# EVIDENCE OF CUSTOMERS' PERCEPTIONS TOWARD THE USAGE OF SOCIAL NETWORKING SITES AS E-BUSINESS MECHANISM IN UAE

***Dr. Beenu Mago***
***Pooja Trivedi***
Faculty Szabist Dubai

**Abstract**

This Quantitative research paper studies the determinants like trust and loyalty, Information Quality, Consistency of information; feedback mechanism and relationship management which if instigated through social networking sites can significantly bind the customers with the organizations and finally help the organizations to retain their customers.

Organizations in UAE have started investing sizable amounts of financial and human capital towards the development and implementation of innovative technological solutions for communication with the customers. However, most of these businesses use social media as a promotional tool rather than using it as e-business tool to create social CRM. The pressure on companies to embrace social media is fierce.

**Keywords:** E-Business, Social Networking Sites, Social Media, CRM

## Introduction

### Background

Recently, the number of internet users has increased dramatically in the world, as well as the rate of internet and information technology development. An easy access to internet makes it possible to use electronic commerce and communication as a tool to economic growth and business development. Social media website like Facebook, twitter or YouTube becomes important two-way communication tool whether the communication is between friends or between organization and customer. Thus, organizations are using these websites as e-marketing tool for their 360º growth. Among many social networking sites, facebook.com has the highest number of users all over the world. According to facebook.com there are total 1.11 billion facebook users till May 2013 out of which 751 million

uses on mobiles. Before the various social media applications emerged, lots of business activities already existed in the online electronic world and were referred to as e-commerce (Wang, & Abdullayeva, 2007). Communication and information interaction become crucial issue for business development. However, E-business usually implies a rethinking of business models, of the network,and system infrastructure (Tišlerová,2012). For successful business growth and development, it is imperative to have continuous communication with customers. In a fast pace world, customers' needs to be in touch with the product and service providers. Moreover, e-commerce tools become multipurpose for companies to reach to their customers 24*7 and 365 days. Today, Product reviews, recommendation system and search function are well integrated into e-commerce websites and, and the features of social network are well adopted in online businesses.

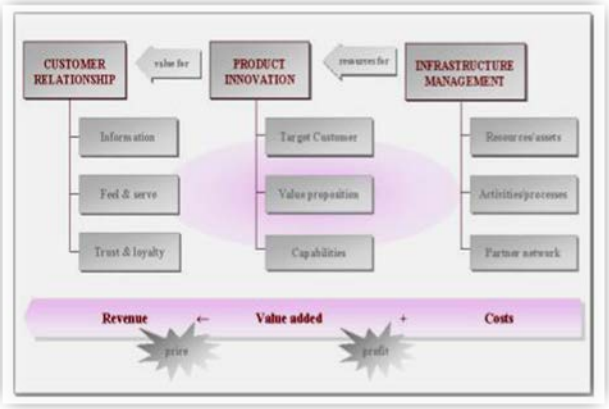
The internet has removed geographical restrictions as a result the organizations can expand their business activities without any restriction of locations or countries at any point of time. The effectiveness of this can be seen from the worldwide fan communities built by organizations. Now a day's almost all the organizations have their fan page on Facebook. Practically, users become fans of a Facebook fan page by pressing the "like-button," which indicates that they like this product and same preference is then added to their profiles. By creating a Facebook page, organizations provides a common platform for their customers and users to share their ideas and involve in continuous communication related to company's product.

In this context, this paper presents the relation between the uses of social media as E-Business tool to increase customer connectivity. Research on e-interaction and business-customer relationship indicates that both fields have significant impact on economic growth and wealth creation (Acs, 2004. This research results are expected to be very useful for the organizations to develop their ecommerce Model using social media.

