The Impact of Social-media Marketing Activities on Consumers' Loyalty Intentions: The Mediating Roles of Brand Awareness, Consumer Brand Engagement and Brand Image

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ABSTRACT

Social-media marketing activities (SMMAs) have been recently attracting marketers' and researchers' attention, which resulted in more research investigating these new marketing channels and their impacts. The purpose of this study is to examine the impact of SMMAs on loyalty intentions (LIs) *via* brand awareness (BA), consumer brand engagement (CBE) and brand image (BI). This study was conducted through an online survey on Jordanian consumers' experience with airlines using Facebook, Twitter or Instagram. Those consumers followed the brand of at least one airline on one or more of the above-listed social-media platforms. The analytical results revealed three key findings; first, SMMAs have a significant and positive influence on BA and CBE. Moreover, BA and CBE exhibit a significant and positive influence on BI and LI. BI also has a significant positive effect on LI. Finally, the academic and managerial implications based on the empirical results of this study are provided as a reference for the improvement of social-media marketing.

Keywords: Social-media marketing activities (SMMAs), Brand awareness, Consumer brand engagement, Brand image, Loyalty intentions.

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أثر أنشطة التسويق عبر وسائل التواصل الاجتماعي على نوايا ولاء المستهلك: الدور الوسيط للوعي بالعلامة التجارية، وتفاعل المستهلك مع العلامة التجارية، والصورة الذهنية للعلامة التجارية

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ملخص

ازداد مؤخرًا اهتمام المسوقين والباحثين بأنشطة التسويق عبر وسائل التواصل الاجتماعي، مما أدى إلى مزيد من الأبحاث التي تبحث في هذه القنوات التسويقية الجديدة وأثرها. لذلك هدفت هذه الدراسة لمعرفة أثر أنشطة التسويق عبر وسائل التواصل الاجتماعي على نوايا الولاء من خلال الوعي بالعلامة التجارية، وتفاعل المستهلك مع العلامة التجارية، والصورة الذهنية للعلامة التجارية. أجريت هذه الدراسة من خلال استطلاع عبر الإنترنت لتجربة المستهلكين الأردنيين الذين يتابعون علامة تجارية واحدة أو أكثر لشركات الطيران المستخدمة لمواقع التواصل الاجتماعي فيسبوك، أو تويتر، أو إنستغرام. وكشفت النتائج التحليلية للدراسة ثلاث نتائج رئيسية؛ أولاً، هنالك أثر إيجابي لأنشطة التسويق عبر وسائل التواصل الاجتماعي على الوعي بالعلامة التجارية وتفاعل المستهلك مع العلامة التجارية. علاوة على ذلك، يُظهر الوعي بالعلامة التجارية وتفاعل المستهلك مع العلامة التجارية أثرًا إيجابيًا على الصورة الذهنية للعلامة التجارية ونوايا الولاء. كذلك فإن الصورة الذهنية للعلامة التجارية لها أثر إيجابي على نوايا الولاء.

الكلمات الدالة: أنشطة التسويق عبر وسائل التواصل الاجتماعي، الوعي بالعلامة التجارية، تفاعل المستهلك مع العلامة التجارية، الصورة الذهنية للعلامة التجارية، نوايا الولاء.

1. INTRODUCTION

Many consumers follow the brands they like on social media and usually interact when these brands post a content on their official social-media platforms by clicking "like", comment and/or share on the content on their network (Menon et al., 2019). The airline industry is not an exemption; airline companies have largely embraced the use of social media and many of these companies have a strong and highly interactive presence on their platforms (Tian et al., 2019). The rise of social-media platforms has changed the way airlines communicate with their customers and pushed them to use at least one or two social-media platforms in order to manage public relations and communicate with customers (Alnsour et al., 2018).

Most airline companies have included social media as one of their marketing strategies to connect and create more engagement with customers and build a strong reputation through different activities posted on social-media channels. Social-media platforms play a vital role as key information channels (Ali & Bhatti, 2020; Naeem, 2021). Since customers can create an expectation level from a service provider through online communication, especially on social media, it is more likely that social media can play an important role in the different purchase stages (McClure & Seock, 2020; Park, 2021; Bsheer, Amin, Al-Majali & Al-Dmour, 2020).

For an airline, SMMAs showed to have significant impacts on BA and BI; how passengers perceive the airline and to what extent they will post positive comments and recommend the airline on social media (Seo and Park, 2018). Customers share their reactions and judgments about an airline brand through social-media platforms and thus, airline brand equity is based on the consumers' exposure to the airline's social-media content (Menon et al., 2019). This shows the importance of airline companies being active on social media (Cheung et al., 2019).

Different studies have proved that SMMAs can positively influence different factors associated with a brand, like BA, BI, CBE, brand knowledge, purchase intention and customer loyalty. Seo and Park (2018) proved the positive influences of SMMAs on BA and BI in the airline industry through their studies. According to Cheung et al. (2019), SMMAs have great influences on CBE and brand knowledge. Another study of Khan et al. (2020) proved that SMMAs have a positive effect on purchase intention. Additionally, Yadav & Rahman (2018) demonstrated in their study the positive impact of SMMAs on customer loyalty. Based on previous research, this study aims to examine the possible existence of a statistically significant relationship between SMMAs, CBE, BA, BI and LI in the airline industry. The present study goals are to examine how SMMAs affect CBE and BA, validate the effect of CBE on BI and brand LI, evaluate the influences of BA on CBE, BI and LI and lastly, evaluate the effect of BI on LI.

