات العملاء عن طريق مواقع التواصل الاجتماعي (SCRM) من خلال ولاء العملاء لها تأثير كبير على صورة العلامة التجارية.