## Literature Review

### Ecommerce models

At the day before yesterday, social media had no clue to become the popular strategy not only in the web marketing but also in the overall business perspective. However, it becomes most powerful media in every aspect of the



life today. Among many social networking sites, facebook.com has the highest number of users. The use of Facebook becomes such popular that in many instances, instead of using the corporate main websites consumers prefer to follow the Facebook fan pages. It has also become the integral part of product and service promotion. The innovations and growth in the era of technology has resulted in the increased amount of consideration on the influence of social media on business. Social media is considered as online communication tools that connects users and provides them prospect to contribute in the e-business. In the e-world, users or customers can spontaneously access information associated with the product through various avenues (Wang & Tong, 2010). Figure 1 is the E-business model ontology is a device to make an imparted, formal, and express model, which represents the segments of a model and its connections and clarifies the organization's business rationale. It is a strategy to conceptualize the plan of action, which distinguishes the essential components in the e-trade demonstrate and portrays their connections. E-business ontology comprises of a few measurements with an expanding level of multifaceted nature. Product innovation, infrastructure management, customer relationship and financials are the four basic elements, which are showed in the first dimension.. They are the foundations of e-business model and are further disintegrated into the accompanying extents

**Social CRM**

Since e-commerce is a transaction channel as traditional commerce, a well-managed customer relationship is required. Many academicians argue that customer relationship management is a key component of e-commerce. This will in turn empower the customers to promptly convey the information with the organization. Singh et al.2008, also contended that customers experience more affluent to articulate their requirements or feedback through social media rather than using traditional channels for the same. The content displayed on social media website is non-commercial, elaborative and customer's self-experienced information, which is engendered by other customers (Yoo & Gretze, 2011). Social media site has lot of users and their personal information, which is provided by the users. Social media websites can provide information about products that can be generated by the other customers who are user of that website or by the organization itself. The ultimate aim of this collaboration is to help customers to evaluate price, quality etc. of the product. E-commerce companies need to find their target customer segments and adopt an appropriate customer relationship management strategy to attract and keep customers (Cao & Ye, 2007). Social Media has become undeniable influence on customer are; giving rise

to Social CRM (Nadeem,2008). Amalgamation of online networking with CRM has taken another shape and given a fresh term called Social CRM.

**Information Strategy**

We are faced with information overload on the Internet. Thus, an effective information strategy is very important for an e-commerce company (Singh et al.2008). Due to the rapid development of social media, it's necessary for the companies to create a successful Information Strategy through social media that customers feel comfortable to express their view directly to the company. Therefore, it is essential that companies consider the impacts of social media when they make their information strategy as important online communication tool.

**Feel & Serve**

With the nature of the Internet, it is hard for a customer to feel served directly by the sellers in the e-market. Feel and serve represent the ways that a company connects with its customers. For this, a company can publish its product or service information on a blog or SNS, micoblogging, etc., (Singh et al.2008, Dwyer et.al, 2007). Thus, companies can make use of all possible characteristics of SNS to connect with the customers. Therefore when the organizations are shifting from brick and mortar to click and mortar, it becomes imperative for organizations to give the feeling of being served to the customer 24/7 in this online world. Feel and serve exemplify the techniques through which a company connects with its customers.

**Trust**

Another factor that needs to be taken care by organizations is trust that is really difficult to develop in case of online market place, especially in e-commerce transactions (Wang & Tong, 2010). Therefore, it becomes significant for the success of online communication (Dwyer et.al, 2007) (Coppola,2004). Sufficient trust must be established for any relationship to deliver the desired business value through e-Business transaction (Al-Omari,H and Al-Omari, A,2006). In particular, trust in the online environment is important because of the complexity and diversity of online interactions and the resulting possibility of insincere and unpredictable behavior (Gefen et.at, 2003). Establishing customer's trust requires the effort from both emotional and transactional aspects (Osterwalder & Pigneur, 2002). Companies can make use of Social media to connect people with their friends and give them a better ability to assess information and build trust between company and customers.