2. Literature Review
2.1 SMMAs

Social media is characterized as an online platform or an application program that encourages communications, sharing of content or joint work (Richter & Koch, 2007; (Zephaniah et al., 2020). When a company's marketing activities build a personal relationship with consumers and offer firms in terms of conversation volume, social media is always at the center (Zollo et al., 2020). Researchers have examined the use of social media with its generalization across societies by investigating how it has been used, time consumed in using it and time intervals between uses (Bolton et al., 2013; Rosen et al., 2013; Seo & Park, 2018).

SMMAs form a component of online marketing

activities, such as e-mail newsletters and online advertising campaigns, thereby reinforcing traditional web-based promotion strategies (Ismail, 2017). SMMAs convert clients into marketers and brand advocates who create, update and exchange specific online information about different brands and their respective products (Akar & Topçu, 2011; Yadav & Rahman, 2018).

The elements of social-media activities were also explored in studies with diverse authors and contexts. Kim and Ko (2012) categorized the features of social-media practices into interaction, entertainment, customization, trendiness and word-of-mouth (WOM) and applied them to brands of luxury. In her research on insurance industry, Sano (2015) applied customization, trendiness, perceived risk and interaction as the four aspects of SMMAs. Lee (2017) categorized firms' SMMAs into promotion and selling, providing information, communication, social response and daily-life support. Based on the above studies, this research describes the components of SMMAs as entertainment, interaction, trendiness, customization and eWOM.

Entertainment is a consequence of the fun and play *via* social-media acquisition (Seo & Park, 2018). Entertainment is considered one of the key factors of social-media usage (Muntinga et al., 2011), as it motivates social-network consumers to search for relaxation and escapism (Algharabat, 2017).

Godey et al. (2016) characterized trendiness in terms of the dissemination of the new and most fashionable information about brands. The latest news and hot conversation subjects that are provided by social media are also a core product of search channels (Naaman et al., 2011). In order to access information, users more commonly turn to alternative forms of social media, since they view it as a more credible source of data than corporate-sponsored communication *via* traditional promotional activities (Godey et al., 2016; Mangold & Faulds, 2009; Vollmer & Precourt, 2008).

Interaction between brands and clients on social media is significantly altering communication (Gallaugher & Ransbotham, 2010; Kaplan & Haenlein, 2010). Daugherty et al. (2008) found that social interaction is a significant motivating factor for producing user-generated content. Social-media interaction is described by Godey et al. (2016) as the sharing of knowledge and the exchanging of views with others. It may provide support to customers in addition of being a platform for discussion and sharing ideas.

Research suggests that eWOM has greater client credibility, relevance and empathy than marketer-created web information sources (Verma & Yadav, 2021). Social-media applications are perfect eWOM platforms, since users produce and disseminate information about a certain brand without limitations to their peers, colleagues and other associates (Godey et al., 2016; Kim & Ko, 2012; Vollmer & Precourt, 2008).

Customization through social media is based on interaction with individual users; a master distinction with traditional advertising media (Winter et al., 2021). Individually structured information produced from different sources can be provided to consumers; this customization is used as a strategy for generating positive perceived control and consumer satisfaction (Al-Majali & Tarabieh, 2020; Ding & Keh, 2016; Nam & Yeo, 2011). Social media customization is an important business tool to demonstrate brands' uniqueness and increase preferences and loyalty to brands (Martin & Todorov, 2010; Seo & Park, 2018; Tarabieh, 2017).

2.2 BA

Creating powerful brands starts with generating awareness; thus, when assessing brand-building

marketing initiatives, BA is sometimes used as a preliminary result (Maanda et al., 2020; Schivinski et al., 2021). BA guides customers' preferences when selecting products among competing brands (Al-Alak & Tarabieh, 2011; Jensen et al., 2016). BA has been described as an instrument that stresses defining a specific community toward a certain brand and generates its familiarity and recognizability (Foroudi, 2019). The higher the awareness level, the better the perception of the brand and the more common for it to be preferred over other brands with lower awareness once customers are aware of a brand (Foroudi et al., 2018). Delbaeresay et al. (2021) argued that BA refers to how powerful the presence of a certain brand is in the minds of consumers; it means that buyers know brand information and can recall it.

From the perspective of customers, similar surveys have often considered that brand recall and brand recognition are the two main factors of BA (Ročkutė et al., 2018; Xu et al., 2020). Brand recall represents the tendency of a customer to retrieve brands from memory (Xu et al., 2020) and brand recognition is the ability to retrieve a brand from a comparable class and identify brand features (Foroudi et al., 2014; Kim et al., 2018). Brand recognition impacts the possibility of a particular brand's products being bought by customers (Foroudi, 2019). The researcher of this study, therefore, adapts the concept of Ročkutė et al. (2018) as the operationalization of BA.

2.3 CBE

In many study areas, such as sociology (Morton et al., 2012), political science (Mondak et al., 2010) or psychology and organizational behavior (Garczynski et al., 2013), the idea of engagement has been considered. The CBE term has received substantial interest in the academic marketing literature since 2005 throughout service and marketing literature (Islam & Rahman, 2016; Kaur et al., 2020).

The behaviors and attitudes that go beyond purchase are linked to customer engagement (AlghzawI et al., 2020; Lemon & Verhoef, 2016; Rosado-Pinto et al., 2020). CBE emerges when consumers can provide interactive experiences with agents such as stakeholders (e.g. Kumar, 2018) or objects such as organizations or brands (e.g. Hollebeek, 2011; Malthouse & Hofacker, 2010). CBE has also been interpreted as a multidimensional notion that aggregates cognitive, emotional and behavioral components (Hollebeek et al., 2014). Some scholars emphasize that those components are not the only ones that structure customer engagement (Vivek et al., 2012).

The concept of CBE fits in the context of marketing relationships that stress the value of loyal customers (Agustina & Ardiyanto, 2020). Previous studies have found that businesses with strong consumer engagement do well in regards to both their brands and profits (Hur et al., 2020; Wong & Merrilees, 2015). Li et al. (2020) found that the relationship between customers and brands must be solid and must include emotional connections to hook customers to brands. Sarmad et al. (2020) described CBE as a consumer state that can consciously sustain relationships with brands or firms that are defined by customer behavior and help them generate value in their processes. Moreover, Hollebeek et al. (2014) considered CBE as a multidimensional concept and characterized it as the positively valenced brand-related cognitive, emotional and behavioral activities of a customer during focal interactions between consumers and brands. The concept of CBE has been vastly adapted in current research (Algharabat et al., 2020; Fang et al., 2017; Mohanty & Dey, 2020). Thus, the research familiarizes the conceptualization of CBE by Hollebeek et al. (2014) and considers that

CBE consists of three-dimensional elements; cognitive processing, affection and activation.

2.4 BI

BI refers to the utility or added value that a brand contributes to the product (Flores-Hernández et al., 2020). Armstrong et al. (2018) indicated that BI represents what the customer has accumulated in his/her memory about the brand, which is actually what comes to the customer's mind when confronted with the brand. BI thus allows the customer to understand his/her needs from the brand and distinguish it from those of competitors (Mao et al., 2020). BI is the overall perception and evaluation of the brand by customers and it affects their purchasing and consuming behaviors (Liu et al., 2020). Consequently, a BI is constantly changing and developing (Hameed et al., 2021). It is an essential predictor of customers' perceptions and behaviors towards the brand, such as when a product or service is evaluated before purchasing (Alalwan et al., 2016; Ryu et al., 2008). Curating positive brand images has a critical significance in successfully positioning a product or service on the market in today's competitive environment (Hosany et al., 2006). In summary, BI will affect customer behaviors and attitudes by offering added value to products and service and increasing consumer loyalty (Hu et al., 2009; Mao et al., 2020).

2.5 LI

For retailers aiming to achieve competitive advantages in an oversaturated market environment, customer loyalty is a vital strategic thrust (Abd-El-Salam, 2020). for all firms, buyer loyalty is prioritized in marketing for the long run (Tarabieh, 2018; Toufaily et al., 2013). A loyal consumer is recognized by exhibiting repeated purchases and consistently promoting products and services of businesses to others (Casaló et al., 2008; Tarabieh, 2020).

The growth of loyal consumers is essential to businesses as recorded through previous studies which showed positive results generated due to loyal customers (Alalwan et al., 2017; Cheng et al., 2020). for instance, loyal clients are able to pay more frequently (Evanschitzky et al., 2012), are less costly to oblige (Shugan, 2005) and will spread a positive WOM to other members of the society (Razzaq et al., 2019; Zeithaml, 2000).

What led researchers to evaluate LI is the sophistication and difficulty of loyalty estimation which is possible, practical and meaningful (Sharma & Nayak, 2019; Song et al., 2013). LI represents the consumers' beneficial attitudes towards an organization or a brand, which is the outcome of their beliefs in the amount of value gained from consuming a service or product and whether it is higher than the value of non-consuming this service or product (Cheng et al., 2020). LI is the expression of loyalty and what differentiates it from others (Chi et al., 2020). There is consensus among scholars on the concept that LI can be appropriately evaluated using the intention to revisit and to recommend (Prayag & Ryan, 2012; Sharma & Nayak, 2019).