**Feedback Mechanism**

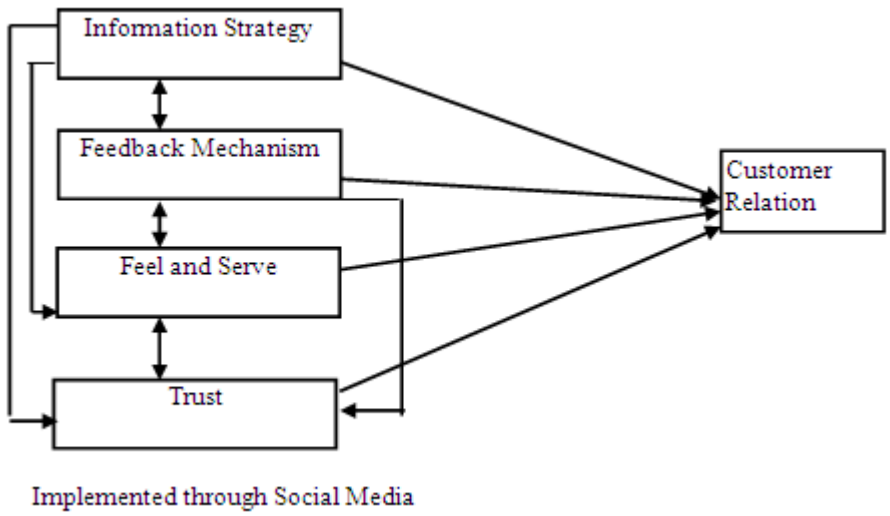
Unlike traditional feedback channels such as a toll-free number, the Web enables companies to obtain "constant and up-to-date insights" into consumers' responses to their offerings and quickly build a strong relationship with them (Yoo & Gretze, 2011). The Web also offers the opportunity for companies to accumulate a huge amount of consumer data that they can use to effectively build relationships with new consumers. SNS allows continuous interactivity, responsiveness and synchronicity between customers and company creating two-communication. Social media offers more complementary places for customers to show their feedback, and where organizations can stockpile feedback and empower them with profound awareness about the customer's perceptions (Singh et al.2008). An effectual and valuable collection of customer's feedback can contribute to the growth and revolution of products and services (Osterwalder & Pigneur, 2002). For example, social media can be used to record all the interaction of users, which has a large prospective for data mining (Dwyer et.al, 2007) that will help organizations further to explore the customer's requirements and expectations. Erat et al. (2006) suggested that a company can enhance its knowledge about customers by using online communities in an effective way.

**Social Media in UAE**

According to (Dubai School of Government, 2012) report, of let Arab region is tremendously influenced by growth of social media. Facebook, Twitter and LinkedIn are considered to be the pioneers of social change in the Arab region. 'Arab Spring' is evidence of Arab society and community witnessing shift in social and political change. The Arab Social Media Report conducted a regional online survey which was administered in eight Arab countries (Bahrain, Egypt, Jordan, Kuwait, Lebanon, Oman, Saudi Arabia and the UAE). It aimed at examining the usage of social media and, specifically, perceptions about its impact on culture and society in the region. The target demographic for the survey mirrored the demographic makeup of each country. The typical respondent profile was a young professional (70% of respondents were between the ages of 18 and 30), primarily in the private sector, although the public sector, the third sector and enterprise owners were also represented, along with university students and the unemployed. The gender spilt was approximately 50/50. According to their survey 72% of respondents were users of LinkedIn. According to the report, 71% of the respondents in UAE agreed that social networking site contributes to improve societal relations. 73% of respondents agreed to have strong social links with the fellow citizens due to social networking sites. Ahasanul (2013) used Structural Equation Modelling to prove the relative

importance of social media to create Brand Awareness. Effective Word of Mouth (WOM) creates gigantic advantage for firms to create brand awareness. There is a necessity to explore communication delivered through social media, to identify factors influencing and thus, to discover all the potential of e-communication development. Businesses that are able to manage their relationships with customers so as to create long-term relationships have a better chance to success on the market. Thus, establishing all kinds of communication channels with customers is also suggested as an effective measure to help a company manage its customer relationships. The above discussion led the researcher to derive at following theoretical model. The above discussion shows that social media does plays the important role in taking the business to new values. But the literature also shows that little research is done in Arab world especially in UAE to explore the usage of social media to develop customer relationship. This research also makes attempt to provide concrete grounds to UAE organizations to use social media to expand their business and to retain their customer by using social media.

Figure 2 Theoretical Model Based on Literature




Based on above literature and objectives of the study, Researcher has made following hypothesis

H0: Information strategy, trust and loyalty, Feedback Mechanism and Feel and serve are not interrelated.