2.6 Conceptual Framework

An appropriate conceptual framework is needed to address the problem of this research and it should be built to match the environment within which this study is performed (Sekaran & Bougie, 2016). Figure 1 illustrates the proposed theoretical framework in the airline context; there is a total of five theoretical constructs in the paper's conceptual framework: SMMAs, BA, CBE, BI and LI. A total of eight research hypotheses are also included in the model.
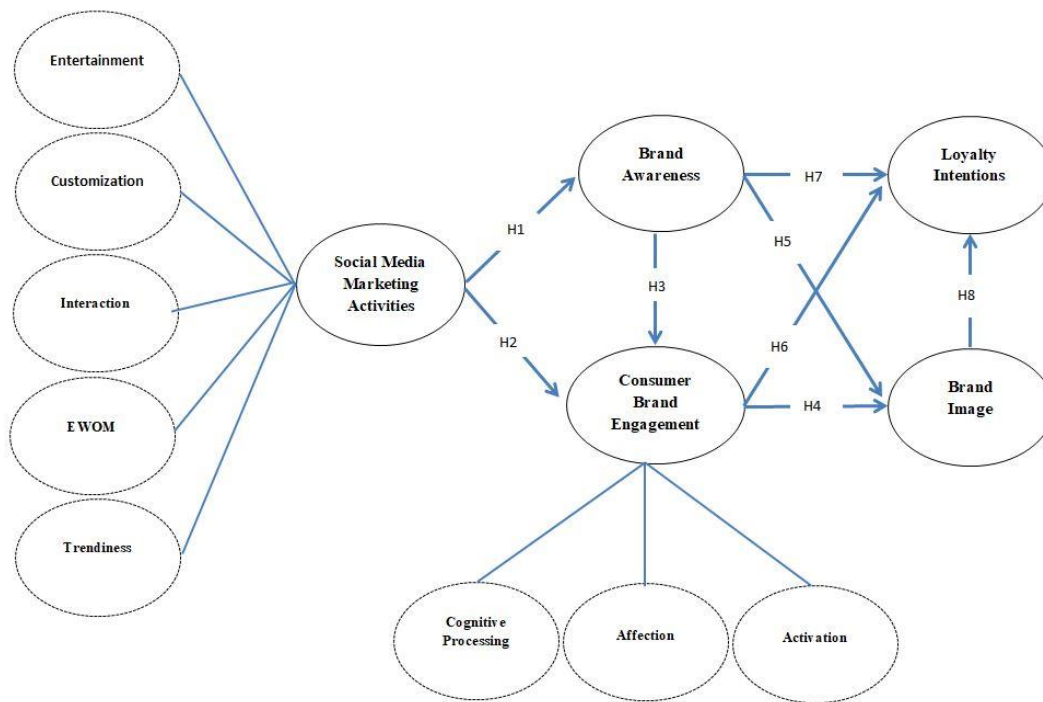
Figure (1)
Theoretical framework

(Adapted from: Hollebeek et al., 2014; Mathew et al., 2014; Seo and Park, 2018)

2.7 Impact of SMMAs on BA

BA is one of the main outcomes predicted from the SMMAs of businesses (Tsimonis & Dimitriadis, 2014). SMMAs are effective instruments in the development and growth of BA (Bilgin, 2018), Seo and Park (2018) pointed out that BA and BI are positively influenced by SMMAs in the airline industry. A vast number of users discuss the brand and commonly recognize it as a viral impact of social media (Sharma & Verma, 2018). Duffett (2017) established that client attitudes are affected by SMMAs. In this context, social media is an effective way to interact with existing and future clients and develop a solid trust in the brand (Cheung et al., 2019). Ismail (2017) discovered that SMMAs have an impact on BA and brand loyalty. Tatar & Erdoğmuş (2016) found out that SMMAs influence BA, purchasing intentions and brand loyalty in the hospitality

industry. Subsequently, it was hypothesized that:

H1: SMMAs significantly and positively impact BA.

2.8 Impact of SMMAs on CBE

In line with previous discussion on the components of SMMAs (entertainment, customization, interaction, eWOM and trendiness), social media's entertainment content may provide customers with enjoyable and interesting information, arguably reinforcing their affection for a brand and boosting CBE (Hollebeek et al., 2014; Ismail, 2017). Customization on social-media platforms will impact the formation of cognitive experience and affect users' minds; for instance, buyers are more likely to accept the core brand as their main preference in their

decision-making process (Harrigan et al., 2018). Brand pages on interactive social media facilitate conversance between brands and buyers affecting the creation of positive perceptions about a brand and leading eventually to CBE growth (Ismail, 2017). The accessibility and usage of EWOM on social-media platforms help build positive consumer experiences and brand emotions, thereby enhancing the consumer-brand relationship. Brand trendiness on social-media platforms contributes to its perception as a master brand, encouraging customers to look for the latest updates on brand pages, thus helping the establishment of a meaningful brand experience in the minds of consumers (Cheung et al., 2020). In brief, the recommendation is for organizations to use SMMAs to reinforce CBE and enhance customer-brand relationship (De Vries & Carlson, 2014; Dessart et al., 2015). Subsequently, it was hypothesized that:

H2: SMMAs significantly and positively impact CBE.

2.9 The Impact of BA on CBE

The level of customer participation in brand communities which represents another type of engagement behavior is potentially shaped by the level of the customer-brand relationship (Stokburger-Sauer, 2010). More specifically, brand experts show more interest in understanding the influence of BA on specific customer-interaction behaviors considering its growing significance as a strategic tool for managing customer relationships (Kumar et al., 2010). The most common incentives for customers to participate in sponsorship activities have been identified as growing BA and shaping BI (Dwivedi et al., 2016). The relationships between team identification, fit, BA, brand engagement and perceived quality were investigated by Tsordia and Papadimitriou (2016) and the benefits of BA to CBE and the sponsor's products were illustrated. BA is recognized as one of the most critical

elements of brand strategy and is widely acknowledged for its effect on consumer behavior (Buil et al., 2013; Pappu & Quester, 2006)., since BA is one of the most significant variables that can shape CBE behavior (Dwivedi et al., 2016; Van Doorn et al., 2010).

Subsequently, it was hypothesized that:
H3: BA significantly and positively impacts CBE.

2.10 Impact of CBE on BI

Customers often consider products with a high and favorable BI as a key requirement in their decision-making process (Yun et al., 2020). This encourages marketers to use diverse channels to enhance CBE and produce clear, meaningful brand experiences (De Vries & Carlson, 2014). Brodie et al. (2011) emphasized that as the brand's customer engagement increases, their satisfaction, involvement, recognition and image will be higher. In addition, customer-brand interaction during the CBE building process is an input in the formation of BI (France et al., 2016). Therefore, the emotional attachment to a brand created *via* the CBE process leads to solid and positive brand attitudes, thereby reinforcing BI (Cheung et al., 2020). Subsequently, it was hypothesized that:

H4: CBE significantly and positively impacts BI.

2.11 Impact of BA on BI

Extending and retaining the BA of customers by growing their level of information allow them to become more acquainted with the brand and their approach to it becomes more optimistic (Tran et al., 2020). Therefore, growing the level of information and BA assists a brand in achieving a powerful spot

in the customer's mind (Bilgin, 2020). In this sense, social media is a valuable source of information for users to accumulate and gain awareness related to a brand. Social media may help people in recognizing a certain product or brand and creating a mental portrait of its features (Suki & Sasmita, 2015). Stojanovic, Andreu and Curras-Perez (2018) accepted that BA's influence raises the BI as per the degree of intensity of social-media usage. This result is substantiated by Altaf et al. (2017), who found that the favorable perception of BA by clients will contribute to higher BI levels. The development of BA will then contribute to a higher degree of BI, allowing for greater profitability and greater market share (Algharabat et al., 2020; Ledikwe, 2020; Tran et al., 2019). Subsequently, it was hypothesized that:

H5: BA significantly and positively impacts BI.

2.12 Impact of CBE on LI

CBE is a vital predictor of LI (Adhikari & Panda, 2019). It has also been proposed that clients who are engaged with a brand are more likely to be committed to it (Chathoth et al., 2016; Gumparthi & Patra, 2020). As a result of the clear and sustaining psychological connection between customers and brands and their interactive brand experiences in the post-consumption stage, CBE will enhance loyalty and contribute to customers being able to make a purchase (Hollebeek et al., 2014). CBE influences the attitudes of the brand and thus loyalty behavior (Alalwan et al., 2020; Algharabat et al., 2018). Dwivedi (2015) stated that CBE has a significant direct influence on LI of consumers. Subsequently, it was hypothesized that:

H6: CBE significantly and positively impacts LI.

2.13 Impact of BA on LI

BA concept is more than just a fundamental connection with the brand. In order to establish a firm belief throughout the phase of building strong brands, a company must create sufficient awareness and understanding among consumers (Kumar & Murali, 2020). BA has a vital function in the decision-making process, since it improves the probability of a brand being included in the consideration set; therefore, businesses may achieve a significant competitive advantage (Elliott et al., 2015). In the consideration set, BA will affect the purchase decision, which in turn would enhance LI even though there are no other brand associations (Mathew et al., 2014). This argument is also valid for brand newly entering the market (Das, 2014). Thus, it was hypothesized that:

H7: BA significantly and positively impacts LI.

2.14 Impact of BI on LI

As another driver of customer loyalty, previous literature examined BI (Tarabieh, 2018). for instance, to profit from consumer loyalty advantages, such as positive WOM, the right to implement price premiums and lowered customer acquisition costs, retailers must earn it by BI, outstanding quality of service and customer satisfaction (Kwon & Lennon, 2009; Tarabieh et al., 2020). When customers perceive a brand as possessing a favorable image, this encourages the re-patronage corresponding to the degree of the positive image (Dwivedi et al., 2012). This is because the image acts as a signal of past behavior and is often used by customers to predict the company's future actions (Dennis et al., 2007). Therefore, a clear effect of BI on the LI of customers is theorized and receives empirical support in literature (Dwivedi et al., 2012; Johnson et al., 2006; Vogel et al., 2008).

In a case of strong congruity between consumers and brands, customers prefer to stick to the same brand in the long run (Jamshidi & Rousta 2021). The

cost of switching between e-tailers is incredibly low in the internet environment, where earning and maintaining customer loyalty may be much more difficult. As a result, an e-tailer faces intense competition from several individuals who are only a click away. In the sense of brick-and-click multi-channel retailing, the image of a retailer in the eye of a customer can develop across both online and offline experiences and so, the interplay between a multi-channel retailer's online and offline brand images can potentially influence the loyalty of the consumer to the retailer through each channel (Kwon & Lennon, 2009).