H1: Information Strategies implemented through social media is positive related to customer relationship management.

H2: Feel and Serve implemented through social media is positive related to customer relationship management.

H3: Feedback mechanism implemented through social media is positive related to customer relationship management.

H4: Trust implemented through social media is positive related to customer relationship management.

**Research Methodology**

The structured scale was taken after extensive literature review that describes and studies the factors like Information strategies, feedback mechanism, trust, feel and serve. The impact of these factors when implemented through the social media like Facebook etc. is studied by the researchers in the current study. The questions were structured using 5-point Likert scale which ranges from strongly agree 5, agree = 4, neutral= 3, disagree = 2 and strongly disagree = 1.The respondents are required to answer 38 questions which comprise of demographic like gender, age and other questions which are helpful to understand the use of social media as a tool to develop customer relationship by companies. Questionnaire was distributed to 500 respondents which were selected by convenience method of sampling in UAE. Out of these 500 questionnaires, 381 are considered as complete and retained for further data analysis. Others were discarded on account of incomplete information.

The reliability of questionnaire is tested using Cronbach alpha test using SPSS 20 which was .954 which is highly acceptable as a rule of thumb (Saunders, 2009). The researchers applied factor analysis in SPSS 20 to categorize data into meaningful factors. The factors that emerge from factor analysis describe the dimension of data. Normality of data is tested using skewness and kurtosis which lies between +1 and -1 for all variables in the data this range is acceptable as per the rule of thumb. Further, KMO Barlett test was done to check the sphericity and adequacy of sample size. As per rule of thumb, high chi-square value significant at 0.000 is acceptable and confirms that the data is fit for factor analysis. In our research, Barlett test results in high Chi-square value of 4322.471. Kaiser-Meyer-Olkin (KMO) is used to test the adequacy of sample. KMO values for the current study is .928 which is acceptable and ensure that the data is ready for factor analysis. Principal component factor analysis is a statistical technique which is used to get more meaningful data which is not correlated to each other. An orthogonal varimax rotation was conducted because it maximizes the amount of variance described by a factor and minimizes the correlation between factors (Sekaran, 2003). According to rule, the items with communalities greater than 0.50 should be retained for further analysis. Factor analysis when done using SPSS shows that all the items have communalities greater than 0.50. The next step is to check the anti-image chart where all the diagonal values should be greater than 0.05. All the items also fulfilled this

criterion and hence retained. Visual inspection of anti-image matrix shows that the diagonal values were all greater than .50. The correlation matrixes where several sizable inter-item correlation were found, i.e. significant correlation, an indication that also supports factorability. These 36 items were further studied using factor analysis. Finally six components are extracted which explained 63.342 per cent of the total variance as depicted in table 1. In addition, the cumulative proportion of the variance criteria can be met with six components to satisfy the criterion of explaining 60 per cent or more of the total variance

Table 1: Total Variance Explained

| Component | Initial Eigenvalues | | | Rotation Sums of Squared Loadings | | |
|---|---|---|---|---|---|---|
| | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| 1 | 14.244 | 41.895 | 41.895 | 6.534 | 19.216 | 19.216 |
| 2 | 1.880 | 5.530 | 47.425 | 5.055 | 14.867 | 34.084 |
| 3 | 1.723 | 5.069 | 52.494 | 3.692 | 10.859 | 44.943 |
| 4 | 1.370 | 4.030 | 56.524 | 2.813 | 8.273 | 53.216 |
| 5 | 1.229 | 3.616 | 60.140 | 1.750 | 5.148 | 58.364 |
| 6 | 1.089 | 3.202 | 63.342 | 1.693 | 4.978 | 63.342 |