Subsequently, it was hypothesized that:

H8: BI significantly and positively impacts LI.

3. Methodology

3.1 Measures and Instrumentation

The measures in this research have been adapted from Hollebeek et al. (2014), Mathew et al. (2014) and Seo & Park (2018). Table 1 underlines the items adapted to measure each variable and their sources in literature. A seven-point Likert scale was used from "strongly disagree" (1) to "strongly agree" (7).

Table (1)
The items used for measurement of constructs

Items		References	Sector
SMMAs		Seo and Park (2018)	Airline Industry
Entertainment			
SMMAs1	The social media of this airline is enjoyable.		
SMMAs2	The content shared by the social media of this airline is enjoyable.		
Customization			
SMMAs3	The information that I need can be found in the social media of this airline.		
SMMAs4	The social media of this airline provided the information that I needed.		
Interaction			
SMMAs5	Information sharing is possible in the social media of this airline.		
SMMAs6	The discussion and exchange of opinions is possible in the social media of this airline.		
SMMAs7	The expression of opinions is easy in the social media of this airline.		
EWOM			
SMMAs8	I will post positive opinions about this airline on social media.		
SMMAs9	I will recommend this airline using social media.		
SMMAs10	I will recommend this airline to my social media friends.		
Trendiness			
SMMAs11	The information shared in the social media of this airline is up to date.		
SMMAs12	The use of social media by this airline is fashionable.		
BA		Seo and Park (2018)	Airline Industry
BA1	I am always aware of this airline's brand.		
BA2	I am aware of the characteristics of this airline's brand.		
BA3	I can always remember the logo of this airline's brand.		
CBE		Hollebeek et al. (2014)	Social Media Industry- Twitter, Facebook & LinkedIn
Cognitive Processing			
CBE1	Using my favorite airline's brand gets me to think about this brand.		
CBE2	I think about my favorite airline's brand a lot when I'm using it.		
CBE3	Using favorite airline's brand stimulates my interest to learn more about this brand.		
Affection			
CBE4	I feel very positive when I use my favorite airline's brand for my booking.		
CBE5	Using my favorite airline's brand makes me happy.		
CBE6	I feel good when I use my favorite airline's brand.		
CBE7	I'm proud to use my favorite airline's brand.		
Activation			
CBE8	I spend a lot of time using my favorite airline's brand, compared to other airline's brands.		
CBE9	Whenever I'm booking my flight online, I usually use my favorite airline's brand.		
CBE10	My favorite airline's brand is one of the brands I usually use when I am booking my flight online.		
BI		Seo and Park (2018)	Airline Industry
BI1	This airline is a leader in the industry.		
BI2	I have an impressive memory regarding this airline.		
BI3	This airline is customer centered.		
LI		Mathew et al. (2014)	hygiene Industry- Deodorants
LI1	I generally buy the same airline's brands that I have always bought.		
LI2	Once I get used to an airline's brand I hate to switch.		
LI3	If I like an airline's brand, I rarely switch from it just to try something different.		
LI4	I always tend to buy the same airline's brand.		

3.2 Population and Sampling

The sample population was made up of Jordanians who had experience using airlines and who utilized Facebook, Twitter or Instagram regularly and followed at least one airline's brand on social-media platforms. However, detailed information about how many social-media users are Jordanians and how many accounts are actively used is restricted. As a result, the research employs a technique of non-probability sampling with a purposive sampling method, in which sample units are chosen based on specific criteria in order to acquire a sample with the desired characteristics.

3.3 Data Collection Process

The survey used for the empirical study was completed from the 09th to the 27th of August 2020. The survey was conducted online through various social-media platforms in order to obtain a large and representative sample. 433 questionnaire forms were distributed, 352 of which were returned. Even so, 21 of the interviewees were eliminated (respondents did not have experience using airlines, did not actively utilize social-media platforms and/or did not

follow the brand of at least one airline on these social-media platforms), leaving 331 questionnaire forms for analysis.

4. Results

The partial least squares (PLS) technique was applied to analyze the casual relationships between constructs using the software application Smart-PLS 2.0. The PLS approach was selected due to the exploratory nature of the research (Hair et al., 2011). The two-step approach was utilized in data analysis as suggested by (Henseler et al., 2009), where the first step involves the analysis of the measurement model, while the second step tests the structural relationships among the latent constructs. The two-step approach aims to establish the reliability and validity of the measures before assessing the structural relationship of the model. Table 2 represents the results of convergent validity which refers to the degree to which multiple attempts to measure the same concept are in agreement (Hair et al., 2010).

Table (2)

Convergent validity and internal reliability

Second-order Construct	First-order Construct	Item/ Construct Number (40)	Factor Loading Range	Average Variance Extracted (AVE)	Composite Reliability (CR)	Internal Reliability (Cronbach's Alpha)
SMMAs		5	0.795- 0.859	0.792	0.950	0.934
	Entertainment	2	0.739- 0.877	0.662	0.921	0.898
	Customization	2	0.772- 0.892	0.701	0.921	0.893
	Interaction	3	0.807- 0.880	0.729	0.931	0.907
	EWOM	3	0.882- 0.898	0.792	0.950	0.934
	Trendiness	2	0.863- 0.948	0.736	0.933	0.912
---	BA	3	0.892- 0.920	0.736	0.933	0.912

CBE		3	0.834- 0.925	0.779	0.946	0.934
	Cognitive Processing	3	0.784- 0.937	0.756	0.939	0.926
	Affection	4	0.776- 0.835	0.651	0.882	0.822
	Activation	3	0.792- 0.871	0.723	0.929	0.904
---	BI	3	0.746- 0.836	0.636	0.897	0.857
---	LI	4	0.841- 0.902	0.729	0.931	0.907

Note. N = 331.

As shown in Table 2, the results of the assessment of the standardized loadings of the items showed that the factor loadings of all items were more than 0.5 as recommended by Hair et al. (2006), ranging from 0.739 to 0.892. The average variance extracted (AVE), which represents the total amount of variance in the indicators of a latent construct, was in the range from 0.636 to 0.792, being all above the suggested value of 0.5 (Hair et al., 2010). Composite reliability (CR), which describes the degree to which the indicators of a construct exhibit that construct, ranged from 0.882 to 0.950, being higher than

the suggested value of 0.6 (Hair et al., 2010). In the next step, the value of Cronbach's alpha was used to measure the internal reliability of the measures. The values ranged from 0.822 to 0.934, being above the threshold of 0.7 suggested by Nunnally (1994).

Table 3 presents the means, standard deviations and correlations between hypothesized constructs, as well as the results of discriminant validity which refers to the issue of how truly distinct a construct is from other constructs (Hair et al., 2006).

Table (3)

Discriminant validity, correlations and descriptive statistics

Construct	*Mean*	*Std. Dev.*	*SMMAs*	*BA*	*CBE*	*BI*	*LI*
SMMAs	4.647	1.239	**0.890**				
BA	4.594	1.623	0.521	**0.858**			
CBE	5.063	1.616	0.407	0.371	**0.883**		
BI	4.381	1.286	0.436	0.304	0.427	**0.854**	
LI	4.929	1.230	0.595	0.611	0.458	0.497	**0.797**

Note: Diagonals represent the square root of the average variance extracted, while the other entries represent the correlations; Likert's scale from "strongly disagree" (1) to "strongly agree" (7) was used.

As shown in Table 3, the square root of the average variance extracted for each construct is higher than the correlations of that construct with other constructs (Hair et al., 2010). Furthermore, the correlations were all less than the threshold of 0.85, ranging from 0.304 to 0.611,

demonstrating good discriminant validity among the constructs (Kline, 2015). Table 3 also represents the descriptive statistics of the constructs, including the means and standard deviations. The lowest mean value belonged to BI, while CBE has the highest

mean value; the lowest and highest standard deviation belonged to LI and BA, respectively.

In the structural model, path analysis was utilized to examine the hypothesized direct effects among the constructs (i.e., H1 thru H8). Table 4 represents the results of examining the structural model and the related direct-effect hypotheses.

Table (4)

Results of examining the direct-effect hypotheses

IV	DV			
	BA (R2=0.340, Q2=0.242)	**CBE** (R2=0.323 Q2=0.209)	**BI** (R2=0.481 Q2=0.311)	**LI** (R2=0.452 Q2=0.329)
SMMAs	$0.583^{***\ (H1)}$	$0.476^{***\ (H2)}$	---	---
BA	---	$0.398^{***\ (H3)}$	$0.623^{***\ (H5)}$	$0.321^{***\ (H7)}$
CBE	---	---	$0.473^{**\ (H4)}$	$0.442^{***\ (H6)}$
BI	---	---	---	$0.531^{***\ (H8)}$

Note: N = 331; *p < 0.05. **p < 0.01. ***p < 0.001.

The R^2 values for the dependent variables were all above the threshold of 0.30, ranging between 0.323 and 0.481 (Hair et al., 2010)The Q^2 values for the dependent variables were all above the cut-off of 0.00, ranging between 0.209 and 0.329 (Hair et al., 2010). The patch analysis results indicated that all examined paths were found as significant and positive because of having p-values less than 0.05. Therefore, all eight developed hypotheses were supported. The strongest path was found between BA and BI with a coefficient of 0.623 and a p-value <0.001. The weakest path belonged to the relationship between BA and LI with a coefficient of 0.321 and a p-value <0.001. Figure 2 represents the model of findings and the results of examining the research hypotheses.
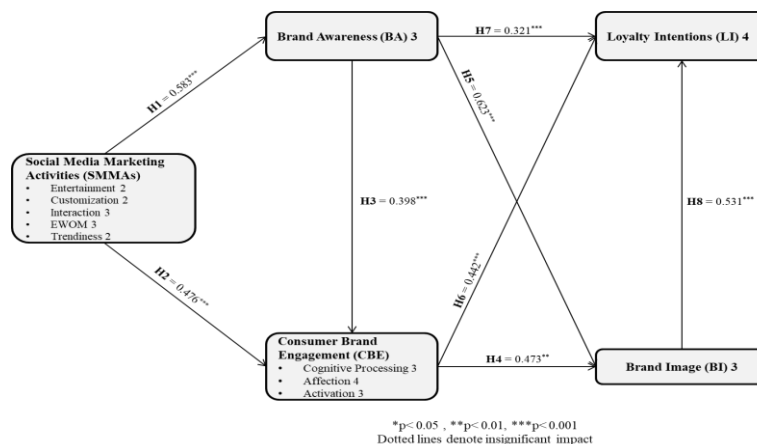