Table 2 Rotated Component Matrix (a)
Rotated Component Matrix

| | Component | | | | | |
|---|---|---|---|---|---|---|
| | 1 | 2 | 3 | 4 | 5 | 6 |
| ISt1 | .520 | | | | | |
| ISt2 | .532 | | | | | |
| ISt3 | .573 | | | | | |
| ISt4 | .573 | | | | | |
| Ist5 | .614 | | | | | |
| ISt6 | .656 | | | | | |
| ISt7 | .694 | | | | | |
| ISt8 | .729 | | | | | |
| ISt9 | .730 | | | | | |
| ISt10 | .738 | | | | | |
| FSV1 | | .507 | | | | |
| FSV2 | | .543 | | | | |
| FSV3 | | .603 | | | | |
| FSV4 | | .657 | | | | |
| FSV5 | | .660 | | | | |
| FSV6 | | .672 | | | | |
| FBM1 | | | .534 | | | |
| FBM2 | | | .549 | | | |
| FBM3 | | | .680 | | | |
| FBM4 | | | .692 | | | |
| FBM5 | | | .759 | | | |
| T1 | | | | .520 | | |
| T2 | | | | .636 | | |
| T3 | | | | .660 | | |

| | | | | | | |
|---|---|---|---|---|---|---|
| T4 | | | | .503 | | |
| T5 | | | | .601 | | |
| CR1 | | | | | .686 | |
| CR2 | | | | | .695 | |
| IS5 | | | | | | .809 |
| Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization. | | | | | | |
| a. Rotation converged in 14 iterations. | | | | | | |

Researchers used AMOS 20 to check the relationship between various variables. In this research, First measurement model is developed which is part of confirmatory factor analysis and then Structural equation modeling or path analysis is used to check the hypothesized relationship. Measurement model is used to check the relationship between observed variables and constructs.

## Analysis

### Measurement Model

Measurement model defines the relationship between measured or observed variables and constructs or factors. In this model, all constructs are interdependent and treated as exogenous variables. First, Model is tested for goodness of fit. The researchers tested and created different measurement models (MM) to identify the best fit model for the study. First measurement model is developed from the results of exploratory factor analysis which extracted six constructs. Out of which only five constructs are considered as the sixth construct is loaded or explained by one variable which is not able to explain the construct. After getting several models, researcher considered only two measurement models to compare. The goodness-of-fit indices for these models are given below.

Table 3: Fit indices for MM1and MM2

| Model | Chi-Square | df | Normed Chi-Square | RMSEA | CF |
|---|---|---|---|---|---|
| MM1 | 273.920 | 142 | 1.929 | .067 | .943 |
| MM2 | 240.261 | 125 | 1.922 | .067 | .947 |

Both the models have normed chi square of less than 3. RMSEA values are also less than maximum of 0.08 and CFI is greater than minimum required value of 0.90. In the current study, the researchers have used CFI as incremental fit index and chi-square, normed chi-square, Root Mean Square Error Approximation as used to test absolute fit index of data. These models are achieved by removing unacceptable items with low factor loadings usually less than equal to 0.5, preferably with factor loadings value is 0.70 and above. In the MM model, item with all the factor loadings above the

preferred values are kept and studied further. Factor loadings of MM1 and MM2 are given below.

Table 4 Factor loadings of MM1 and MM2

| Construct | Item | Factor Loadings | |
|---|---|---|---|
| | | MM1 | MM2 |
| Information Strategy | InfSt2 | .734 | .732 |
| | InfSt3 | .743 | .741 |
| | InfSt4 | .780 | .777 |
| | InfSt6 | .766 | .777 |
| | InfSt7 | .724 | .724 |
| | InfSt8 | .695 | - |
| | InfSt9 | .786 | .791 |
| Feel and Serve | FSV2 | .780 | .779 |
| | FSV4 | .856 | .857 |
| | FSV6 | .888 | .888 |
| Trust | T1 | .769 | .770 |
| | T2 | .785 | .786 |
| | T3 | .820 | .819 |
| | T4 | .750 | .750 |
| Customer Retention | CR1 | .458 | .452 |
| | CR2 | .848 | .858 |
| Feedback Mechanism | FBM1 | .730 | .731 |
| | FBM3 | .826 | .826 |
| | FBM4 | .797 | .796 |