*p< 0.05 , **p< 0.01, ***p<0.001
Dotted lines denote insignificant impact

Figure (2)
Model of Findings

5. Conclusions and Implications

The goal of this research is to recognize and evaluate the impact of SMMAs on CBE, BA, BI and LI among Jordanian consumers who have used airlines and who regularly utilized Facebook, Twitter or Instagram and followed the brand of at least one airline on these social-media platforms.

The results of the paper's analysis suggest that SMMAs have a significant influence on CBE and BA, assessed by brand recognition and brand recall. The results of the studies carried out by De Vries and Carlson (2014), Dessart et al. (2015), Ismail (2017) and Tatar and Erdoğmuş (2016) have been complied with the paper's results. In addition, the impact that SMMAs have on clients is often reflected in BA. In other words, in the context of reminding customers and keeping the brand in their minds, SMMAs are significant awareness tools. It was believed that the explanation for buyers joining the brands they are already familiar with on social media was the reason (Bilgin, 2018). Thus, the findings of our study call airline companies to draw more attention to SMMAs. This is because activities that support the value of the brand should be integrated to traditional brand communication by airlines which intend to perform marketing on social-media platforms.

Analysis results have shown that CBE is a vital BI and LI predictor. The author positions LI as an end result of CBE from a theoretical point of view, which is outlined in some early conceptual work in the area (Brodie et al., 2011). In addition, customers create brand-related content or share their experiences as they engage with a brand on social media, which means that they reflect BI and brand loyalty in their minds. Consequently, generating CBE provides airline brands with competitive advantages that assist in retaining customers as a result.

The results revealed that BA had significantly and positively influenced CBE, which is compatible with the latest research results, indicating that BA was an important component in shaping CBE on social-media platforms (Dwivedi et al., 2016; Tsordia & Papadimitriou, 2016). BA also had a strong and positive influence on BI on social-media platforms. The results of Ledikwe (2020) and Tran et al. (2019) confirmed this outcome. Furthermore, this study demonstrates that BA had a significance influence on LI. This outcome was consistent with the findings of Das (2014) and Mathew et al. (2014). Based on the above results, the implementation of these findings and recommendations would also allow airlines to strengthen their product offerings and service delivery and create a stronger relationship with their consumers by the use of promotion of BA and BI, which in turn leads to sustainable brand loyalty.

The importance of BI should not be overlooked. A distinctive brand that offers customers added meaning seeks to differentiate itself from those of competitors and acts as a precursor to potential customer loyalty. The analysis shows that BI directly influences LI, as hypothesized; this result is not unexpected. The result confirms the emerging literature showing an explanatory influence of BI on LI (Dwivedi et al., 2012; Johnson et al., 2006; Kwon & Lennon, 2009; Vogel et al., 2008). Thus, strategic moves underpin BI position in shaping customer LI, which manifests itself as consumers endorsing the brands on their social-media network and ordering additional products or services from them.

At the end, we expect that the findings of this study will be beneficial to administrators, professionals, university students and other researchers and that by serving as a guide, it will make a substantial contribution to future work.

6. Limitations and Future Research

The first limitation of this study is related to the

utilization of a single industry. Since the current research explores the relationship between SMMAs, BA, CBE, BI and LI in the airline industry, it does not apply to other service industries, such as hospitality, real-estate, banking or telecommunication industries. As a result, there is a restricted capacity to the generalization of the reported results to other service industries.

Based on the data provided above, larger samples, along with other service sectors such as telecommunication, insurance and banking industries would make great candidates for the findings of this study. Analysis of these industries will improve the researcher's knowledge of all of them in addition to helping managers make crucial decisions in these competitive environments.

The second limitation of this research has to do with the use of a single country. The use of samples from a single country (Jordan) can yield results that are unique to the culture; this makes it challenging to generalize the findings across other settings. Consequently, more research is required to validate the model in different countries.

With consideration of the above, other Middle Eastern countries should be regarded for further studies in order to test and explore the model developed for this analysis. This will prove helpful in presenting evidence of the strength of the study model across various Middle East airline systems. As the model's rigidity may differ from one cultural setting to another, it will require empirical testing. In order to obtain more information and an explicit overall image on this topic in various countries, more empirical research requiring the collection of data from various countries, especially Arab countries, is needed.

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