Although, both the models have acceptable absolute fit indices. But the values are comparatively better for MM1. Normed Chi Square and RMSEA for MM1 are 1.929 and 0.067 respectively while those of MM2 are 1.922 and 0.067 respectively. However, the incremental fit index that is CFI for MM2 is .947, which is better than CFI of 0.943 for MM1. To resolve this conflict for identifying the best fit model, researchers tested the comparative fit of these models using significance of difference in chi-square at 5% confidence level. Difference in chi-square value is 33.659 and difference in degrees of freedom is 17. The significance value (p value) for chi-square of 33.659 at 17 degrees is .009 which is statistically significant. As a result MM1 is qualified as a best fit model. When researcher checked the various models it was observed that the correlation values between the various variables are significant and falls between the acceptable ranges. Following table 5 shows that the values of correlation coefficient between the various factors. The values shows there exists internal relationship between the variables also. The above information provides the grounds for rejecting the null hypothesis. That means there exists correlation between information strategy, trust, Feedback Mechanism and Feel and serve. Above

correlation values shows that there exists a significant relationship between information strategy, trust, Feedback Mechanism and Feel and serve.

Table 5 Correlation

| | | | Estimate |
|---|---|---|---|
| InfSt | <--> | FSV | .747 |
| FSV | <--> | T | .709 |
| T | <--> | CR | .474 |
| CR | <--> | FBM | .539 |
| InfSt | <--> | FBM | .844 |
| InfSt | <--> | T | .817 |
| InfSt | <--> | CR | .464 |
| FSV | <--> | FBM | .702 |
| T | <--> | FBM | .757 |
| FSV | <--> | CR | .678 |

**Structural Model**

Structural model depicts the relationship between constructs in the model. In this study, researchers study two structure models which are based on two measurement models described above. Again the absolute fit and incremental fit indices are used for goodness -of-fit test and path coefficient for analyzing the reliability of paths hypothesized. The model shows that customer retention is dependent variable and Information Strategy, Feedback Mechanism, Trust and Feel and Serve. It is already proved that there exists internal relationship between all the independent variables. So this is already used by the researcher while checking structured model. The goodness-of-fit indices that are absolute and incremental indices for both the structured models are given below.

Table 6: Fit indices for SEM1and SEM2

| **Model** | **Chi-Square** | **df** | **Normed Chi-Square** | **RMSEA** | **CFI** |
|---|---|---|---|---|---|
| SEM1 | 273.920 | 142 | 1.929 | .067 | .943 |
| SEM2 | 240.261 | 125 | 1.922 | .067 | .947 |

The above table shows that both the structured models have absolute indices (Normed chi-square and RMSEA) are less than 0.3 and increment indices is greater than 0.9 which confirms the goodness-of-fit of the model. The statistics are same as those of the best fit measurement model used for structural model. Further to confirm the acceptance of structured models, regression weights are compared for both the structured models. Table 7 displays the comparison of standard regression weights of both the structured models.

Table 7 Comparison of Standardized Regression Weights of SEM1 and SEM2

| Hypothesis | | | SEM 1 Estimate | SEM II Estimate |
|---|---|---|---|---|
| CR | ← | InfSt | .610 | .610 |
| CR | ← | FBM | .341 | .355 |
| CR | ← | FSV | .692 | .686 |
| CR | ← | T | ..600 | .600 |
| FSV2 | ← | FSV | .780 | .779 |
| FSV4 | ← | FSV | .856 | .857 |
| FSV6 | ← | FSV | .888 | .888 |
| T1 | ← | T | .769 | .770 |
| T2 | ← | T | .785 | .786 |
| T3 | ← | T | .820 | .819 |
| T4 | ← | T | .750 | .750 |
| FBM 1 | ← | FBM | .730 | .731 |
| FBM3 | ← | FBM | .826 | .826 |
| FBM4 | ← | FBM | ..797 | .796 |
| InfSt2 | ← | InfSt | .734 | .732 |
| InfSt3 | ← | InfSt | .743 | .741 |
| InfSt4 | ← | InfSt | .780 | .777 |
| InfSt6 | ← | InfSt | .766 | .777 |
| InfSt7 | ← | InfSt | .695 | .695 |
| InfSt9 | ← | InfSt | .786 | .791 |
| CR1 | ← | CR | .452 | .452 |
| CR2 | ← | CR | .848 | .858 |

The above table shows that the values of all the regression weights for above mentioned variables is high and acceptable but the values for model 1 is better as compared to second model. Here researchers select best fit model by testing significance of chi square differential between SEM 1 and SEM 2. Difference in chi-square is 33.659 and difference in degree of freedom is 1. The significance value (p value) foe chi-square of 33.659 at 17 degrees of freedom is .009 which is less than 0.05. This difference in chi square value is quite significant. Hence we select more parsimonious,

Path coefficients for hypothesized direct relationships are as follows in table 8(a) and 8(b).

Table 8(a) Path Coefficients for SEM1

| Hypothesis | Parameter | Decision |
|---|---|---|
| H1: CR <--- InfSt | .610 | Supported |
| H2: CR <--- FSV | .692 | Supported |

Table 8(b) Path Coefficients for SEM1

| Hypothesis | Parameter | Decision |
|---|---|---|
| H3: CR <--- FBM | .341 | Supported |
| H4: CR <--- T | .600 | Supported |

Following figure shows the accepted SEM Model.

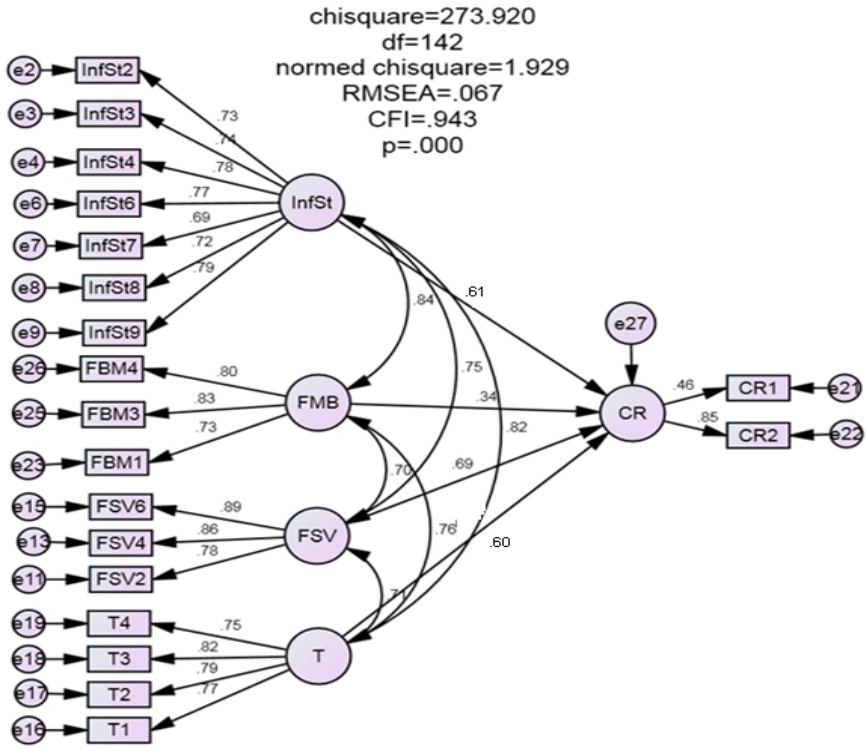



Figure 3 Final SEM Model

Path coefficients are used to test the hypothesized relationships between dependent and independent variables. Based on the results obtained following deductions are made: The path coefficients for Information Strategy are .610, .692 for Feel and serve, .341 for Feedback mechanism and .60 for trust. Hence following hypothesis is supported.

H1: Information Strategies implemented through social media is positive related to customer relationship management.

H2: Feel and Serve implemented through social media is positive related to customer relationship management.

H3: Feedback mechanism implemented through social media is positive related to customer relationship management.

H4: Trust implemented through social media is positive related to customer relationship management.

**Conclusion and Recommendation**

This study finds customer retention in case of e-Business is influenced by variables such as Information Strategies, Feel and Serve, Trust and feedback Mechanism. Researchers found that four identified factors, implemented through social media plays, an influencing role in creating successful CRM. In the lines of (Singh et al.,2008), ( Osterwalder & Pigneur, 2002) and Erat et al. (2006) the findings show that the customers do care about the in case of online business where the customer is dealing with the organizations through virtual market; social media can be used as a great tool to retain customers.

Moreover, the degree of association between the constructs of Social media intensifies significance of this study. And the most significant predictor of Social CRM is feel & serve followed by Information Strategy, Trust and Feedback mechanism respectively. Thus, organizations should focus on the association amongst CRM aspects: which means providing truthful, clear and complete Information, creating the sense of reciprocity as well as trustworthiness through the medium of Social Networking Sites can help in achieving a successful Customer relation. The finding are useful for UAE organizations as they must design Social media pages carefully so to enhance consumers' feelings, sense of trust, Quality information and mechanism to provide feedback. In essence, the results of this study highlight that companies' investments in customer relationships are worthwhile efforts to retain their customers as the customers reciprocate with continued loyalty. The findings are also useful for future research which can be conducted in different demography and sample characteristics.

**References:**

Acs, Z., Arenius, P., & Mininiti, M. "Global entrepreneurship monitor: 2004," Executive report. London Business School, 2004

Ahasanul, H., Abdul, M., Seyama, S., & Farzana, Y. "Online Brand Awareness: Determining the Relative Importance of Facebook and Other Strategies among the Malaysian Consumers," Information Management and Business Review, 2013

Al-Omari,H and Al-Omari, A., "Building an e-Government e-Trust Infrastructure**,"** American Journal of Applied Sciences, 3(11), 2006

Cao, B. and Ye, Q., "B2C E-commerce's Customer relationship Management Based on the Long Tail", International Conference on Management Science & Enguneering (14th), 2007

Coppola, N., Hiltz, S. R. and Rotter, N., 2004. Building Trust in Virtual Teams, IEEE Transactions on Professional Communication (47) 2, 2004.

Dwyer C.,Hiltz S.and Passerini K., "Trust and Privacy Concern Within Social Networking Sites: A Comparison of Facebook and MySpace," Thirteenth Americas Conference on Information Systems( AMCIS), Keystone, Colorado August 09-12, 2007

Dubai School of Government, Social Media in the Arab World: Influencing Societal and Cultural Change? Dubai: ASMR, 2012

Erat, P., Desouza, K.C., Schäfer-Jugel, A. and Kurzawa, M., "Business Customer Communitiesand Knowledge Sharing: Exploratory Study of Critical Issues," European Journal of Information Systems, vol 15, 2006, 511–524.

Gefen, D., Karahanna, E., and Straub, D.W., "Trust and TAM in Online Shopping: An Integrated Model," MIS Quarterly, (27:1), 2003

Nadeem. "Social Customer Relationship Management (SCRM): How Connecting Social Analytics to," International Journal of Business and Social Science, 2012. .

Osterwalder A., Pigneur Y., "An e-Business Model Ontology for Modeling e- Business," Proc. 15th Bled Electronic Commerce Conference, Bled, Slovenia, 2002.

Saunders, M. N.K., Thornhill, A., Lewis, P., Research Methods for Business Students. Financial Times Prentice Hall, 2009

Singh, T., Jackson, L.V., and Cullinane, J., "Blogging: A new play in your marketing game plan, Business Horizons", 2008

Tapscott, D., Grown up digital: How the next generation is changing your world. New York: McGraw-Hill, 2008.

Tišlerová, K. "Information Interaction in Terms of e-Commerce". In Proceedings of the 6th European Conference on Information Management and Evaluation. UK: Academic Publishing. 2012

Uma Sekaran (2003). Research method for business: A skill building approach, 4th edition, John Wiley & Sons.

Wang, & Abdullayeva, The Relationship Between Use of Social Media and Customer Relationship. Lund University, 2007.

Wang, C. and Tong, H., "Research on Psychological Dimensions of E-commerce Customer Satisfaction," International Conference on E-Business and E-Government, 2010

Yoo,K.H. and Gretzel,U., "Influence of personality on travel-related consumer- generated media creation, Computer in Human Behavior", 27, 2011